

# Recommended Budget Fiscal Year 2021-22



**Town of  
Manchester, CT**



# BUDGET TRANSMITTAL LETTER FROM THE General Manager

March 9, 2021

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

This budget represents the first recommended budget submitted since the Covid pandemic dramatically altered the course of the business we conduct beginning one year ago this month. I am pleased to report the operation is still running strong despite the many & various challenges we've faced. The majority of operations continued, though often with much adaptation and adjustment. The Town's finances remain healthy, with a stable outlook for State Aid and most other major revenue sources.

Over the past weeks, we have been closely watching the Stimulus bill as it's made its way through the House & Senate. The bill as proposed could make a substantial sum of money available to Manchester. The promise of federal educational stimulus (ESSER 2), in conjunction with Alliance Grant funding, has allowed the Board of Education to submit a 0% increase budget for the upcoming fiscal year. For the Town side, however, we are as-of-yet uncertain as to the amount of funds that will be made available, or the rules & conditions that will dictate how those funds can be spent. This budget therefore makes no assumptions about additional general use intergovernmental revenues beyond what the Governor has proposed in his biennial budget.

Overall, the General Fund recommended budget increases by 1.86%, with a proposed mill rate increase of 1.23%. This municipal budget maintains 31 frozen and unfunded positions consistent with the current year, with no net increases in position count. The South Manchester Fire District mill rate increases by 2.24%. Sewer rates are recommended to increase by 4% 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 3% to prepare for new filtration needs in the coming years.

Respectfully Submitted,

Scott Shanley  
General Manager



# 2021-22 RECOMMENDED BUDGET AT A GLANCE

The Recommended General Fund budget for FY 2021-22 totals \$197,980,211, an increase of \$3,614,787 or 1.86% over the current year.

**36.97**  
Proposed General Fund  
Mill Rate

**+1.23%**  
Compared to Current  
Mill Rate of 36.52

**+\$56**  
Tax increase on Median  
Home (val. \$180,000)

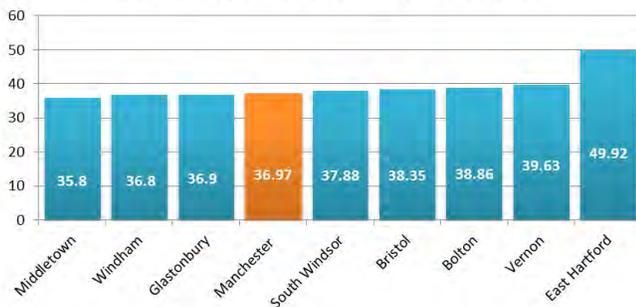
The Recommended Fire Fund budget for FY 2021-22 totals \$18,541,172, an increase of \$501,453 or 2.78% over the current year.

**5.47**  
Proposed South Fire  
District Mill Rate

**+2.24%**  
Compared to Current  
Mill Rate of 5.35

**+\$15**  
Tax Increase on Median  
Home (val. \$180,000)

Mill Rate Comparison to Nearby/ Comparable Towns



General Fund Mill Rate Increases, FY14-FY22

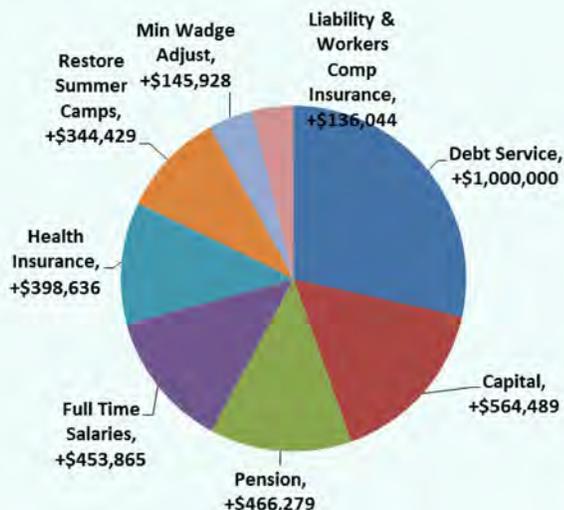


Source: CT Office of Policy & Management FY2021 Mill Rates

**Water Rate: +3%**

**Sewer Rate: +4%**

## General Fund Increases:



*Rate increases to keep pace with the water & sewer utilities' infrastructure & environmental needs & declining billed consumption*

- Debt service increases \$1M for bond issues on authorized infrastructure & school projects
- Summer Camps were not funded in the current year due to Covid but are restored for next year (cost net of fee revenues is \$184,429).
- The Capital budget relied on one-time funding sources in the current year; FY22 restores funding & also provides for PD locker room renovations to accommodate growing percentage of women officers in the Department.
- Increases to pension and insurance costs determined by actuarial analysis of the level of funding required.
- The Education budget reflects a 0% increase based on anticipated Federal stimulus funding

**TOWN OF MANCHESTER, CONNECTICUT  
RECOMMENDED BUDGET  
FY 2021/22**

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## EXPENDITURE SUMMARY

	Expended 2019/20	Adopted 2020/21	Estimated Expenditures 2020/21	Manager's Recommended 2021/22	Adopted 2021/22	Change Over Current Adopted	Percent Change
<b>GENERAL GOVERNMENT</b>							
Board of Directors	\$ 297,352.04	\$ 341,031	\$ 341,616	\$ 361,672		\$ 20,641	6.05%
General Manager	\$ 489,194.60	\$ 638,572	\$ 650,733	\$ 678,631		\$ 40,059	6.27%
Budget & Research Office	\$ 254,485.01	\$ 222,541	\$ 223,725	\$ 235,626		\$ 13,085	5.88%
Human Resources	\$ 511,818.62	\$ 430,197	\$ 438,110	\$ 431,200		\$ 1,003	0.23%
Customer Service/Info Office	\$ 152,322.97	\$ 163,209	\$ 163,103	\$ 171,606		\$ 8,397	5.14%
Finance Administration	\$ 210,051.56	\$ 212,005	\$ 213,970	\$ 214,582		\$ 2,577	1.22%
Accounting	\$ 537,123.47	\$ 555,477	\$ 561,753	\$ 574,756		\$ 19,279	3.47%
Assessment & Collection	\$ 992,395.61	\$ 1,054,519	\$ 992,780	\$ 1,070,462		\$ 15,943	1.51%
Purchasing	\$ 568,294.52	\$ 610,437	\$ 605,304	\$ 636,721		\$ 26,284	4.31%
Planning and Economic Devel.	\$ 737,296.48	\$ 771,487	\$ 769,054	\$ 784,511		\$ 13,024	1.69%
Town Clerk	\$ 437,399.00	\$ 491,357	\$ 460,286	\$ 492,920		\$ 1,563	0.32%
Registrars	\$ 253,583.34	\$ 308,030	\$ 321,442	\$ 277,417		\$ (30,613)	-9.94%
Town Attorney	\$ 348,463.16	\$ 408,681	\$ 406,231	\$ 404,497		\$ (4,184)	-1.02%
Probate Court	\$ 37,588.13	\$ 42,568	\$ 38,095	\$ 42,568		\$ -	0.00%
<b>TOTAL</b>	<b>\$ 5,827,368.51</b>	<b>\$ 6,250,111</b>	<b>\$ 6,186,202</b>	<b>\$ 6,377,169</b>	<b>\$ -</b>	<b>\$ 127,058</b>	<b>2.03%</b>
<b>DEPARTMENT OF PUBLIC WORKS</b>							
DPW Administration	\$ 776,540.69	\$ 830,932	\$ 833,396	\$ 819,620		\$ (11,312)	-1.36%
Engineering	\$ 2,212,678.76	\$ 2,296,508	\$ 2,270,927	\$ 2,337,046		\$ 40,538	1.77%
Field Services	\$ 6,360,716.58	\$ 7,649,130	\$ 7,002,825	\$ 7,521,206		\$ (127,924)	-1.67%
Facilities	\$ 2,218,867.19	\$ 2,313,472	\$ 2,296,472	\$ 2,369,857		\$ 56,385	2.44%
Building Inspection	\$ 916,030.64	\$ 988,711	\$ 975,537	\$ 993,285		\$ 4,574	0.46%
<b>TOTAL</b>	<b>\$ 12,484,833.86</b>	<b>\$ 14,078,753</b>	<b>\$ 13,379,157</b>	<b>\$ 14,041,014</b>	<b>\$ -</b>	<b>\$ (37,739)</b>	<b>-0.27%</b>
<b>PUBLIC SAFETY</b>							
Police	\$ 20,607,318.46	\$ 21,990,599	\$ 22,057,018	\$ 23,022,953		\$ 1,032,354	4.69%
Paramedic Services	\$ 2,312,621.00	\$ 2,532,103	\$ 2,532,103	\$ 2,586,848		\$ 54,745	2.16%
Emergency Management	\$ 53,706.84	\$ 60,971	\$ 60,971	\$ 60,971		\$ -	0.00%
<b>TOTAL</b>	<b>\$ 22,973,646.30</b>	<b>\$ 24,583,673</b>	<b>\$ 24,650,092</b>	<b>\$ 25,670,772</b>	<b>\$ -</b>	<b>\$ 1,087,099</b>	<b>4.42%</b>
<b>DEPARTMENT OF HUMAN SERVICES</b>							
Human Services Administration	\$ 819,373.87	\$ 854,429	\$ 858,811	\$ 857,461		\$ 3,032	0.35%
Health	\$ 820,846.87	\$ 874,951	\$ 886,381	\$ 917,168		\$ 42,217	4.83%
Senior, Adult and Family Services	\$ 622,125.52	\$ 653,719	\$ 648,038	\$ 665,401		\$ 11,682	1.79%
Senior Center	\$ 640,180.82	\$ 766,515	\$ 575,201	\$ 738,825		\$ (27,690)	-3.61%
<b>TOTAL</b>	<b>\$ 2,902,527.08</b>	<b>\$ 3,149,614</b>	<b>\$ 2,968,431</b>	<b>\$ 3,178,855</b>	<b>\$ -</b>	<b>\$ 29,241</b>	<b>0.93%</b>
<b>LEISURE SERVICES</b>							
Recreation	\$ 1,741,655.02	\$ 1,771,623	\$ 1,544,251	\$ 2,197,445		\$ 425,822	24.04%
Neighborhood & Families	\$ 124,011.37	\$ 178,751	\$ 176,911	\$ 195,239		\$ 16,488	9.22%
Youth Services Bureau	\$ 672,474.14	\$ 717,978	\$ 700,977	\$ 740,795		\$ 22,817	3.18%
Library	\$ 3,107,718.68	\$ 3,308,583	\$ 3,241,726	\$ 3,404,719		\$ 96,136	2.91%
<b>TOTAL</b>	<b>\$ 5,645,859.21</b>	<b>\$ 5,976,935</b>	<b>\$ 5,663,865</b>	<b>\$ 6,538,198</b>	<b>\$ -</b>	<b>\$ 561,263</b>	<b>9.39%</b>
<b>FIXED COSTS AND MISCELLANEOUS</b>							
Retired Employee Benefits	\$ 4,412,069.41	\$ 4,696,647	\$ 4,836,647	\$ 4,833,966		\$ 137,319	2.92%
Interfund Transfers*	\$ 5,008,374.00	\$ 3,984,876	\$ 4,788,892	\$ 4,734,147		\$ 749,271	18.80%
Miscellaneous	\$ 175,376.66	\$ 413,939	\$ 125,519	\$ 375,214		\$ (38,725)	-9.36%
Debt Service	\$ 12,680,934.95	\$ 12,961,935	\$ 12,961,935	\$ 13,961,935		\$ 1,000,000	7.71%
<b>TOTAL</b>	<b>\$ 22,276,755.02</b>	<b>\$ 22,057,397</b>	<b>\$ 22,712,993</b>	<b>\$ 23,905,262</b>	<b>\$ -</b>	<b>\$ 1,847,865</b>	<b>8.38%</b>
<b>TOTAL NON-EDUCATIONAL</b>	<b>\$ 72,110,989.98</b>	<b>\$ 76,096,483</b>	<b>\$ 75,560,740</b>	<b>\$ 79,711,270</b>	<b>\$ -</b>	<b>\$ 3,614,787</b>	<b>4.75%</b>

\*- Transfer to Paramedics, previously included as interfund transfers, is now shown under Public Safety

## EXPENDITURE SUMMARY

EDUCATION							
Board of Education	\$ 116,281,237.00	\$ 117,774,174	\$116,774,174	\$ 117,774,174	\$	-	0.00%
Priv. Sch. Health & Welfare	\$ 410,182.56	\$ 426,145	\$ 426,145	\$ 426,145	\$	-	0.00%
Transitional Living Center	\$ 188,821.00	\$ 68,622	\$ 68,622	\$ 68,622	\$	-	0.00%
<b>TOTAL</b>	<b>\$ 116,880,240.56</b>	<b>\$ 118,268,941</b>	<b>\$117,268,941</b>	<b>\$ 118,268,941</b>	<b>\$</b>	<b>-</b>	<b>0.00%</b>
GENERAL FUND TOTAL							
	\$ 188,991,230.54	\$ 194,365,424	\$192,829,681	\$ 197,980,211	\$	-	3,614,787 1.86%
OTHER BUDGETED FUNDS:							
FIRE FUND	\$ 16,514,263.73	\$ 18,039,719	\$ 17,455,944	\$ 18,541,172	\$	501,453	2.78%
INFORMATION SYSTEMS FUND	\$ 1,843,040.20	\$ 2,290,799	\$ 2,225,022	\$ 2,281,993	\$	(8,806)	-0.38%
WATER FUND	\$ 7,574,963.78	\$ 8,733,287	\$ 8,463,066	\$ 8,625,217	\$	(108,070)	-1.24%
SEWER FUND	\$ 6,750,681.59	\$ 9,906,854	\$ 9,509,093	\$ 9,817,828	\$	(89,026)	-0.90%
SANITATION FUND	\$ 6,225,226.60	\$ 7,541,092	\$ 7,305,391	\$ 7,816,104	\$	275,012	3.65%
<b>GRAND TOTAL</b>	<b>\$ 227,899,406.44</b>	<b>\$ 240,877,175</b>	<b>\$237,788,197</b>	<b>\$ 245,062,525</b>	<b>\$</b>	<b>-</b>	<b>4,185,350 1.74%</b>

## REVENUE SUMMARY

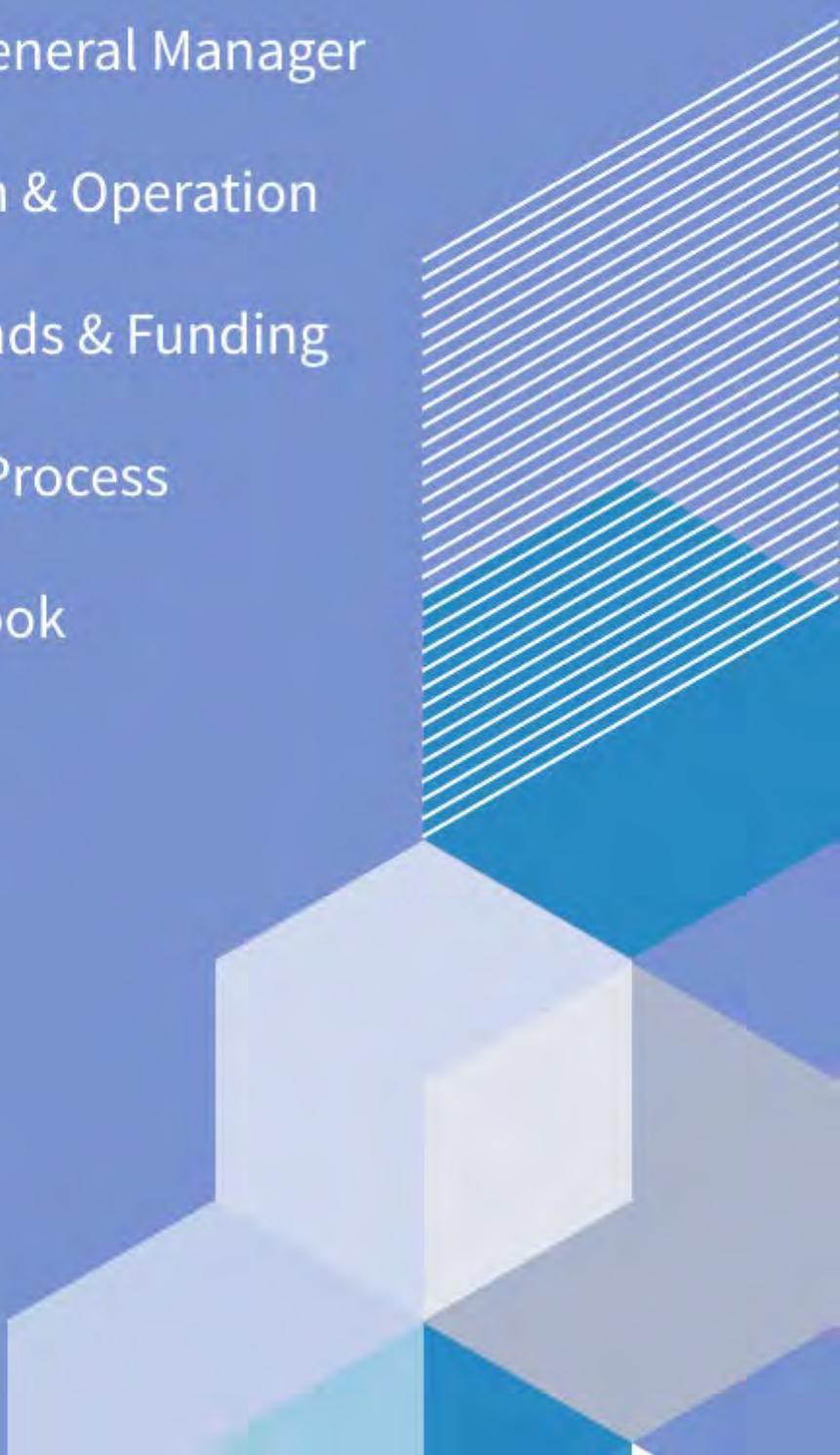
GENERAL RELATED	Collected 2019/20	Adopted Budget 2020/21	Estimated Revenues 2020/21	Manager's Recommended 2021/22	Adopted 2021/22	Change Over FY21 Adopted	Percent Change
<b>Property Taxes</b>							
Taxes - Current Year	\$ 144,307,585.86	\$ 145,448,689	\$ 145,448,689	\$ 149,364,793		\$ 3,916,104	2.69%
Motor Vehicle Supplement	\$ 1,857,945.18	\$ 1,654,000	\$ 1,550,000	\$ 1,729,000		\$ 75,000	4.53%
Taxes - Prior Years	\$ 2,057,901.56	\$ 2,250,000	\$ 2,137,500	\$ 2,250,000		\$ -	0.00%
Suspense Collection	\$ 124,704.42	\$ 120,000	\$ 126,705	\$ 120,000		\$ -	0.00%
Interest and Liens	\$ 1,238,668.80	\$ 1,230,000	\$ 900,000	\$ 1,230,000		\$ -	0.00%
<b>Total</b>	<b>\$ 149,586,805.82</b>	<b>\$ 150,702,689</b>	<b>\$ 150,162,894</b>	<b>\$ 154,693,793</b>	<b>\$ -</b>	<b>\$ 3,991,104</b>	<b>2.65%</b>
<b>Permits, Licenses, Fees</b>							
Town Clerk Fees	\$ 1,405,145.11	\$ 1,030,000	\$ 900,000	\$ 1,180,000		\$ 150,000	14.56%
Town Clerk Land Record Fees	\$ 14,514.00	\$ 16,000	\$ 16,000	\$ 13,000		\$ (3,000)	-18.75%
Citizen Services Fees	\$ 6,510.00	\$ 10,000	\$ -	\$ 8,000		\$ (2,000)	-20.00%
Building Inspection	\$ 1,089,819.46	\$ 930,000	\$ 1,000,000	\$ 1,030,000		\$ 100,000	10.75%
Engineering	\$ 900.00	\$ 2,000	\$ 2,000	\$ 2,000		\$ -	0.00%
Road Cut Permits	\$ 19,900.00	\$ 25,000	\$ 25,000	\$ 20,000		\$ (5,000)	-20.00%
Health	\$ 78,331.35	\$ 66,000	\$ 66,000	\$ 74,000		\$ 8,000	12.12%
Planning and Zoning	\$ 12,333.00	\$ 15,000	\$ 15,000	\$ 15,000		\$ -	0.00%
Police - Permits	\$ 27,155.80	\$ 35,000	\$ 35,000	\$ 35,000		\$ -	0.00%
Bingo Proceeds	\$ 4,981.71	\$ 4,000	\$ 4,000	\$ 4,000		\$ -	0.00%
Dog Licenses	\$ 7,706.50	\$ 10,000	\$ 10,000	\$ 10,000		\$ -	0.00%
Dog Warden	\$ 1,686.11	\$ 2,500	\$ 2,500	\$ 1,500		\$ (1,000)	-40.00%
Police - Fines	\$ 12,220.00	\$ 20,000	\$ 20,000	\$ 20,000		\$ -	0.00%
Library - Fines	\$ 21,263.99	\$ 30,000	\$ 30,000	\$ 20,000		\$ (10,000)	-33.33%
<b>Total</b>	<b>\$ 2,702,467.03</b>	<b>\$ 2,195,500</b>	<b>\$ 2,125,500</b>	<b>\$ 2,432,500</b>	<b>\$ -</b>	<b>\$ 237,000</b>	<b>10.79%</b>
<b>Charges for Services</b>							
Cemetery Fees	\$ 173,195.00	\$ 225,000	\$ 200,000	\$ 200,000		\$ (25,000)	-11.11%
Fleet Maintenance	\$ 111,213.57	\$ 100,000	\$ 50,000	\$ 100,000		\$ -	0.00%
Grocery Bags	\$ -	\$ 100	\$ -	\$ 100		\$ -	0.00%
Health - Flu Clinic		\$ -	\$ -	\$ -		\$ -	N/A
Senior Center Activities	\$ 10,854.00	\$ 14,500	\$ 100	\$ 14,500		\$ -	0.00%
Welfare Clients	\$ -	\$ 500	\$ 500	\$ 500		\$ -	0.00%
Recreation - General Facility Pass	\$ 22,104.00	\$ 27,000	\$ 500	\$ 27,000		\$ -	0.00%
Recreation - Organized Sports	\$ 10,665.00	\$ 12,000	\$ 12,000	\$ 12,000		\$ -	0.00%
Recreation - Aquatics	\$ 12,310.00	\$ 32,000	\$ 32,000	\$ 32,000		\$ -	0.00%
Recreation - Summer Camp	\$ 4,674.50	\$ 40,000	\$ 40,000	\$ 200,000		\$ 160,000	400.00%
<b>Total</b>	<b>\$ 345,016.07</b>	<b>\$ 451,100</b>	<b>\$ 335,100</b>	<b>\$ 586,100</b>	<b>\$ -</b>	<b>\$ 135,000</b>	<b>29.93%</b>
<b>State and Federal Grants</b>							
PILOT State Property	\$ 428,017.00	\$ 428,017	\$ 428,017	\$ 428,017		\$ -	0.00%
PILOT Tax Exempt Property	\$ 552,286.00	\$ 552,286	\$ 552,286	\$ -		\$ (552,286)	-100.00%
M. Pequot/Mohegan Fund Grant	\$ 412,450.00	\$ 412,450	\$ 412,450	\$ 412,450		\$ -	0.00%
PILOT - Phone Company	\$ 80,450.23	\$ 86,441	\$ 86,441	\$ 86,441		\$ -	0.00%
Municipal Stabilization Grant	\$ 780,354.00	\$ 780,354	\$ 780,354	\$ 780,354		\$ -	0.00%
Veterans Exemption Reimburse	\$ 51,938.06	\$ 60,000	\$ 60,000	\$ 52,000		\$ (8,000)	-13.33%
Disability Reimbursement	\$ 8,012.02	\$ 9,000	\$ 9,000	\$ 8,000		\$ (1,000)	-11.11%
State Historic Preservation Grant	\$ 7,500.00	\$ -	\$ -	\$ -		\$ -	N/A
Controlling Interest Transfer Tax	\$ 9,691.36	\$ 5,500	\$ 5,500	\$ 10,500		\$ 5,000	90.91%
Town Aid Roads	\$ 643,680.68	\$ 643,681	\$ 643,841	\$ 643,681		\$ -	0.00%
Federal Highway Safety	\$ 4,742.21	\$ 16,000	\$ 16,000	\$ 16,000		\$ -	0.00%
Emergency Management	\$ 29,053.00	\$ 28,195	\$ 28,195	\$ 28,195		\$ -	0.00%
Youth Service Bureau	\$ 22,750.00	\$ 32,000	\$ 32,000	\$ 32,000		\$ -	0.00%
E-911 Dispatch Grant	\$ 136,155.09	\$ 129,500	\$ 129,500	\$ 129,500		\$ -	0.00%
Health - Per Capita Grant	\$ 61,523.79	\$ 61,000	\$ 62,306	\$ 61,000		\$ -	0.00%
Library Support/Connecticard	\$ 29,286.00	\$ 28,000	\$ 28,000	\$ 28,000		\$ -	0.00%
Grant for Municipal Projects	\$ 1,506,098.00	\$ 1,506,098	\$ 1,506,098	\$ 1,506,098		\$ -	0.00%
<b>Total</b>	<b>\$ 4,763,987.44</b>	<b>\$ 4,778,522</b>	<b>\$ 4,779,989</b>	<b>\$ 4,222,236</b>	<b>\$ -</b>	<b>\$ (556,286)</b>	<b>-11.64%</b>

## REVENUE SUMMARY

GENERAL RELATED	Collected 2019/20	Adopted Budget 2020/21	Estimated Revenues 2020/21	Manager's Recommended 2021/22	Adopted 2021/22	Change Over FY21 Adopted	Percent Change
<b>Income from Assets</b>							
Interest on Investments	\$ 871,672.37	\$ 410,000	\$ 200,000	\$ 210,000		\$ (200,000)	-48.78%
Rent	\$ 221,494.49	\$ 250,000	\$ 250,000	\$ 225,000		\$ (25,000)	-10.00%
Sale of Town-Owned Property	\$ 41,338.11	\$ 130,000	\$ 130,000	\$ 130,000		\$ -	0.00%
<b>Total</b>	<b>\$ 1,134,504.97</b>	<b>\$ 790,000</b>	<b>\$ 580,000</b>	<b>\$ 565,000</b>	<b>\$ -</b>	<b>\$ (225,000)</b>	<b>-28.48%</b>
<b>Interfund Transfers</b>							
Fire	\$ 330,923.00	\$ 337,541	\$ 337,541	\$ 344,292		\$ 6,751	2.00%
Police Special Services	\$ -	\$ -	\$ 60,000	\$ -		\$ -	N/A
Capital Projects	\$ 13,560.31	\$ -	\$ -	\$ -		\$ -	N/A
Water	\$ 167,245.03	\$ 166,584	\$ 166,584	\$ 169,916		\$ 3,332	2.00%
Sewer	\$ 128,264.00	\$ 128,264	\$ 128,264	\$ 130,830		\$ 2,566	2.00%
Sanitation Fund	\$ 110,777.00	\$ 112,993	\$ 112,993	\$ 115,253		\$ 2,260	2.00%
Trust Funds	\$ 32,000.00	\$ 32,000	\$ 32,000	\$ 32,000		\$ -	0.00%
Water/Sewer Transfer for Engin.	\$ 903,031.00	\$ 903,031	\$ 903,031	\$ 921,091		\$ 18,060	2.00%
PILOT Housing Authority	\$ 98,484.61	\$ 98,000	\$ 111,796	\$ 98,000		\$ -	0.00%
PILOT Bennet Housing	\$ 69,022.80	\$ 68,000	\$ 68,000	\$ 68,000		\$ -	0.00%
<b>Total</b>	<b>\$ 1,853,307.75</b>	<b>\$ 1,846,413</b>	<b>\$ 1,920,209</b>	<b>\$ 1,879,382</b>	<b>\$ -</b>	<b>\$ 32,969</b>	<b>1.79%</b>
<b>Miscellaneous Income</b>							
Unclassified Revenue	\$ 162,111.93	\$ 75,000	\$ 75,000	\$ 75,000		\$ -	0.00%
Camp Kennedy Donations	\$ 540.00	\$ 600	\$ 600	\$ 600		\$ -	0.00%
ISO-NE Demand Response	\$ 436.26	\$ -	\$ -	\$ -		\$ -	N/A
Subdivision Inspections	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
OTB Revenue	\$ 35,976.16	\$ 60,000	\$ 20,000	\$ 60,000		\$ -	0.00%
Citizen Service Sales	\$ 3,508.40	\$ 4,500	\$ 1,200	\$ 4,500		\$ -	0.00%
Main Street Banner Sales	\$ 2,125.00	\$ 2,000	\$ 1,000	\$ 2,000		\$ -	0.00%
<b>Total</b>	<b>\$ 204,697.75</b>	<b>\$ 142,100</b>	<b>\$ 97,800</b>	<b>\$ 142,100</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Non-Education</b>	<b>\$ 160,590,786.83</b>	<b>\$ 160,906,324</b>	<b>\$ 160,001,491</b>	<b>\$ 164,521,111</b>	<b>\$ -</b>	<b>\$ 3,614,787</b>	<b>2.25%</b>
EDUCATION RELATED	Collected 2019/20	Adopted Budget 2020/21	Estimated Revenues 2020/21	Manager's Recommended 2021/22	Adopted 2021/22	Change Over FY21 Adopted	Percent Change
<b>Charges for Services</b>							
Tuition - High School	\$ 90,418.15	\$ 200,000	\$ 200,000	\$ 200,000		\$ -	0.00%
<b>Total</b>	<b>\$ 90,418.15</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
<b>State and Federal Grants</b>							
General State Aid (ECS)*	\$ 30,659,955.00	\$ 30,619,100	\$ 30,619,100	\$ 30,619,100		\$ -	0.00%
Private School Health & Welfare	\$ 150,080.00	\$ 140,000	\$ 162,934	\$ 140,000		\$ -	0.00%
<b>Total</b>	<b>\$ 30,810,035.00</b>	<b>\$ 30,759,100</b>	<b>\$ 30,782,034</b>	<b>\$ 30,759,100</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Education Revenue</b>	<b>\$ 30,900,453.15</b>	<b>\$ 30,959,100</b>	<b>\$ 30,982,034</b>	<b>\$ 30,959,100</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Use of Fund Balance</b>	<b>\$ -</b>	<b>\$ 2,500,000</b>	<b>\$ -</b>	<b>\$ 2,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
<b>GENERAL FUND TOTAL</b>	<b>\$ 191,491,239.98</b>	<b>\$ 194,365,424</b>	<b>\$ 190,983,525</b>	<b>\$ 197,980,211</b>	<b>\$ -</b>	<b>\$ 3,614,787</b>	<b>1.86%</b>
FIRE FUND	\$ 16,592,514.44	\$ 17,869,719	\$ 17,784,719	\$ 18,541,172		\$ 671,453	3.76%
INFORMATION SYSTEMS FUND	\$ 1,941,214.05	\$ 2,290,799	\$ 2,290,799	\$ 2,123,528		\$ (167,271)	-7.30%
WATER FUND	\$ 9,094,677.70	\$ 8,947,415	\$ 8,951,040	\$ 9,163,415		\$ 216,000	2.41%
SEWER FUND	\$ 9,285,737.61	\$ 9,689,069	\$ 9,873,641	\$ 9,895,253		\$ 206,184	2.13%
SANITATION FUND	\$ 8,464,204.79	\$ 8,307,000	\$ 9,220,200	\$ 8,146,100		\$ (160,900)	-1.94%
<b>GRAND TOTAL</b>	<b>\$ 236,869,588.57</b>	<b>\$ 241,469,426</b>	<b>\$ 239,103,924</b>	<b>\$ 245,849,679</b>	<b>\$ -</b>	<b>\$ 4,380,253</b>	<b>1.81%</b>

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

# Citizen's Guide to the Budget

- Introduction to Manchester
  - Board of Directors & General Manager
  - The Town Organization & Operation
  - Understanding the Funds & Funding
  - Following the Budget Process
  - Reading the Budget Book
  - Ways to Get Involved
- 

# Introduction to the Town of Manchester, Connecticut



## "The City of Village Charm"

Located in Hartford County but east of the river, Manchester has its roots in the textile industry in the 19th century. Today, Manchester is a vibrant and diverse community with the largest retail district in the State in its north end, and a charming & re-emerging downtown at its heart. Its location at the crossroads of several major interstates and proximity to Hartford make it a convenient location to work and live.

Manchester's array of public services reflect a set of values shared by its residents and leaders to commit to bringing Manchester into the 21st century

as an up-and-coming community that cares about its residents, its children, its schools and parks, its roads and utilities, its health and safety. The Town is currently undergoing a large-scale modernization and re-organizing of its school buildings to meet the highest educational standards for its students. Continuing investment in its beautiful public spaces aim to define Manchester as a true New England treasure, and the Town is taking great strides to cement its commitment to diversity, equity and inclusion, dedicated to serving all of its residents of all backgrounds & walks of life.

# MANCHESTER'S BOARD OF Directors & General Manager



**Timothy Bergin**  
*Director*

**Dennis Schain**  
*Director*

**Yolanda Castillo**  
*Director*

**Pamela  
Floyd-Cranford**  
*Director*

**Ellen Dougan**  
*Director*

**Sarah Jones**  
*Director*

**Brian Marois**  
*Director*

**Peter Conyers**  
*Director*

**Jay Moran**  
*Mayor*

**Scott Shanley**  
*General Manager*

## ***Form of Government***

The Town of Manchester operates under a Council-Manager form of government, whereby an elected Board of Directors provides policy leadership & legislative oversight, while Town operations are overseen by a General Manager who serves as chief executive in carrying out the directives of the Board. A separate elected Board of Education oversees the Manchester Public Schools; details regarding their operation can be found in a separate budget document prepared by the Board of Education.

# THE TOWN OF MANCHESTER

## Organization

### General Fund

Education costs account for 60% of the General Fund (circled here in green). The Board of Education operates as its own governing entity but its budget is subject to appropriation of the Board of Directors. The remainder of the General Fund is overseen by the Board of Directors and the General Manager.



### Enterprise & District Funds

The Water, Sewer & Sanitation Funds are enterprise funds that operate from user charges. The Fire Fund covers Fire & EMS services for the South Manchester Fire District. All of these funds are overseen by the Board of Directors & General Manager.

# UNDERSTANDING THE Funds and Funding

The primary budgeted funds covered in this book enable the Town departments to provide services and fulfill their missions by drawing sufficient funds from various sources to cover the cost of each operation. The diagrams below illustrate how each fund derives its cash assets, and what in turn those funds are primarily spent on:



# FOLLOWING THE Budget Process

The Town's budget process begins with departments submitting budget requests to the Budget & Research Office. Requests are reviewed & fact-checked in great detail, and departments deliberate with the General Manager & Budget Office to arrive at a Manager's Recommended budget. The Recommended Budget is presented to the Board of Directors, and a series of workshops follows as well as a public hearing, before the Board votes to legally adopt a budget for the upcoming year. Voters may petition for a budget referendum within 10 days of adoption.



## 2021 Key Dates

**March 9th:** General Manager presents Recommended Budget to the Board of Directors

### Budget Workshops:

**March 10th:** Education (session 1)

**March 11th:** General Gov, Human Services

**March 17th:** Public Works

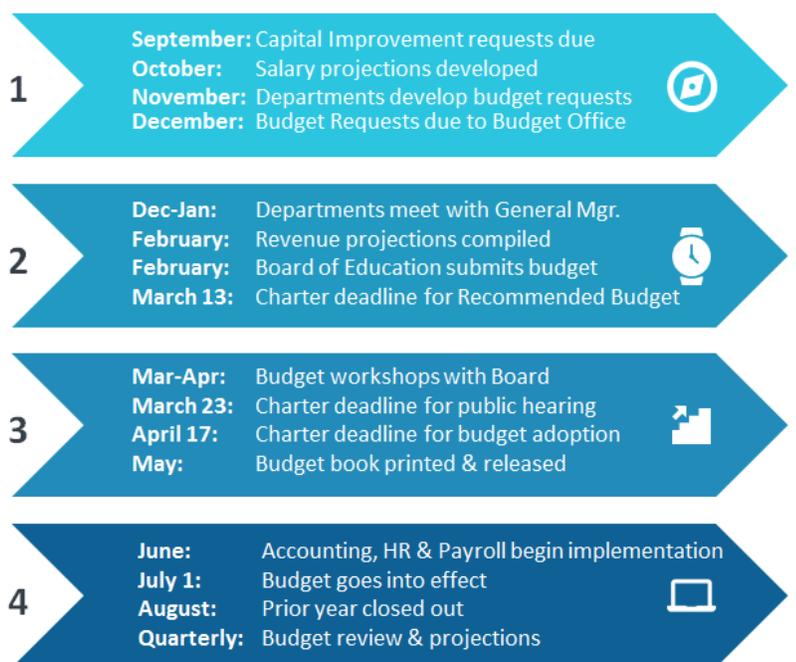
**March 18th:** Water & Sewer

**March 23rd:** Public Safety

**March 25th:** Education (session 2)

**March 17th:** Public Hearing

**April 13:** Budget adoption



# READING THE Budget Book

The budget book is designed with many stakeholders in mind; from the average taxpayer to members of the governing body, the intent is to provide as little or as much information as is needed for the reader's needs.

The following is a quick look at each section of the book and the primary purpose it serves:

**1. Introduction**  
Go here for a quick summary of the budget and a statement from the General Manager to the Board & residents summarizing the proposal

**2. Citizen's Guide to the Budget**  
Go here to learn the basics about Manchester, the Town government, and the budget

**3. Financial Overview**  
Go here to gain a deeper understanding of the Town's finances and the budget proposal

**4. Goals & Performance Measures**  
Go here to learn more about the Town's strategic priorities, data on what the Town is doing, and how well it is achieving its objectives

**5. Department Budget Detail**  
Go here for detailed information about department budgets, staffing levels & goals

**6. Six Year Capital Improvement Program**  
Go here for detail about the major projects & one-time expenses planned or anticipated over the next six years

**7. Tables & Appendices**  
Go here for comprehensive tables of budgets & staffing, budget policies, Town statistics & demographics, and other reference & technical information

## WAYS TO

# Get Involved



### Attend a Public Hearing

People must state their name & address and can speak for up to 3 minutes during the “public comment” portion of all public hearings.



### Send an Email or Letter

Budget & Research Office  
41 Center Street, Manchester CT  
bwolverton@manchesterct.gov



### Volunteer

Community service opportunities:  
<http://tom.townofmanchester.org/index.cfm/volunteer/>

Or find a board you'd like to serve on:  
<http://bod.townofmanchester.org/index.cfm/boards-and-commissions/>



### Use Online Tools

**Your Voice Matters:** interact with community members & staff, provide feedback, participate in surveys, forums & updates:  
<https://yourvoicemattersmanchesterct.com/>

**Better Manchester Community Voices:** share your own personal story or perspective with the community  
<https://manchesterct.seamlessdocs.com/f/BMMSubmissionForm>



### Social Media

Follow Manchester at Facebook or Twitter to get news, ask questions & interact with Town staff & other residents



### Vote at Elections & Referenda

Local elections are held in November of odd-numbered years and referenda are held for major debt-financed Town projects, for which paper notifications are sent to all residents

# Financial Overview

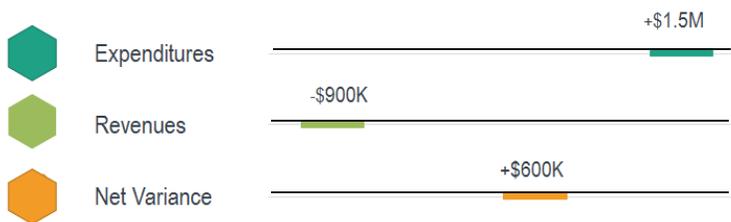
- Current Year Projections
  - Budget Year Expenditures
  - Budget Year Revenues & Taxes
  - Fund Balance & Cash Assets
  - Long-Range Forecasts & Planning
- 

# CURRENT YEAR

# Projections

The effects of the Covid-19 pandemic and the economic and regulatory responses to the crisis make it challenging to accurately predict fiscal outcomes in the current year. The following represent best estimates using year-to-date figures and assessment of anticipated circumstances over the remainder of the year.

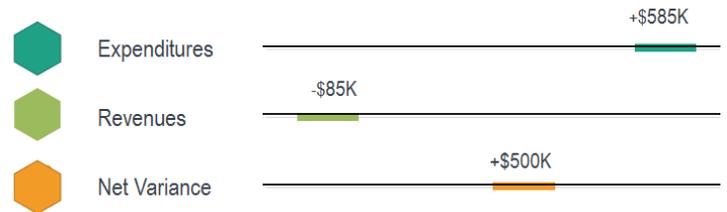
## General Fund



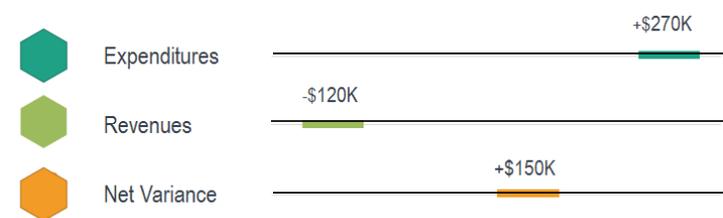
Full time position vacancies and school & program closures due to Covid are the main contributors to the projected expenditure savings. On the revenue side, the drop in interest rates coupled with the deferred property tax due dates will result in a decrease in interest earnings. A positive net variance of \$600K is projected.

Staff turnover & vacancies will generate expenditure savings. Revenues for ambulance service fees are projected to be low this year due to decline in calls for service & accounting adjustments to prior year revenues. The Fire Fund is projected to end the year with a positive net result of roughly half a million.

## Fire Fund



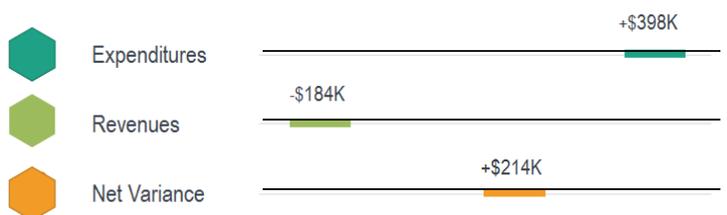
## Water Fund



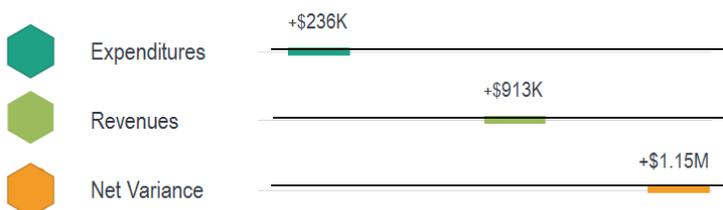
Full time position vacancies are expected to generate expenditure savings, while lagging consumption levels are projected to yield revenue shortfalls in both Water and Sewer.

The Sewer fund is in the same situation as the Water Fund this year; Full time position vacancies are expected to generate expenditure savings, while lagging consumption levels are projected to yield revenue shortfalls.

## Sewer Fund



## Sanitation Fund



Turnover & vacancies will generate expenditure savings. Revenues from tip fees are projected to generate a healthy surplus, which can be used for capital needs and for reserves to help with costs covered by the Sanitation Fund after it eventually reaches maximum capacity.

## BUDGET YEAR- GENERAL FUND

# Expenditure Summary

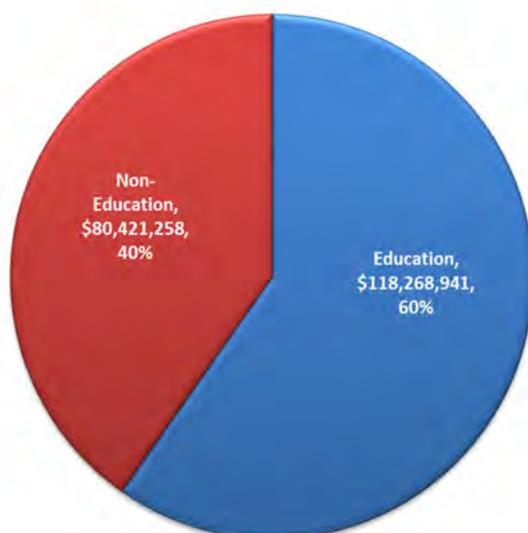
The following table provides a breakdown of the current year and next year Recommended budget by major categories

Category	FY21	FY22	Change	% Change
Town-Side Operations	\$ 51,506,983	\$ 53,299,160	\$ 1,792,177	3.48%
Capital & Non-Operating	\$ 11,627,565	\$ 12,450,175	\$ 822,610	7.07%
<b>SUBTOTAL- TOWN</b>	<b>\$ 63,134,548</b>	<b>\$ 65,749,335</b>	<b>\$ 2,614,787</b>	<b>4.14%</b>
Board of Education	\$ 117,774,174	\$ 120,522,676	\$ 2,748,502	2.33%
Redirected Costs		\$ (2,748,502)	\$ (2,748,502)	
Private School Health & Welfare	\$ 426,145	\$ 426,145	\$ -	0.00%
TLC	\$ 68,622	\$ 68,622	\$ -	0.00%
<b>SUBTOTAL- EDUCATION</b>	<b>\$ 118,268,941</b>	<b>\$ 118,268,941</b>	<b>\$ -</b>	<b>0.00%</b>
<b>DEBT SERVICE</b>	<b>\$ 12,961,935</b>	<b>\$ 13,961,935</b>	<b>\$ 1,000,000</b>	<b>7.71%</b>
<b>TOTAL GENERAL FUND</b>	<b>\$ 194,365,424</b>	<b>\$ 197,980,211</b>	<b>\$ 3,614,787</b>	<b>1.86%</b>

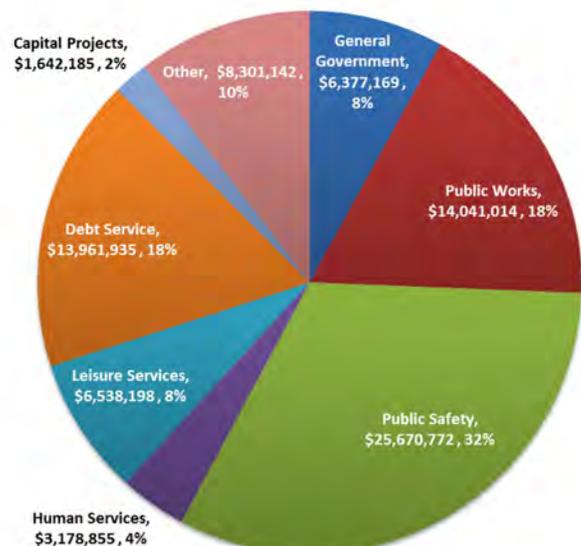
The FY2021/22 Recommended budget includes a **\$3.6M increase, or 1.86%**, over the current year. Of that, \$1M represents an increase to debt service for public works infrastructure bonds, \$800K represents increases to capital & non-operating costs, and \$1.8M in increases to Town operations. The Board of Education budget remains the same as current year; increases to the Board of Education's operating costs are expected to be offset by Federal stimulus funding.

**1.86%** Increase in General Fund expenditures

### Education v. Non-Education Budgets



### Non-Education General Fund



# BUDGET YEAR- GENERAL FUND

## Cost Drivers

The largest increases take place in the following sections:

- Public Safety:** largely due to increases in pension costs for uniformed officers
- Leisure Services:** reflects the re-opening of Summer Camps
- Fixed/Miscellaneous:** Additional debt service and capital expenditures

	Expended 2019/20	Adopted 2020/21	Estimated Expenditure 2020/21	Manager's Recommended 2021/22	Adopted 2021/22	Change Over Current Adopted	Percent Change
GENERAL GOVERNMENT	\$ 5,827,368.51	\$ 6,250,111	\$ 6,186,202	\$ 6,377,169	\$ -	\$ 127,058	2.03%
PUBLIC WORKS	\$ 12,484,833.86	\$ 14,078,753	\$ 13,379,157	\$ 14,041,014	\$ -	\$ (37,739)	-0.27%
PUBLIC SAFETY	\$ 22,973,646.30	\$ 24,583,673	\$ 24,650,092	\$ 25,670,772	\$ -	\$ 1,087,099	4.42%
HUMAN SERVICES	\$ 2,902,527.08	\$ 3,149,614	\$ 2,968,431	\$ 3,178,855	\$ -	\$ 29,241	0.93%
LEISURE SERVICES	\$ 5,645,859.21	\$ 5,976,935	\$ 5,663,865	\$ 6,538,198	\$ -	\$ 561,263	9.39%
FIXED/MISC	\$ 22,276,755.02	\$ 22,057,397	\$ 22,712,993	\$ 23,905,262	\$ -	\$ 1,847,865	8.38%
EDUCATION	\$ 116,880,240.56	\$ 118,268,941	\$ 117,268,941	\$ 118,268,941	\$ -	\$ -	0.00%
<b>TOTAL GENERAL FUND</b>	<b>\$ 188,991,230.54</b>	<b>\$ 194,365,424</b>	<b>\$ 192,829,681</b>	<b>\$ 197,980,211</b>	<b>\$ -</b>	<b>\$ 3,614,787</b>	<b>1.86%</b>



### Full & Part Time Wages

Includes contractual salary increases for full time staff. Part time wages are also being increased in tandem with increases to the State minimum wage.



### Capital Improvement Plan

Restores funding after one-time funding sources used in current year; also addresses critical public facility needs including expanding women's locker rooms at the PD.



### Debt Service

Incorporates first year payments on 2021 bonds for public works & education authorized projects.



### Pension & Health Costs

Costs for pension increase due to changes in pension fund yields & life expectancy. Health insurance costs continue to increase above inflationary levels.



### Summer Camps

The Summer Camp program in Recreation was suspended due to Covid but is restored in FY22. The \$345,000 expense is offset by \$160,000 in projected fee revenue, for a net cost of \$185,000.



### MSIP Self Insurance Fund

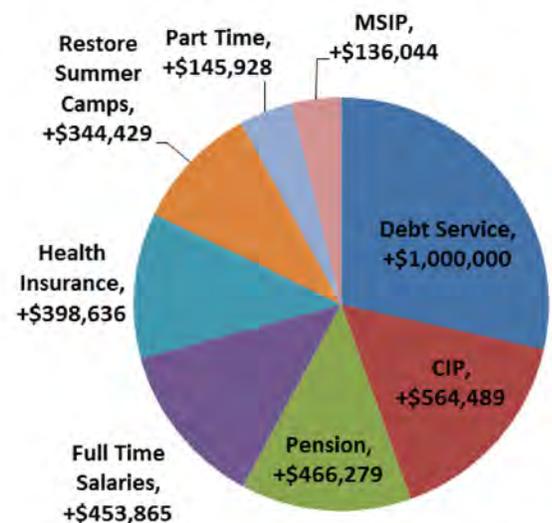
Increases to the cost of insuring the Town for liability insurance, Worker's Compensation, etc.



### Education

Board of Education costs increase by 2.33% in the Board of Education recommended budget. However, based on the expectation of Federal stimulus funding coupled with use of the State Alliance Grant, the Board of Education expects that sufficient expenses can be applied to these funds to allow for a 0% increase for FY22.

### General Fund Increases:



## BUDGET YEAR- GENERAL FUND

# Cost Saving Measures

Every year, the budget & management team and directors take every effort to identify cost-saving measures to minimize tax increases to the residents of Manchester. Cost-saving measures incorporated into the FY2021/22 budget include the following:

### Creation of Snow Contingency

Instead of budgeting for worst-case every year, a fund will be set up for bad winters, and the snow budget is reduced by \$250,000.

### Debt Refinancing

The Town will take advantage of historically-low interest rates and refinance debt this year.

### Use of Fund Balance

Positive performance in past years generated surpluses that can be used to offset capital costs.



### Collective Bargaining

Mitigates the year-to-year increases to personnel costs while maintaining competitive wages & benefits for its valued workforce.

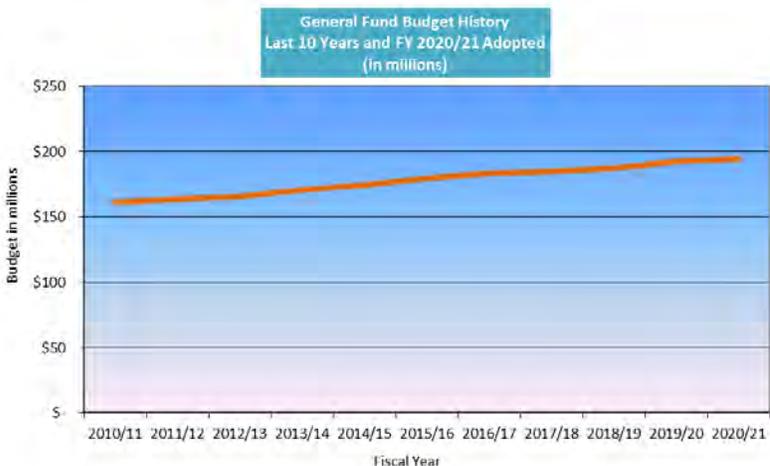
### Position Freezes

A total of 31 full time positions remain frozen & unfunded in FY22.

### Regional Procurement

Purchases & utilities used by the Town take advantage of regional & competitive procurement & contracting to keep costs low.

Cost saving measures have been sought out every year to keep year-to-year increases in expenditures as minimal as possible while still providing quality services to its residents. The following graphs depict General Fund expenditures and percent increases to expenditures in recent history:



## BUDGET YEAR- OTHER FUNDS

# Expenditure Summary

The following table provides a breakdown of the current year and next year Recommended budget for major budgeted funds besides the General Fund:

	Expended 2019/20	Adopted 2020/21	Estimated Expenditures 2020/21	Manager's Recommended 2021/22	Adopted 2021/22	Change Over Current Adopted	Percent Change
<b>OTHER BUDGETED FUNDS:</b>							
FIRE FUND	\$ 16,514,263.73	\$ 18,039,719	\$ 17,455,944	\$ 18,541,172		\$ 501,453	2.78%
INFORMATION SYSTEMS FUND	\$ 1,843,040.20	\$ 2,290,799	\$ 2,225,022	\$ 2,281,993		\$ (8,806)	-0.38%
WATER FUND	\$ 7,574,963.78	\$ 8,733,287	\$ 8,463,066	\$ 8,625,217		\$ (108,070)	-1.24%
SEWER FUND	\$ 6,750,681.59	\$ 9,906,854	\$ 9,509,093	\$ 9,817,828		\$ (89,026)	-0.90%
SANITATION FUND	\$ 6,225,226.60	\$ 7,541,092	\$ 7,305,391	\$ 7,816,104		\$ 275,012	3.65%



FY22 is the first year with no payments towards an FY'00 bond issue for building renovations. Additional funds are budgeted for payments on a new pumper purchased in 2019, as well as building repairs.



The FY22 IS budget includes a decrease in capital costs, with some additions & removals in the software systems the Town maintains.



The decrease is driven by the drop in interest rates for short term notes used to pay for infrastructure.



The decrease is driven by the drop in interest rates for short term notes used to pay for infrastructure.



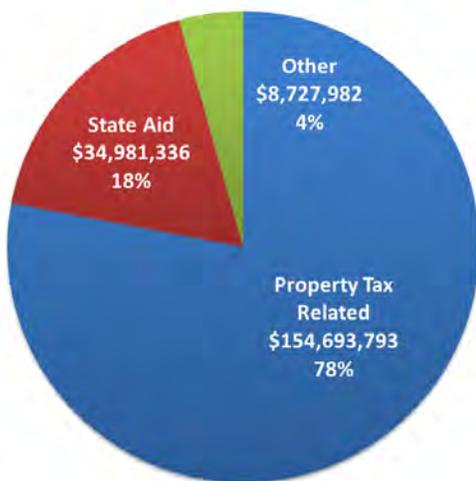
The primary cost driver for Sanitation is a significant increase to tipping fees charged by MIRA for disposal of household curbside waste.

# BUDGET YEAR- GENERAL FUND

## Revenues

The following table provides a breakdown of the sources of funding for the FY 2021/22 Recommended budget:

	Collected 2019/20	Adopted Budget 2020/21	Estimated Revenues 2020/21	Manager's Recommended 2021/22	Adopted 2021/22	Change Over FY21 Adopted	Percent Change
<b>GENERAL RELATED</b>							
Property Taxes	149,586,805.82	150,702,689	150,162,894	154,693,793		3,991,104	2.65%
Permits, Licenses, Fees	2,702,467.03	2,195,500	2,125,500	2,432,500		237,000	10.79%
Charges for Services	345,016.07	451,100	335,100	586,100		135,000	29.93%
State and Federal Grants	4,763,987.44	4,778,522	4,779,989	4,222,236		-556,286	-11.64%
Income from Assets	1,134,504.97	790,000	580,000	565,000		-225,000	-28.48%
Interfund Transfers	1,853,307.75	1,846,413	1,920,209	1,879,382		32,969	1.79%
Miscellaneous Income	204,697.75	142,100	97,800	142,100		0	0.00%
<b>Total Non-Education</b>	<b>160,590,786.83</b>	<b>160,906,324</b>	<b>160,001,491</b>	<b>164,521,111</b>		<b>3,614,787</b>	<b>2.25%</b>
<b>EDUCATION RELATED</b>							
Charges for Services	90,418.15	200,000	200,000	200,000		0	0.00%
State and Federal Grants	30,810,035.00	30,759,100	30,782,034	30,759,100		0	0.00%
<b>Total Education Revenue</b>	<b>30,900,453.15</b>	<b>30,959,100</b>	<b>30,982,034</b>	<b>30,959,100</b>		<b>0</b>	<b>0.00%</b>
Use of Fund Balance	-	2,500,000	0	2,500,000		0	0.00%
<b>GENERAL FUND TOTAL</b>	<b>191,491,239.98</b>	<b>194,365,424</b>	<b>190,983,525</b>	<b>197,980,211</b>		<b>3,614,787</b>	<b>1.86%</b>

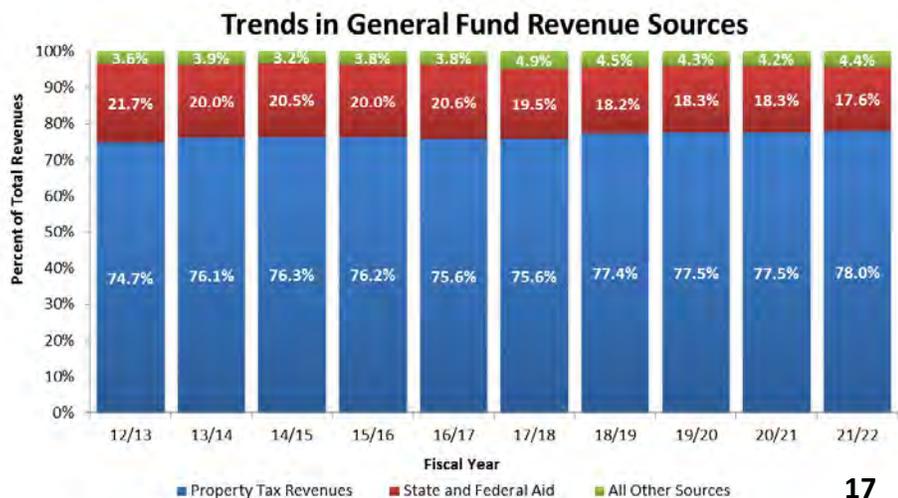


### Revenue Sources

Aside from State Aid and property taxes, the General Fund receives revenues from fines & fees, charges for service, rental revenue from Town-owned assets, interest earnings on investments, and support from other Town funds for services rendered.

**78** % reliance on property taxes

As State Aid has declined over the years, an increasingly larger portion of Town operations must be borne by Manchester's property tax base.



## GENERAL FUND

# State Aid Revenue

State Aid is the second largest source of revenue for the Town, with property taxes being the largest source. While property taxes are derived solely from people & property owners within the Town's borders, State funding represents sales taxes, income taxes, and other funds collected from all parts of Connecticut. Some State Aid is designed as a means of compensating Towns for the cost of various laws and mandates they impose on municipalities, as a matter of fairness.

Other State Aid grants exist with the understanding that the State as a whole shares some responsibility for some of the functions Towns serve, such as keeping up roads and other public infrastructure. And much of State Aid in the modern era has to do with addressing geographical & social justice inequities, whereby some communities have very high property values and few needs while other regions struggle with high needs and economic hardship. Much of the intent behind the Education Cost Share is to ensure that all Connecticut communities have sufficient resources to provide quality education.

### State Aid to Manchester- General Fund

Grant	FY20 Town		FY21 Budget	FY22	
	Adopted	FY20 Actual		Governor's Recommended	Change from Current Year
State Property PILOT	\$ 428,017	\$ 428,017	\$ 428,017	\$ 428,017	\$ -
College & Hospital PILOT	\$ 552,286	\$ 552,286	\$ 552,286	\$ -	\$ (552,286)
Pequot	\$ 412,450	\$ 412,450	\$ 412,450	\$ 412,450	\$ -
Education Cost Sharing	\$ 30,619,100	\$ 30,659,955	\$ 30,619,100	\$ 30,619,100	\$ -
Town Aid Road	\$ 644,746	\$ 643,681	\$ 643,681	\$ 643,681	\$ -
Grants for Municipal Projects	\$ 1,072,449	\$ 1,506,098	\$ 1,506,098	\$ 1,506,098	\$ -
Municipal Stabilization Grant	\$ 780,354	\$ 780,354	\$ 780,354	\$ 780,354	\$ -
<b>Total General Fund- Grant Only</b>	<b>\$ 34,509,402</b>	<b>\$ 34,982,841</b>	<b>\$ 34,941,986</b>	<b>\$ 34,389,700</b>	<b>\$ (552,286)</b>

### State Aid to Manchester- Other

Grant	FY20		FY21 Budget	FY22	
	Estimate	Actual		Governor's Recommended	Change from Current Year
Adult Education	\$ 771,180	\$ 771,180	\$ 764,960	\$ 750,019	\$ (14,941)
LoCIP	\$ 434,522	\$ 434,522	\$ 436,745	\$ 436,745	\$ -
Alliance	\$ 5,936,857	\$ 5,609,443	\$ 7,632,367	\$ 7,632,367	\$ -
<b>Total, Non-General Fund</b>	<b>\$ 7,142,559</b>	<b>\$ 6,815,145</b>	<b>\$ 8,834,072</b>	<b>\$ 8,819,131</b>	<b>\$ (14,941)</b>

State Aid in FY 2021/22 is expected to decrease by \$552,286, due to the loss of the State Hospital PILOT. This grant was to compensate for the property tax-exempt status of Manchester Memorial Hospital when it was publicly-owned. The hospital has since been privatized and added to the tax rolls, so the Town is no longer eligible for the reimbursement.

All other General Fund major State grants are expected to remain the same in the upcoming year. Federal Covid stimulus funding is anticipated, but without clarity on the applicability of those funds, they are not used to offset General Fund expenditures in this budget proposal.

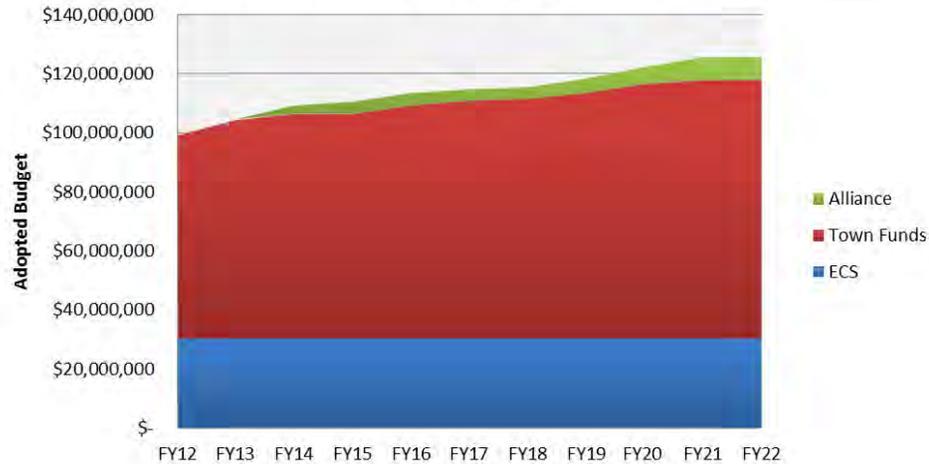
# GENERAL FUND

# State Aid History

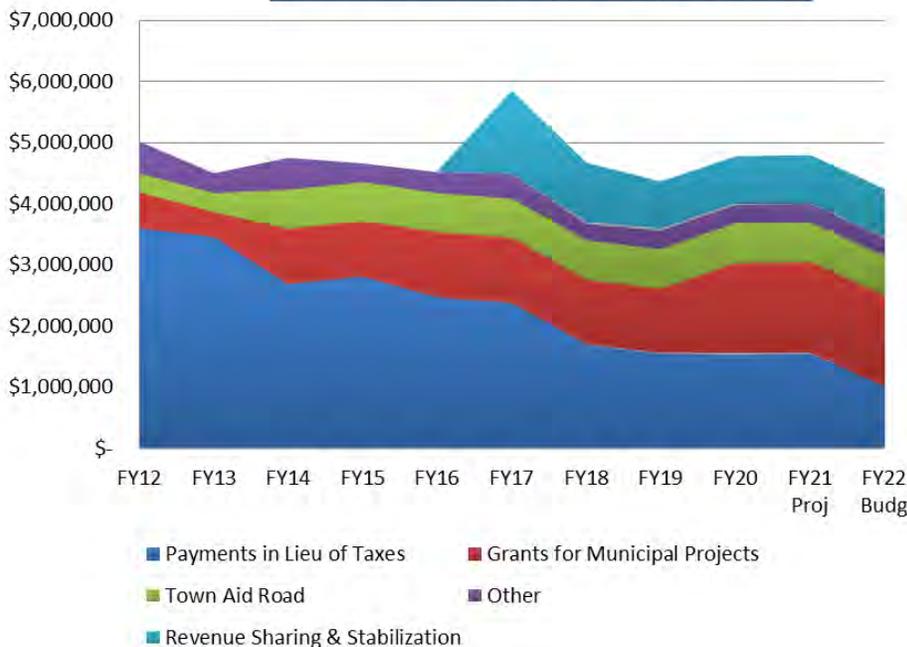
## Education Cost Share

The largest component of the Town's State Aid revenue is the Education Cost Share (ECS) Grant, representing the State's share of education costs. Although originally legislated as a formula grant, the amount provided to Manchester has been kept at the same level for over a decade. Additional education funding has been provided in the form of the Alliance Grant & other smaller programmatic grants, but these funds are reserved for specific educational activities beyond the baseline education operating budget, so this grant and the programs it funds are kept separate from the General Fund.

**Manchester Education Funding- 10 Year History**



**General Fund Non-Education State Aid History**



## Other State Aid Revenues

Historically the largest category of State Aid besides ECS was payments in lieu of taxes (PILOTs), which is when the State provides a reimbursement for property that is deemed tax-exempt by statute. The State's rollback of the Manufacturers Inventory PILOT in FY12-14 started a trend of reductions & eliminations in this area, which was eventually made up for in FY17 with the introduction of revenue sharing & stabilization grants. Although State Aid has overall remained stable, it has not kept pace with inflation, resulting in higher reliance on property taxes to fund services.

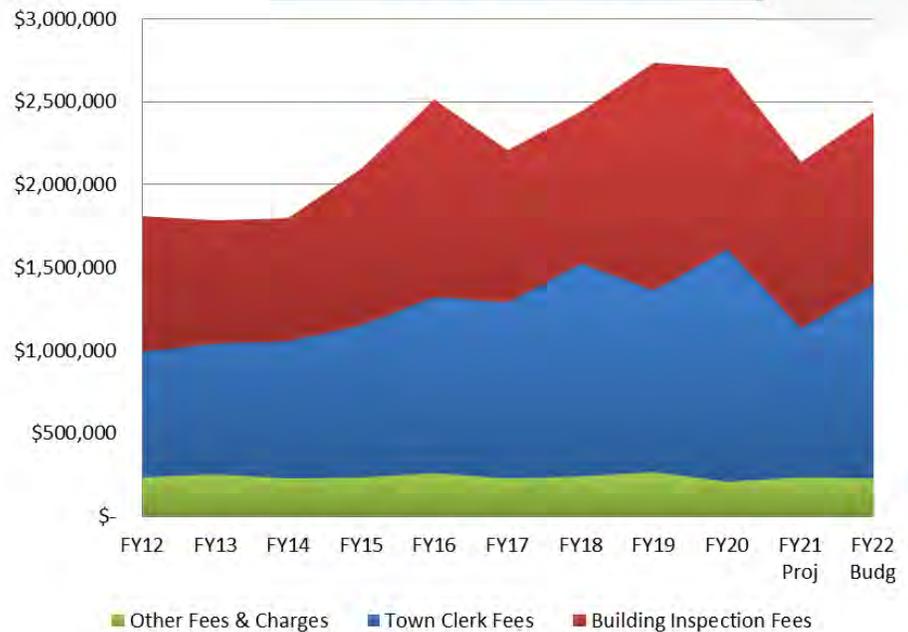
# GENERAL FUND

## Fee Revenues

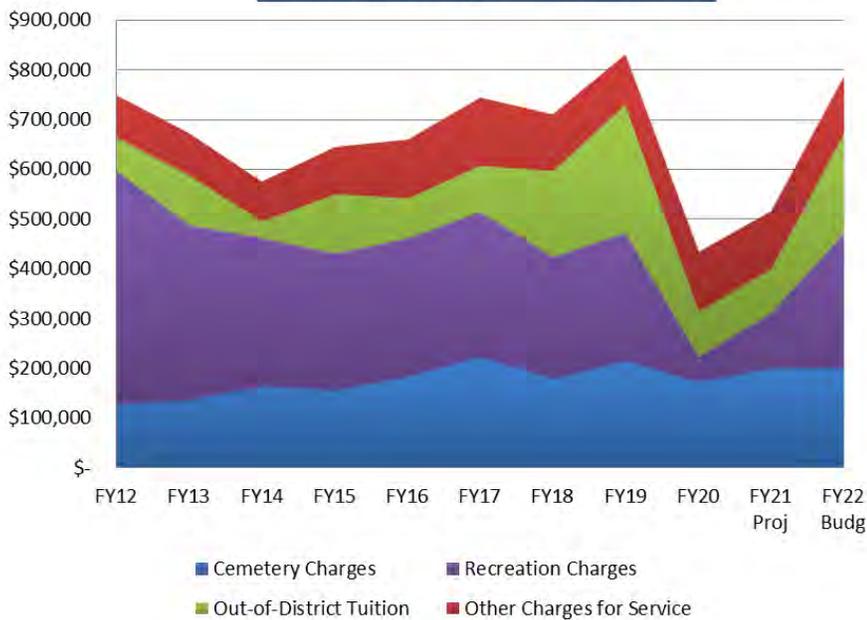
### Permits, Licenses & Fees

The largest sources of permit license & fee revenue for the Town of Manchester relate to Town Clerk fees (for land records, birth certificates, etc) and Building Inspection fees (for certificates of occupancy & other building permits). These are both elastic revenues, meaning that they fluctuate in response to shifts in the economy and economic activity. Both of these revenue sources have grown over the last decade following the economic crisis of 2008, with some impact in '20-'21 due to Covid. The FY2021/22 budget assumes an additional \$250,000 from these two sources compared to the current year budget.

General Fund Permit License & Fee History



General Fund Charges for Service History



### Charges for Service

Charges collected for programs that were cancelled due to Covid predictably dropped over the last year, particularly with the cancellation of Summer Camp, which produces about \$160,000 per year in revenue. The restoration of Summer Camp programming will restore this source of revenue.

# GENERAL FUND

## Other Revenues

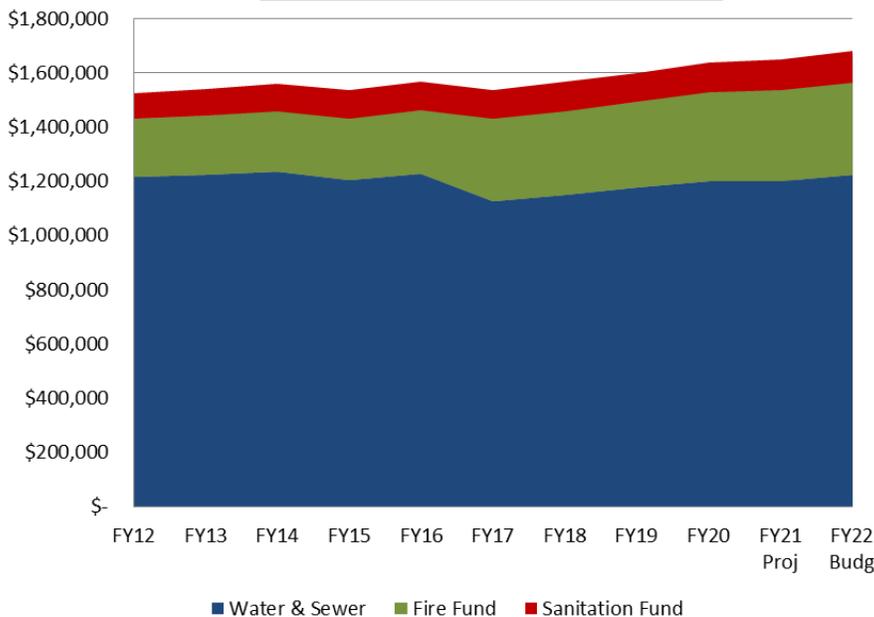
### Income from Assets

The Town utilizes interest earnings on its cash assets as a revenue for the General Fund. These are perhaps the most elastic source of revenue, meaning that fluctuations in the economy have a substantial impact on earnings. Recent years saw significant increases to interest revenues, but the economic downturn in early 2020 has caused interest rates to drop substantially; the FY 2021/22 budget therefore assumes \$200 thousand less in interest earnings. Rental income includes income received from non-Town tenants in Town-owned buildings, as well as revenue received from cell phone service providers to allow use of Town buildings & properties for placement of cell phone towers.

General Fund Income from Assets History



General Fund Interfund Transfers History



### Interfund Transfers

The General Fund receives reimbursements from other Town funds to compensate for services provided, such as accounting, human resources, building maintenance, etc. The Water & Sewer funds also provide for a share of Engineering costs to reflect work performed by Engineering for Water & Sewer projects, which is by far the largest transfer to the General Fund. Most of these transfers are escalated annually to reflect inflation.

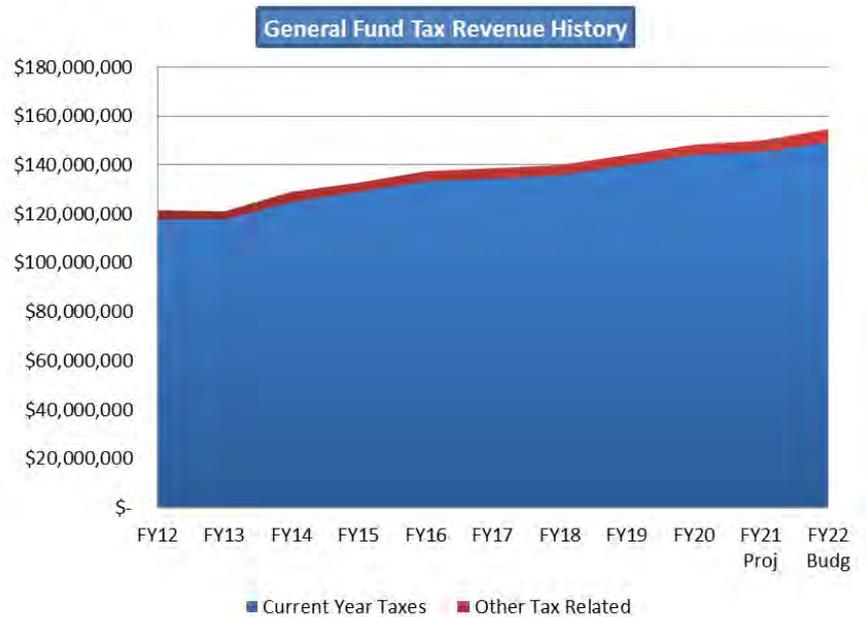
## GENERAL FUND

# Property Taxes

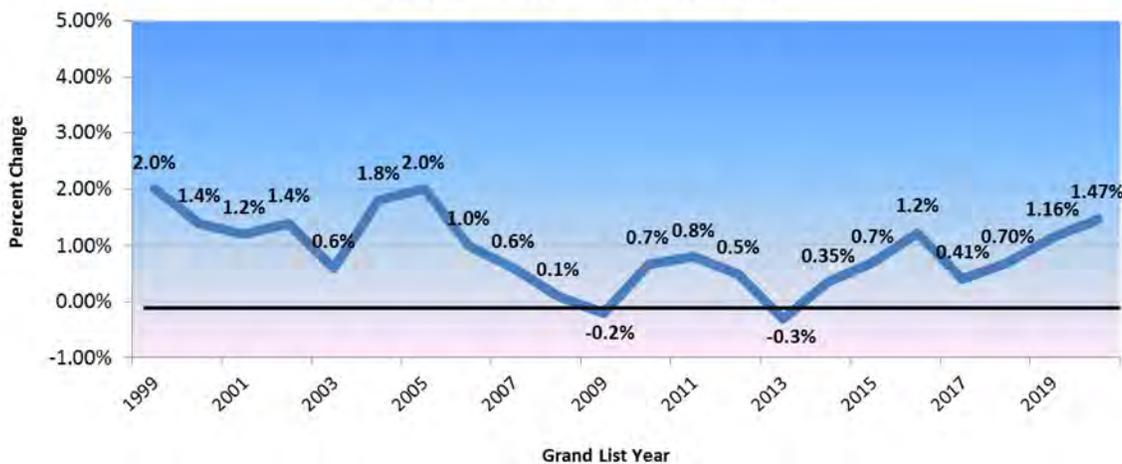
Property tax revenue is relied on to make up the difference between all of the other non-tax revenue sources, and the total amount needed to fund all the services the Town provides. Every effort is made to minimize expenses and optimize other revenue sources so that increases to taxes are the last resort for balancing the budget.

### Tax Levy

For FY2021-22, the cost of budgeted services in the General Fund increases by \$3.6 million. The total of all other revenues is projected to decrease by \$334 thousand. To make up the difference, an additional \$3.9 million is needed from tax revenue, an increase of 2.69% over the current tax levy. Increasing costs combined with stagnation of other revenue sources has caused reliance on tax revenue to increase over time.



### Percent Growth in Taxable Grand List



### Grand List

In 2020, Manchester's Grand List, the total taxable value (assessed at 70% of market value) of all taxable property in Manchester upon which taxes are levied, increased by 1.47%, largely due to commercial & residential developments over the last year. This represents the largest one-year growth since 2005, and speaks to Manchester's strong economic position within the region. Next year is a revaluation year, in which the market value of all real estate in Town is re-assessed. Revaluation may raise or lower a person's taxes depending on whether value was added or lost since the last revaluation.

# GENERAL FUND Mill Rate

General Fund Mill Rate Increases, FY14-FY22



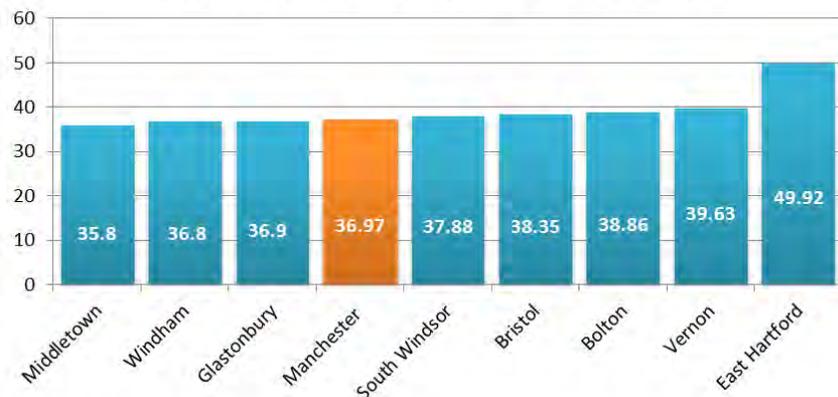
A **1.23%** increase to General Fund mill rate is proposed to balance the FY 2021/22 budget.

**36.97** proposed Town-wide mill rate

### Comparison to Other Towns

Manchester's proposed mill rate compares favorably to other communities nearby or of a similar size. Comparative data regarding tax rates can be found at the CT Office of Policy & Management webpage.

Mill Rate Comparison to Nearby/ Comparable Towns



Source: CT Office of Policy & Management FY2021 Mill Rates

Taxes Paid by All Manchester Residents				
Market Value	Assessed at 70%	Current Tax	New Tax	Change in Tax
\$20,000	\$14,000	\$511	\$518	\$7
\$150,000	\$105,000	\$3,835	\$3,882	\$47
\$250,000	\$175,000	\$6,391	\$6,470	\$79
\$350,000	\$245,000	\$8,947	\$9,058	\$111

Additional Fire Taxes for Residents Outside the 8th Utilities District				
Market Value	Assessed at 70%	Current Tax	New Tax	Change in Tax
\$20,000	\$14,000	\$75	\$77	\$2
\$150,000	\$105,000	\$562	\$574	\$12
\$250,000	\$175,000	\$936	\$957	\$21
\$350,000	\$245,000	\$1,311	\$1,340	\$29

Total Taxes Paid by Residents Outside the 8th Utilities District				
Market Value	Assessed at 70%	Current Tax	New Tax	Change in Tax
\$20,000	\$14,000	\$586	\$595	\$9
\$150,000	\$105,000	\$4,397	\$4,456	\$59
\$250,000	\$175,000	\$7,327	\$7,427	\$100
\$350,000	\$245,000	\$10,258	\$10,398	\$140

### Cost to Taxpayers

The table on the left shows several scenarios for what the change in the mill rate would mean to a typical home or car owner in Manchester. The first table represents taxes for the General Fund, which is applied to all residents. The middle table represents taxes of the South Manchester Fire District, and the last table represents the total tax bill for a resident of the S. Manchester district. Residents in the 8th Utilities District receive a separate tax bill from the district.

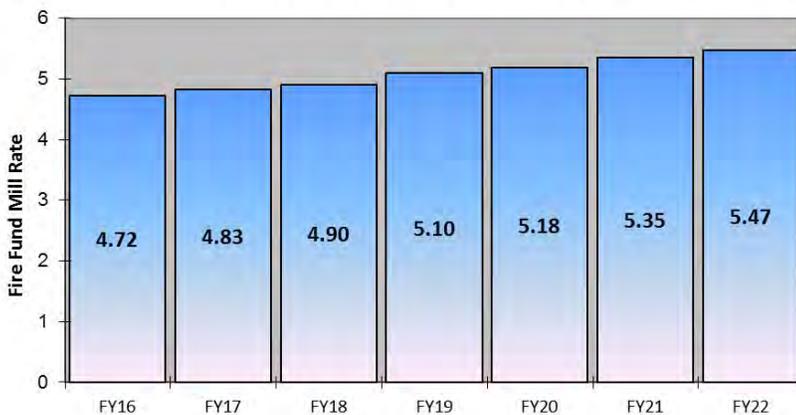
Taxes are assessed at 70% of market value. The first scenario represents a car of \$20,000 market value, and the subsequent rows show taxes on homes valued at \$150-350k.

# FIRE FUND

# Revenue

The primary source of revenue for the Fire Fund is taxes collected from the South Manchester Fire District (SMFD). Residents outside the SMFD receive a separate property tax bill from the 8th Utilities District, which fund the 8th Utilities District Manchester Fire Department, a separate governing entity which is not covered in this budget. As with the General Fund, property taxes are calculated as the difference between all other sources of revenue, and the total funds required for the Fire Department’s annual expenses.

**Fire District Mill Rate History**



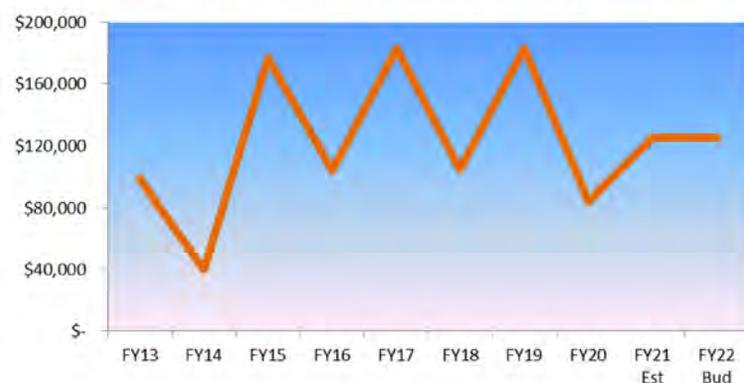
**A 2.24% increase to Fire Fund mill rate is recommended to balance the FY 2021/22 budget**

**5.47** proposed Fire District mill rate

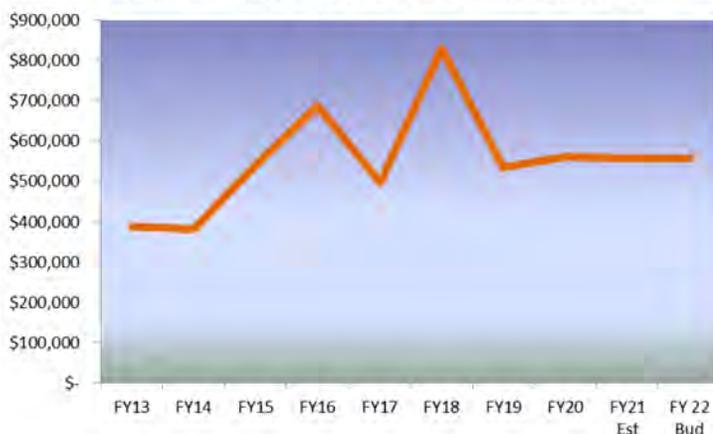
## ALS & Fire Marshal Fees

The other two major revenue sources for the Fire Fund are ambulance services fees (or ALS Fees- Advanced Life Support) from the Paramedic operation, and Fire Marshal fees collected for fire safety permits, inspections and other services. Ambulance fees are projected lower in FY 2021/22 compared to the current year due to trends in collections as well as to adjust for the write-off of uncollected fees.

**Fire Marshal Revenue History**



**Advanced Life Support Revenue History**

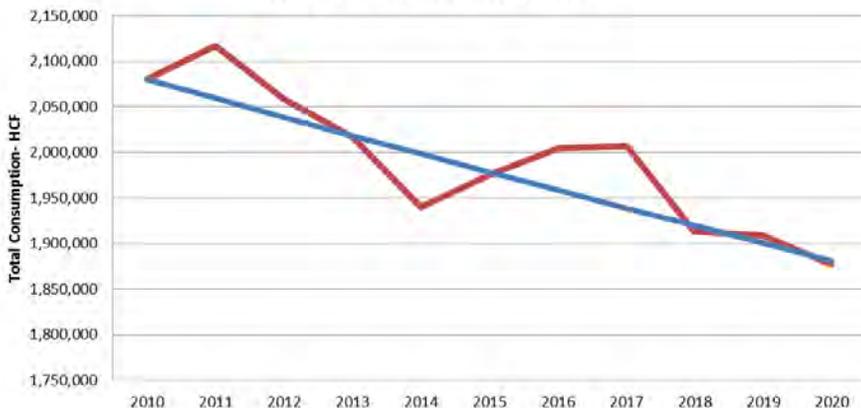


## Transfer from General Fund- Paramedic Services

The Fire Fund receives a payment from the General Fund to cover the cost of Paramedic Services, because the SMFD provides paramedic (advanced life support) services to the entire Town including areas within the 8th Utilities District. Beginning in FY2021/22, Paramedic Services will be shown as a General Fund Public Safety expense, instead of being reported as a General Fund interfund transfer to the Fire Fund.

# WATER & SEWER Revenue

**Water Consumption History**



### Consumption Trends

Over the last ten years, consumption has trended downward steadily at an average of -1% per year. While people using less water is a positive development from an environmental perspective, it leads to a reduction in usage fee revenue. At the same time revenues are decreasing from lower usage, the costs of operating the water & sewer utilities continues to increase with inflation, infrastructure needs & addressing environmental issues.

**3%**  
proposed  
water rate  
increase

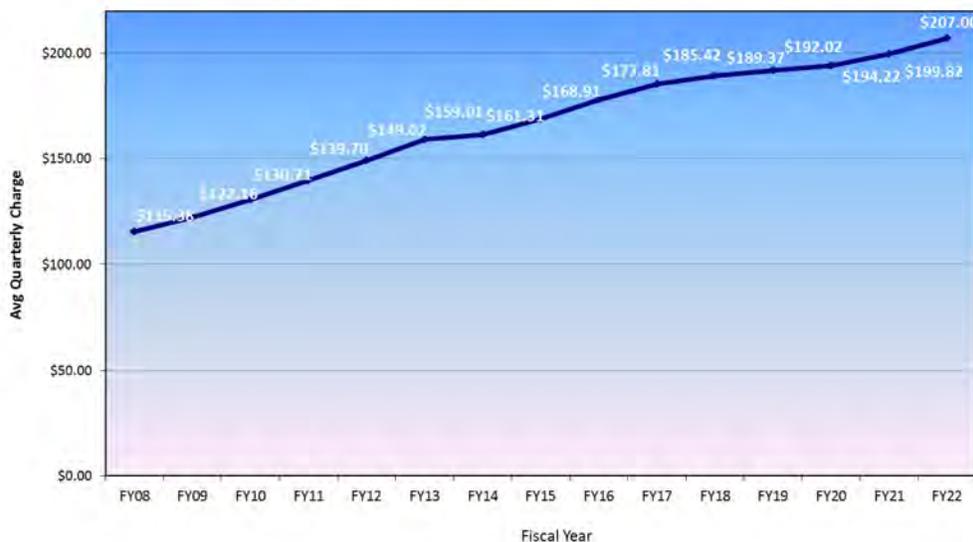
**4%**  
proposed  
sewer rate  
increase

### Rate Increases

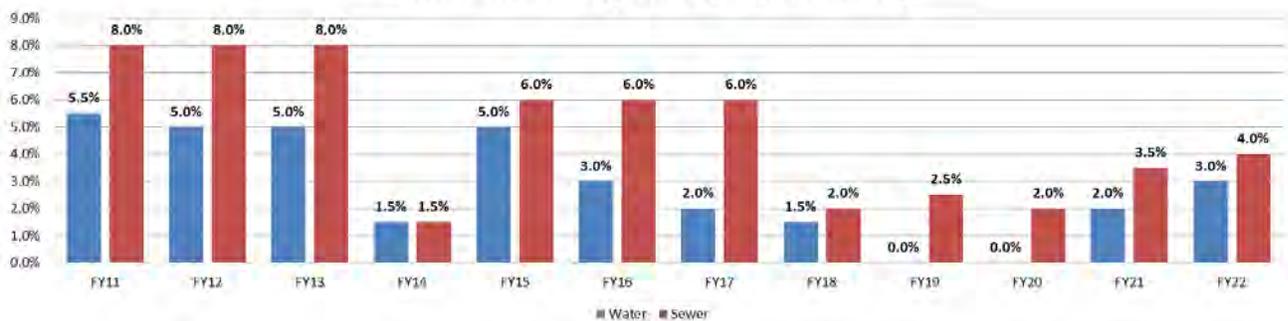
Sewer rates have been increased steadily to accommodate for the large-scale renovation of the Wastewater Treatment Plant.

Water rates were likewise increased prior to some less large-scale renovations at the Water Treatment Plant, but have seen only 0-2% increases over the last 3 years.

**Average Household Quarterly Charges for Water and Sewer Service**



**Water & Sewer Adopted Rate Increase History**

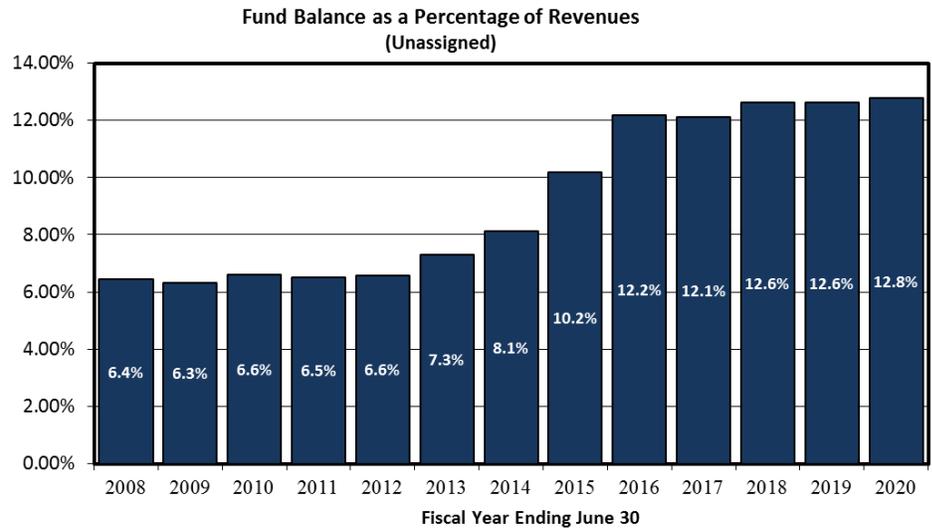


# FUND BALANCE & Cash Assets

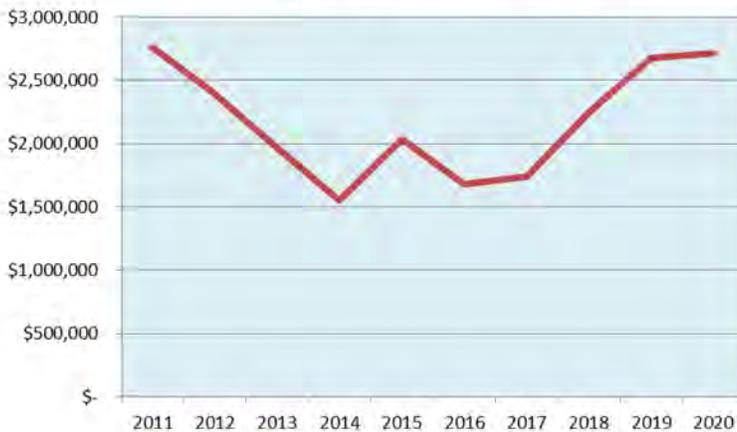
Fund Balance is a measure of the Town's capacity to withstand financial emergencies or to undertake unforeseen, but necessary, projects. Rating agencies place special emphasis on fund balance when assigning bond ratings to municipalities and view adequate fund balance as an indication of sound financial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

## General Fund Balance

The Town maintains a formal unassigned fund balance target of 10-15% of total annual operating revenues. As the graph to the right demonstrates, Manchester has significantly increased its unassigned fund balance in recent years through stronger delinquent tax collections and careful management of spending.



**Fire Fund Undesignated Fund Balance, 2011-2020**



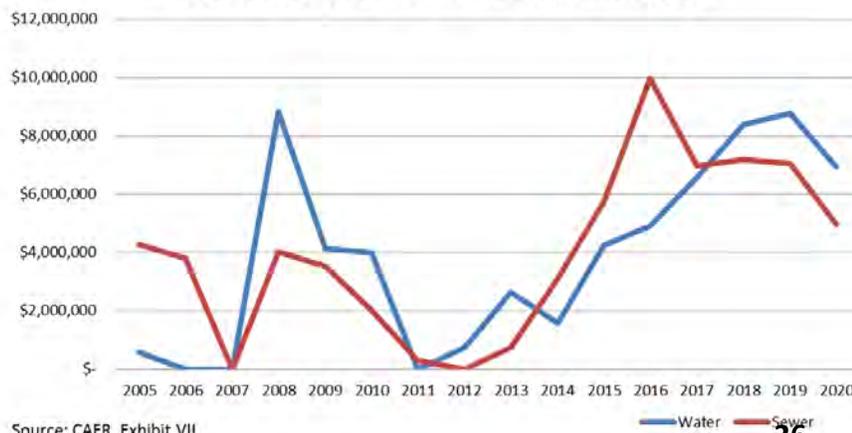
## Fire Fund Balance

The Fire Fund balance has been maintained above the 10% of total revenues standard (which would be roughly \$1.5M for the Fire Fund), but due to the small size of the fund, more relative volatility is expected, so a cautious approach is taken towards maintaining healthy reserves for the South Manchester Fire District.

## Water & Sewer Net Cash Position

Unlike the other governmental funds, the Water & Sewer funds are enterprise funds that report out a "net cash position" instead of fund balance. Over the last 10 years it has been the Town's policy to maintain 180 days' operating reserves for both funds. Cash position was accumulated in anticipation of major capital projects, and gradual rate increases are being employed to stabilize cash balance & offset declining consumption & new capital needs.

**Water & Sewer Net Cash Position History**



Source: CAFR, Exhibit VII

## LONG RANGE

# Planning & Forecast

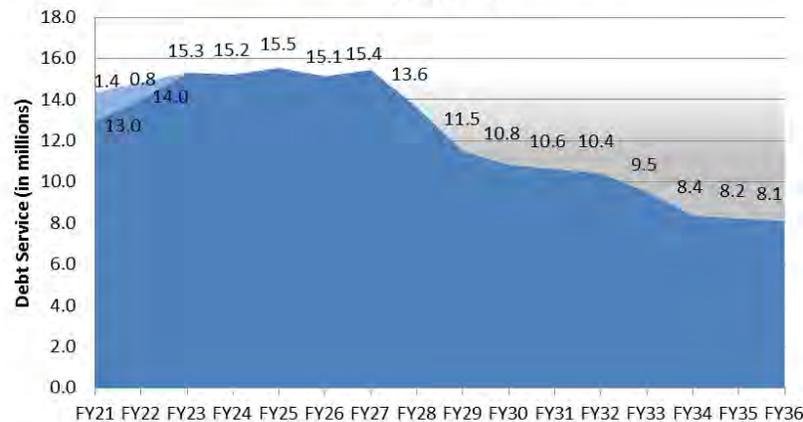
### General Fund Outlook

Moreso than any other fund, the general fund's future revenues and expenses depend on the priorities and decisions of future boards, and ultimately, the residents of Manchester. Projecting the General Fund's future budgets and taxes is therefore presumptive, but there are known factors that will affect future budget years.

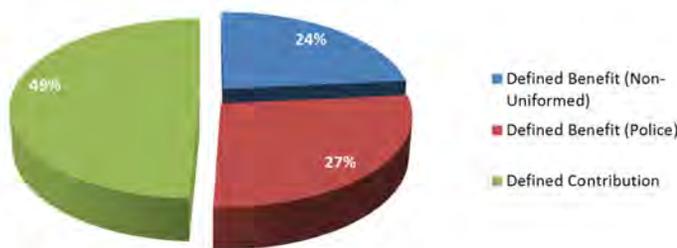
### Debt Service

Debt service will be a significant driver in upcoming years. In 2019, \$47M in borrowing was approved for school reconstruction, and those bonds will be issued over the course of the next 8 years or so, which will necessitate either tax increases or service cuts to balance. The graph to the right shows projected debt service on existing authorizations. Future authorizations, including the biennial public works infrastructure bonds, public building renovations, library expansion, etc will add to these amounts.

**Projected General Fund Debt Service  
All Existing and Authorized Debt  
(in millions)**



**Pension Plan Enrollments of Active Employees  
(Non-Education Budgeted Funds)**



### Personnel Costs

While wages & salaries have increased only moderately to keep pace with inflation, the cost of health & pension benefits have consistently outpaced inflation due to rising healthcare costs, economic challenges, and the effect changes in life expectancy has on lifetime pension benefits. Increases to pension cost have been mitigated by moving all new non-uniformed employees to 401k-type defined contribution savings plans. In the last several years, health savings plans (HSP's) have been introduced as an insurance alternative which is also expected to

mitigate the ballooning of employee benefits costs in the coming years. The liabilities relating to retiree health insurance costs (OPEB) have also been recognized as a financial issue that may be addressed in the years to come through planned redirecting of operating surpluses & reserves.

### Revenues

Property taxes are the largest source of revenue, with State Aid accounting for the bulk of the remainder. Difficult economic conditions can impact both of these revenue sources through loss of grand list value or State Aid cuts, factors which all towns must contend with. Careful financial management and maintaining healthy reserves position Manchester well for dealing with whatever challenges may lie ahead.

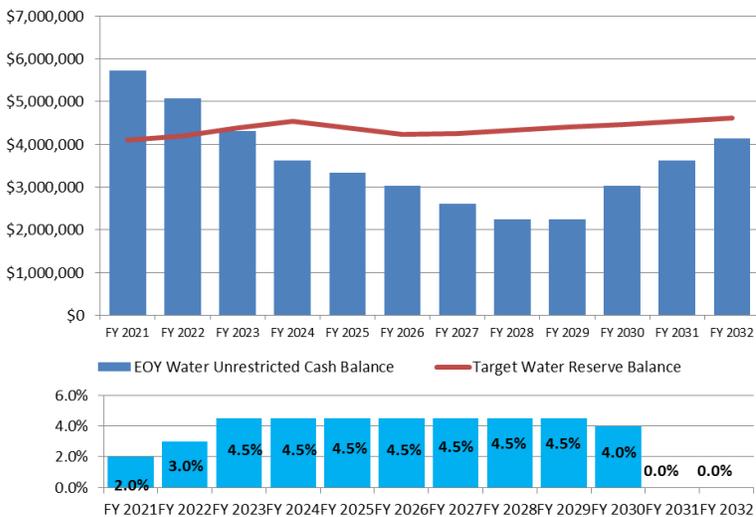
# ENTERPRISE FUND

# Planning & Forecast

## Water & Sewer

The water & sewer funds are public utilities with operations that rely primarily on user charges. Water & sewer rates are set with the intention of ensuring these utilities have enough cash resources to cover 6 months of operating costs, and to ensure the operation has enough budgetary resources to meet all environmental standards and keep up with aging infrastructure. Rate increases are projected over the next decade to keep pace with capital needs & declining consumption levels.

End of Year Water Fund Cash Balance



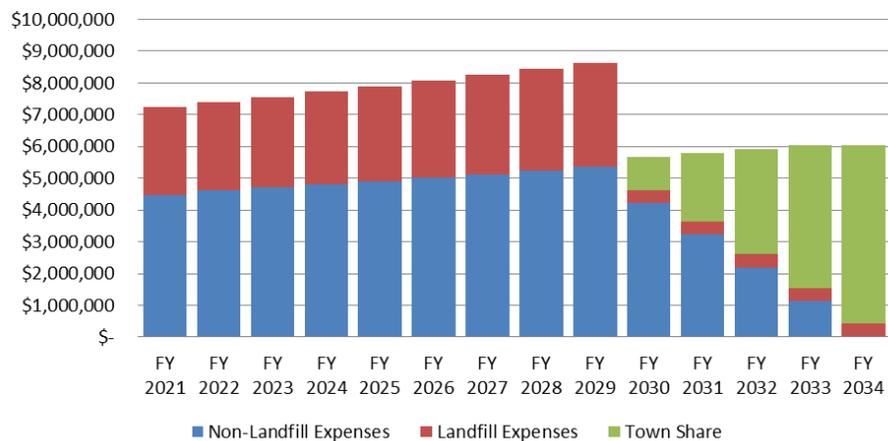
End of Year Sewer Fund Cash Balance



## Sanitation Fund

The Sanitation Fund uses revenues from landfill fees to fund curbside refuse collection for the Town, as well as the leaf vacuuming program and operation of the landfill itself. Once the landfill reaches its capacity limit, currently estimated around 2030, the landfill will no longer be generating revenues, and the cost of public services in the Sanitation Fund will need to be covered by taxes, user fees, or some other continuing revenue source. Net assets accumulated by the landfill operation may be used towards covering the cost of these services for some time after the landfill closes, allowing for a phase-in of costs to be borne by other revenues. The green bars on the above graph indicate the phase-in of costs from the landfill to taxes or service charges between 2030 and 2034. Funds to cover the closure of the landfill and post-closure costs are already set aside & reserved solely for that purpose.

Sanitation Expenditures- 15 Year Projection



## Strategic Goals &

# Performance Measures

- Strategic Goals & Planning Processes
- Intro to Performance Measures
- Performance Measures
  - Dependable Infrastructure
  - Diversity, Equity & Inclusion
  - Effective Governance
  - Financial Stability
  - Quality Parks & Leisure Services
  - Safe Community
  - Supportive Human Services
  - Vibrant Economy
- Manchester and Covid-19

## PLANNING PROCESS &

# Strategic Priorities

The following infographics illustrate the Town's ongoing planning process as well as its Strategic Priorities. There is a need to revise the strategic priorities in light of the many paradigm-shifting events over the past year, so funding is provided in the FY 2021/22 Recommended Budget to fund strategic planning efforts by the Board.



### Ensure an Effective Town Government

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

### Well-Maintained Infrastructure and Community Facilities

Consistent investment and upgrading to meet the ever-evolving demands and expectations of our residents.

### Bolster and Maintain a Sense of Community

Embracing & celebrating the rich diversity of its residents and encouraging engagement and a sense of belonging for all residents.



### 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.

### Promote a Vibrant Economy

Maintain a vibrant and diverse and provides quality jobs and employment opportunities for residents and destination retail opportunities for the region



# Performance Measures & Operational Statistics

## Overview

In 2008, the Town of Manchester instituted a town-wide performance measurement initiative to systematically measure and report on Town departments' performance. Since that time, Town departments have collected a variety of metrics and reported on the results to the General Manager on a semi-annual basis. The information is used to measure progress towards achieving various outcomes and is shared in the annual performance measure report so the public can see our progress. The data presented in this report is for the fiscal year ending June 30, 2020.

Manchester's Annual Operations & Performance Report for FY 2020 sets out the Town's performance related to the Town of Manchester Strategic Goals. The following nine focus areas are aligned with town's strategic goals and are used to organize the key performance measure in this report:

- **Effective Governance**
- **Safe Community**
- **Healthy Community & Environment**
- **Dependable Infrastructure**
- **Vibrant Economy**
- **Supportive Human Services**
- **Quality Parks & Leisure Services**
- **Diversity, Equity & Inclusion**
- **Financial Stability**

The US is experiencing its worst public health crisis because of COVID-19. A section on COVID-19 in the Town of Manchester is added to this report. This section summarizes the Town's initial response to COVID-19, its communication efforts, continuing essential services and its financial impact on the Town's operation.



# Dependable Infrastructure

The Town of Manchester seeks to actively maintain its public infrastructure and facilities in order to extend its useful life, and to meet the needs of its residents.

## How are we doing?.....

### Miles of Road Resurfaced



FY 2020, 15.1 miles of road were resurfaced as part of the annual repaving program.

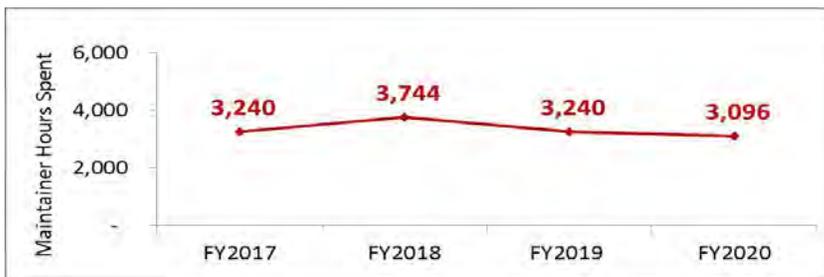
The Field Services Division actively maintains **217** miles of streets.

### Sidewalks Repaired/Replaced

Annually, sidewalks are scheduled for replacement based on the Sidewalk Priority Rating System (adopted by the Board of Directors in 1990). Efforts were increased in 2020 to take advantage of the reduced traffic situation following pandemic-related restrictions & closures



### Pothole Maintenance



Maintainers in the Field Services Division actively worked to address potholes around Town, spending a combined 3,096 hours on pothole maintenance in FY 2020.

### Mark-It Service Requests Completed



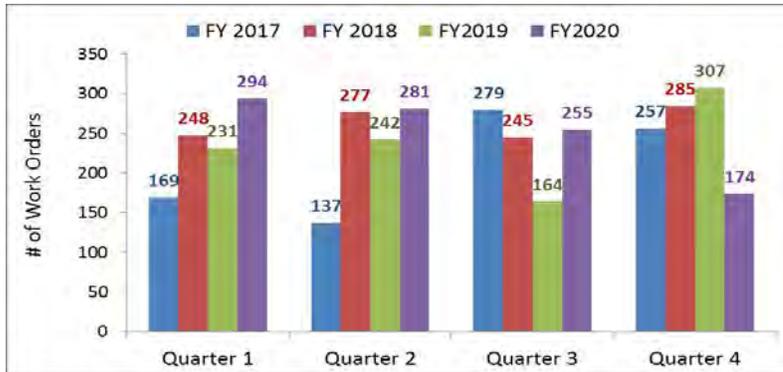
In FY 2020, the Department of Public Works addressed 731 service requests submitted through the Mark-It system. Mark-It is an online program that easily identifies and maps a variety of service requests, from potholes, to problems with streetlights in Town. Find it at [townofmanchester.org/allsites/main/reportaproblem.cfm](http://townofmanchester.org/allsites/main/reportaproblem.cfm)



Note: The abbreviation "FY" is used to denote fiscal year. FY 2020 is the period from July 1, 2019 to June 30, 2020

# How are we doing?

## Facilities: Work Orders Completed



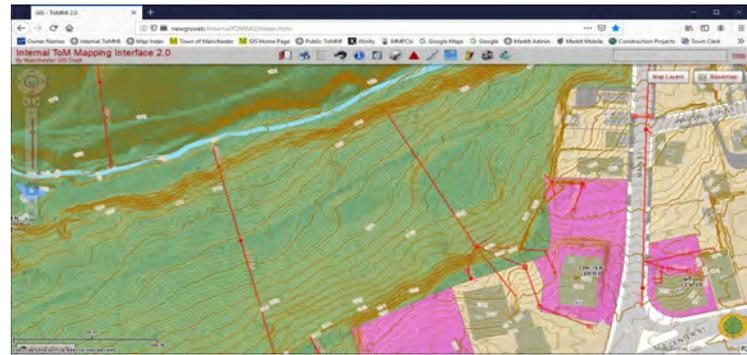
Facilities Building Maintenance completed **1,004** work orders on Town-owned buildings in FY 2020. A majority of these work orders were categorized as plumbing, lighting and electrical issues.

## Engineering: Geographic Information Services (GIS)

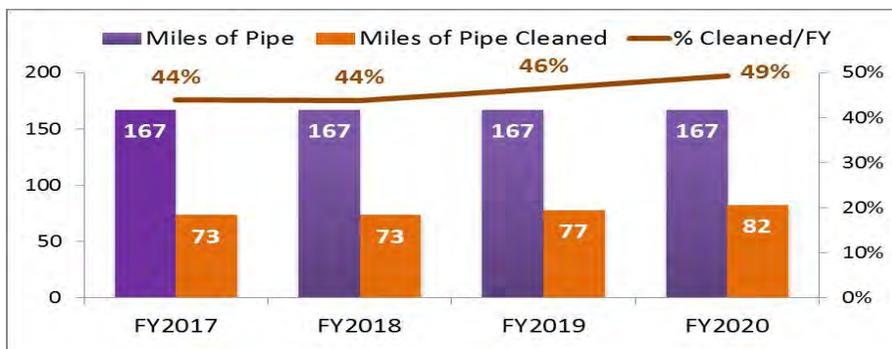
The Geographic Information Services (GIS) Unit provides mapping, analysis and application support for over ten Town of Manchester departments. The GIS Unit maintains and updates an extensive spatial database that includes property, utility, topography, planimetric, zoning and aerial data.

During FY 2020, GIS received 9,706 website hits from the public.

The GIS Unit also provides addressing data for public safety applications (E911 Dispatch). Recently, the GIS Unit has developed several mobile mapping applications including catch basin maintenance, tall grass violation, streetlight inspection, and storm event recovery.



## Water & Sewer: Miles of Pipe Cleaned

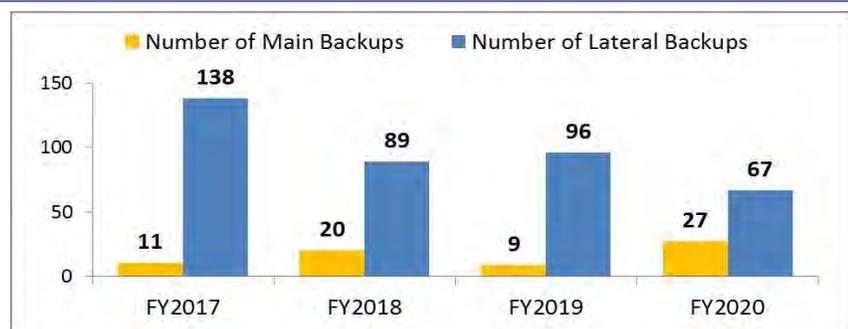


Each year, approximately **46%** of the sewer pipes in Town are cleaned to ensure continued reliability and to prolong their useful life.

## Water and Sewer: Main Backup and Lateral Backups

The number of sewer main backups, which the Department is responsible for rectifying, decreased to 27 in FY 2020.

Lateral sewer backups are the responsibility of individual homeowners and not the Water & Sewer Department. Lateral sewer backups decreased to 67 in FY 2020.



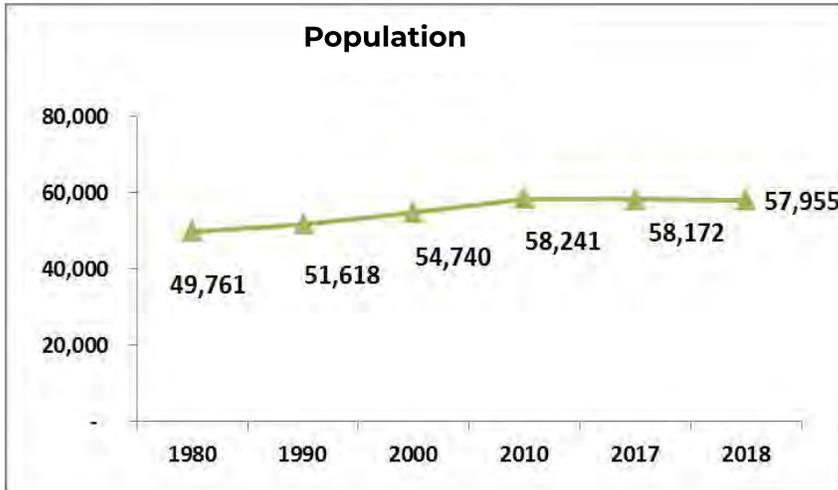
Note: The abbreviation "FY" is used to denote fiscal year. FY 2020 is the period from July 1, 2019 to June 30, 2020



# Diversity, Equity & Inclusion

The Town of Manchester celebrates diversity, equity and inclusion. We embrace these pillars of excellence as core strength and an essential element of our public service mission.

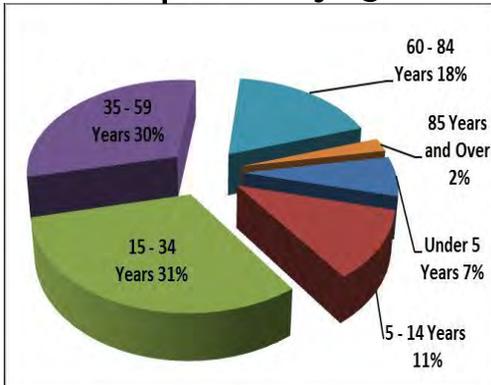
## Economic and Demographic Information



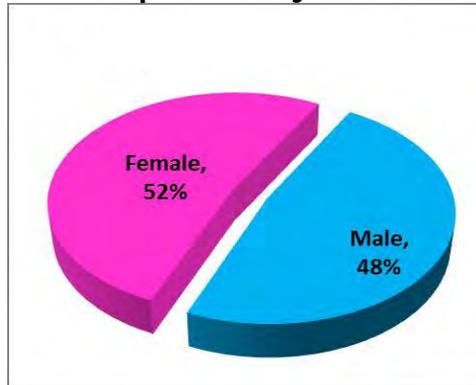
By 2030, Manchester is projected to be the most populous municipality in the Greater Hartford area outside of Hartford.

Per estimates released by the Connecticut State Data Center, the current population of approximately 60,000 is expected to grow to 73,000 by 2040.

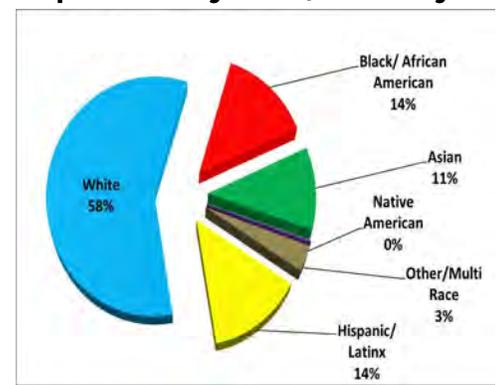
Population By Age



Population By Gender



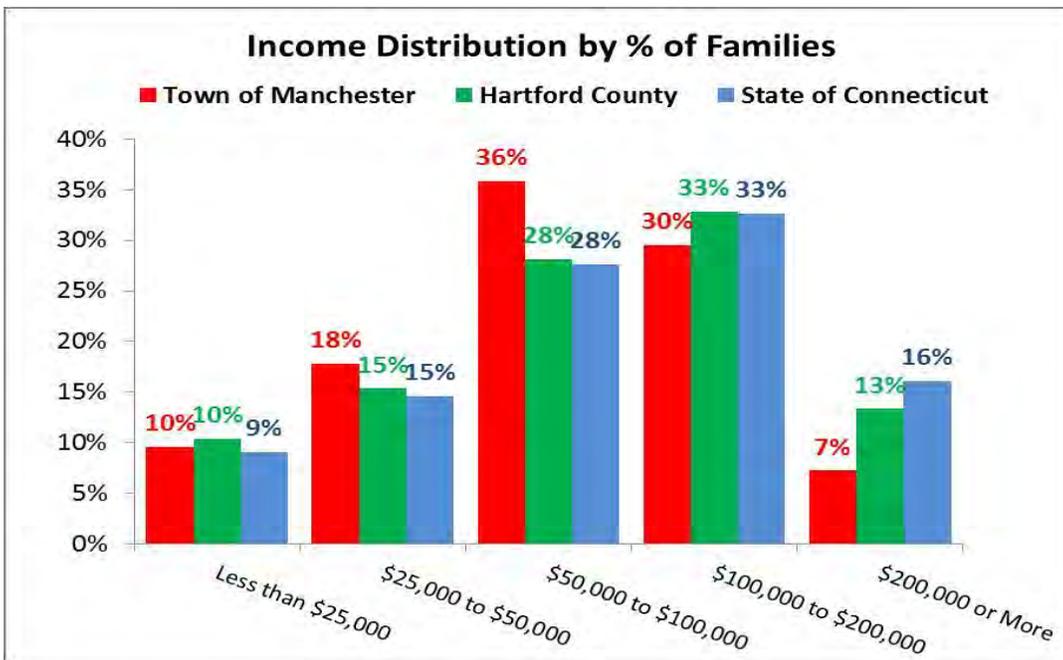
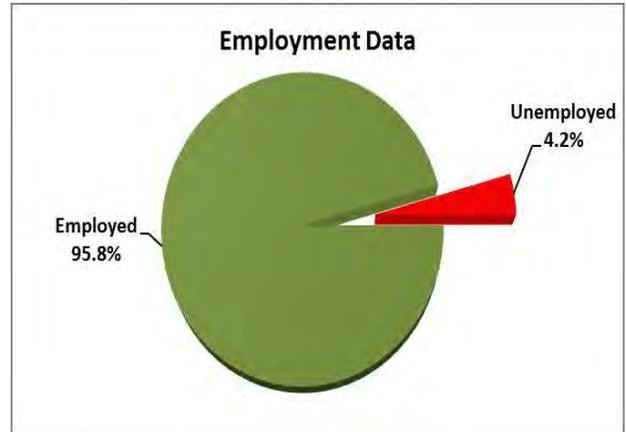
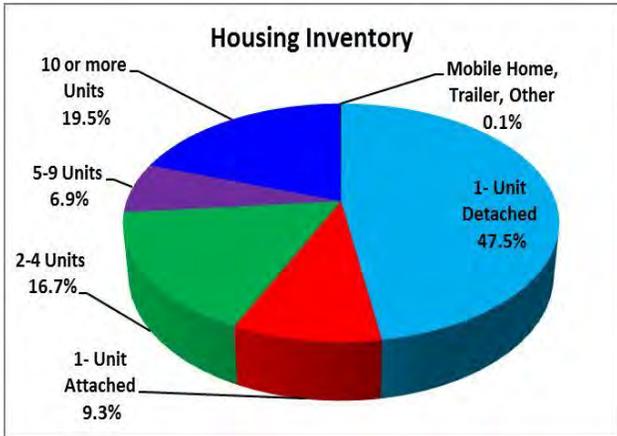
Population By Race/Ethnicity



### Comparative Measures

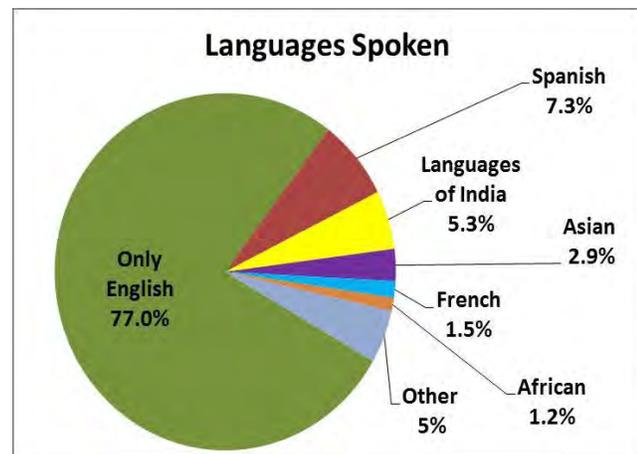
	Town of Manchester	Hartford County	State of Connecticut
Population	57,955	894,730	3,581,504
Per Capita Income	\$35,940	\$39,260	\$43,056
Median Household Income	\$70,736	\$72,321	\$76,106
Percent of Families Below Poverty Level	6.3%	7.9%	6.9%
Median Age (Years)	35.7	40.4	40.8
Percent Unemployed 2018	4.2%	4.2%	4.2%
Total Housing Units	25,570	378,700	1,512,305
Owner-Occupied Housing Median Value	\$184,300	\$237,700	\$272,700

# Economic and Demographic Information (cont'd.)



Manchester has a lower income distribution compared to the rest of CT, with the largest portion of residents in the \$50-100k income range

Other Languages include: Arabic, French Creole, Polish, German, Vietnamese, Korean, Hungarian, Portuguese and Native American languages etc.



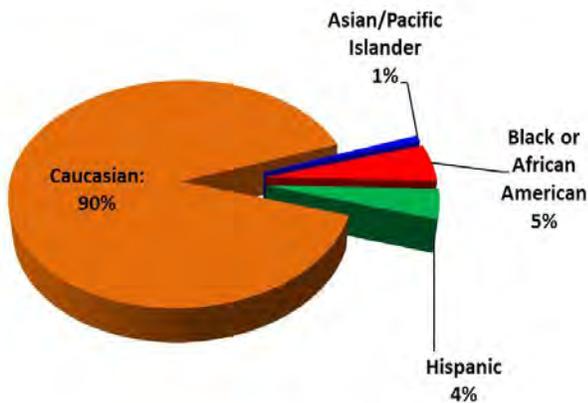
Source: U.S. Department of Commerce, Bureau of Census, American Community Survey, 2014-2018.  
<http://worldpopulationreview.com/us-cities/manchester-ct-population/#language>

<http://nhfpi.org/research/state-economy/measuring-new-hampshires-municipalities-economic-disparities-and-fiscal-capacities.html>

Note: The abbreviation "FY" is used to denote fiscal year. FY 2020 is the period from July 1, 2019 to June 30, 2020

# How are we doing?

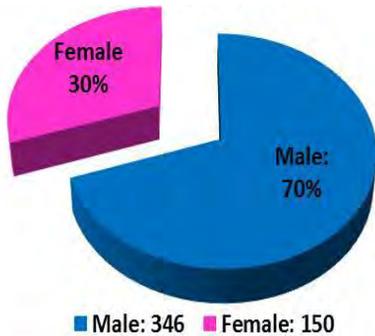
## Ethnicity & Gender Diversity of Town Employees



In FY 2020, the Town of Manchester has **496** full-time employees and **249** part-time employees.

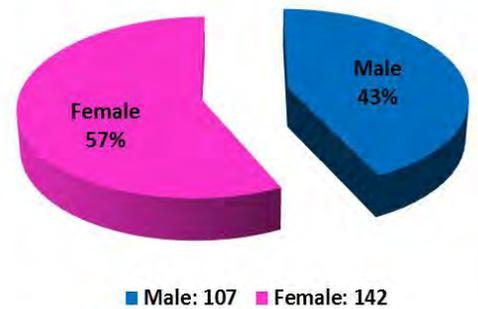
- The majority (90%) of the town workforce comprises White or Caucasian employees.
- 5% of employees are Black or African American.
- 4% of the Town employees are Hispanic.
- Only 1% of the town staff is Asian / Pacific Islander.

Male/Female Breakdown of Full-Time Town Employees



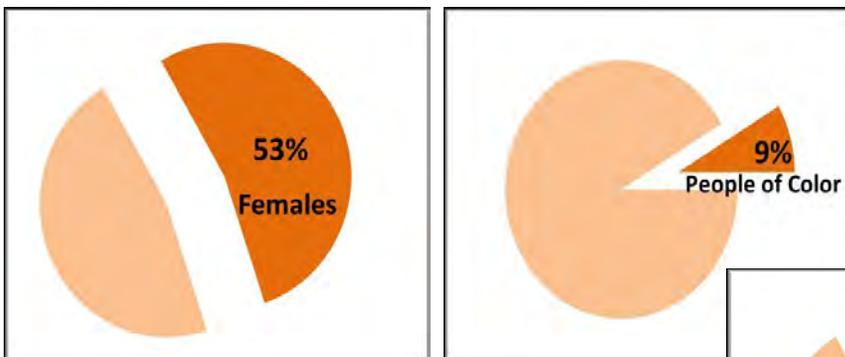
The Town of Manchester provides an equal employment opportunity to all qualified individuals.

Male/Female Breakdown of Part-Time Town Employees



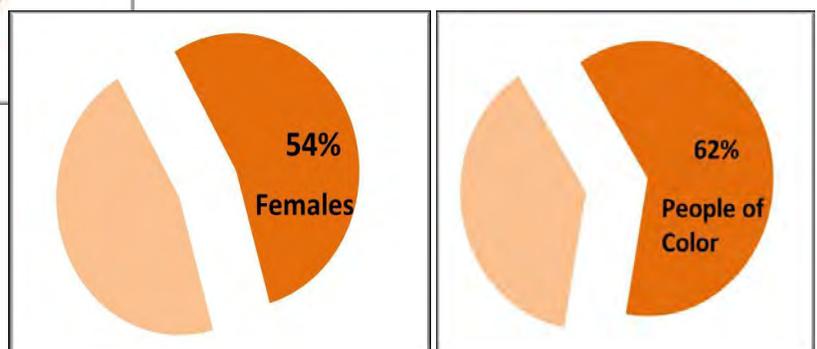
## Recruiting and Outreach

FY 2020 Full Time Hires



The Town of Manchester attracts and retains qualified & talented individuals from a wide range of backgrounds.

FY 2020 Part Time Hires



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# What are we doing? .....

## Manchester Board of Directors Unanimously Voted to Declare Racism a Public Health Crisis

On Tuesday, July 7th, 2020, the Board of Directors unanimously voted 9-0 to declare racism a public health crisis in Manchester.

The resolution states the Board of Directors of the Town Manchester “asserts that racism is a public health crisis affecting our town and all of Connecticut” and resolves that the Town of Manchester will:

- Establish itself as an equity and justice-oriented organization, by continuing to identify specific activities to enhance diversity and to ensure anti-racism principles across our leadership, staffing, and contracting.
- Promote equity through all approved policies and enhance educational efforts aimed at understanding, addressing and dismantling racism and how it affects the delivery of human and social services, economic development and public safety.
- Improve the quality of the data Manchester collects and analyzes by using qualitative and quantitative data to assess inequities in impact and to enable continuous improvement.
- Continue to advocate locally for relevant policies that improve health outcomes in communities of color, and support local, state, regional, and federal initiatives that advance efforts to dismantle systemic racism.
- Seek to form alliances and partnerships with organizations that are confronting racism and encourage other local, state, regional, and national entities to recognize racism as a public health crisis.
- Support community efforts to amplify issues of racism and engage actively and authentically with communities of color.
- Identify clear goals and objectives, and require periodic reports from town departments, boards, and commissions to assess progress and capitalize on opportunities to further advance racial equity.

Manchester now joins neighboring towns Windsor, Hartford, Bloomfield, West Hartford and New Britain who have passed similar resolutions.

## Diversity, Equity & Inclusion (DEI) Workshops

**Equity & Inclusion Collaborative:** After the Board of Directors’ adoption of the Community Engagement and Inclusion Plan for increasing inclusive public engagement in Manchester, the EIC (Equity & Inclusion Collaborative) meets periodically. Over the course of the last year it collaboratively developed a mental model of the EIC that includes role groupings and a process for how the group will collaborate in achievement of the action items in the plan. Also it reviewed KJR Consulting’s role in this next phase of work in the development of tools for monitoring the progress.



For 2020,

- **11** Total DEI workshops for full time staff have been scheduled;
- By December, all full time employees will have attended the workshops that cover topics addressing cultural competency and Equity 101.





# Effective Governance

The Town of Manchester is committed to excellence in the delivery of public services and employs a high performing workforce dedicated to transparency and customer service.

## How are we doing?

### Customer Service & Information Center: Inquiries Received



The Customer Service & Information Center responded to approximately 20,500 inquiries from residents, visitors, and businesses during FY 2020.

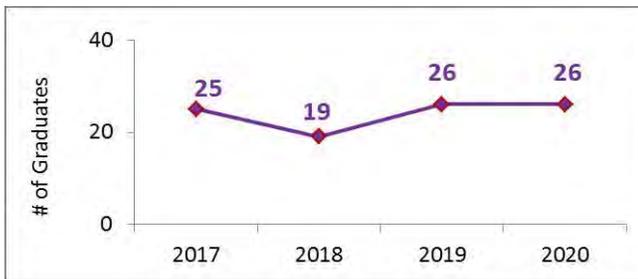
### Manchester Matters Subscribers

Manchester Matters is a Town e-mail service, managed by the Customer Service & Information Center, that distributes approximately 3 e-mails per week to deliver information and keep residents informed of important events happening in Town.

On the average, there are **4,200** subscribers to this service each year.



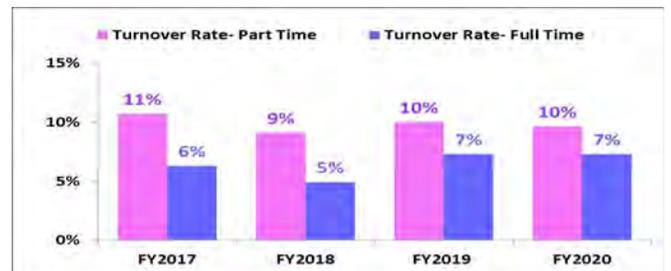
### Government Academy Participation



Government Academy is a ten-week course that offers the public a hands-on learning experience about Manchester local government. Over 500 citizens have participated in Government Academy since it began in 2002.

### Town Employee Turnover Rate

At **7%**, Manchester's FY 2020 turnover rate for full-time employees is much lower than the national average of **18%**, according to the Human Capital Benchmarking Report published by the Society for Human Resource Management.



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# How are we doing?

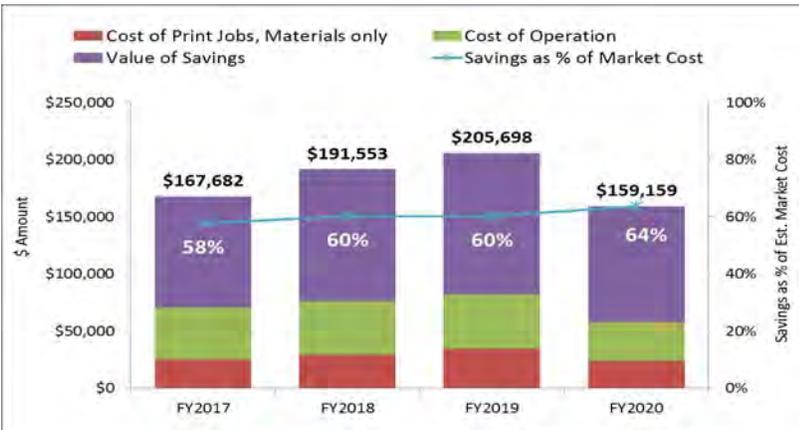
## Purchasing: Bids Prepared



General Services prepares an average of **85** bids for goods and services for Town departments each year and evaluates an average of **765** bid responses per year.

## Print Shop: Estimated Value of Savings

As an alternative to contracting out print jobs, the General Services Division operates a print shop for Town departments. The estimated savings attributable to running this shop in FY 2020 was over **\$100,000**.



## Engineering: Design Costs as a Percent of Project Costs



Design costs for construction projects designed by the Engineering Division have averaged **8%** of project costs over four calendar years.

This compares favorably to the private sector standard of 10% to 12%.

## Engineering: Percent of Projects Meeting/Exceeding Standard

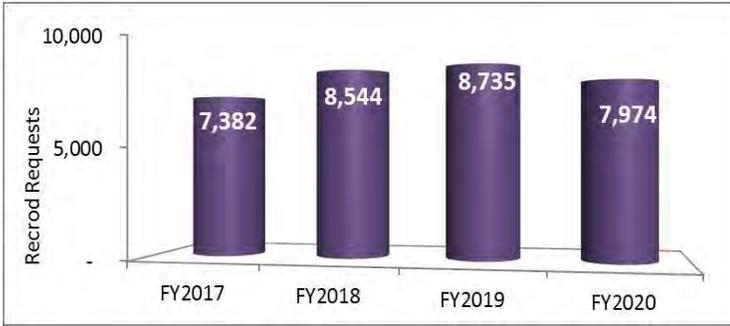
Over the past four calendar years, design costs for Engineering projects have been below the DOT private sector standard between **84% and 92%** of the time.



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# How are we doing?

## Town Clerk: Requests for Vital Records & Land Records

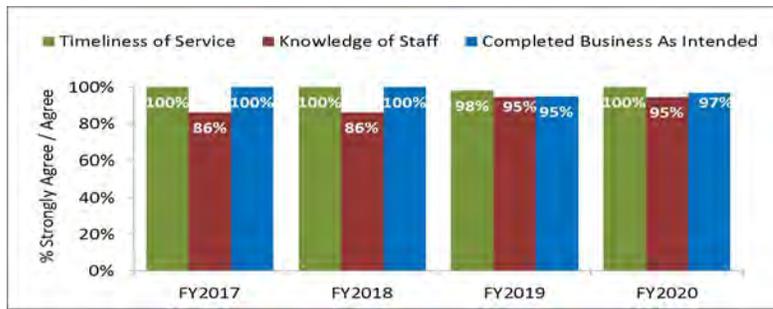


In FY 2020, the Town Clerk processed **7,974** requests for vital records.

In FY 2020, the Town Clerk processed **44,511** requests for land records. **70%** of those were handled online.



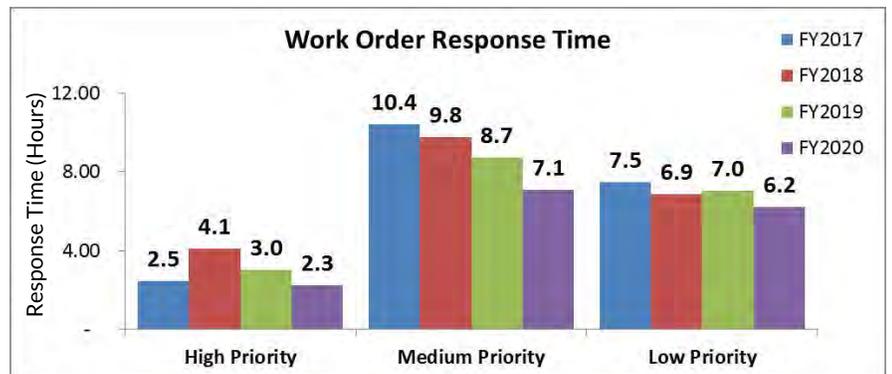
## Town Clerk: Satisfaction Survey Results



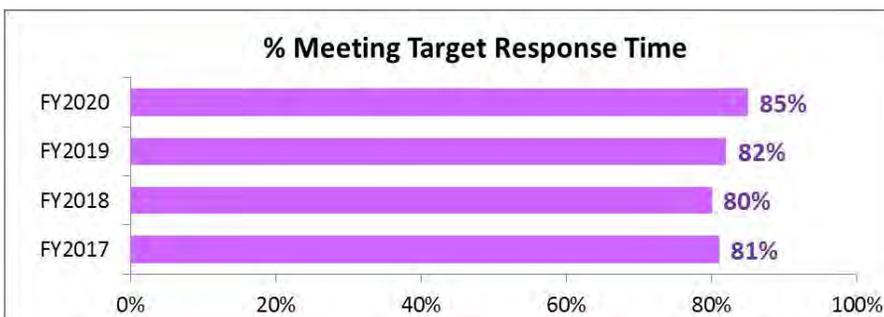
The Town Clerk offers an online survey to measure customer satisfaction. The great majority of customers are satisfied with the timeliness of service received and the knowledge of staff.

## Information Systems: Work Order & Meeting Target Response Time

Average response times for high, medium and low priority work orders improved significantly in FY 2020.



Information Systems has three target response times based on the priority level of the work order. Target response times are as follows: High Priority, **4 hours**; Medium Priority, **8 hours**; and Low Priority, **16 hours**.



During FY 2020, IS staff responded to work order requests within the targeted response **85%** of the time.

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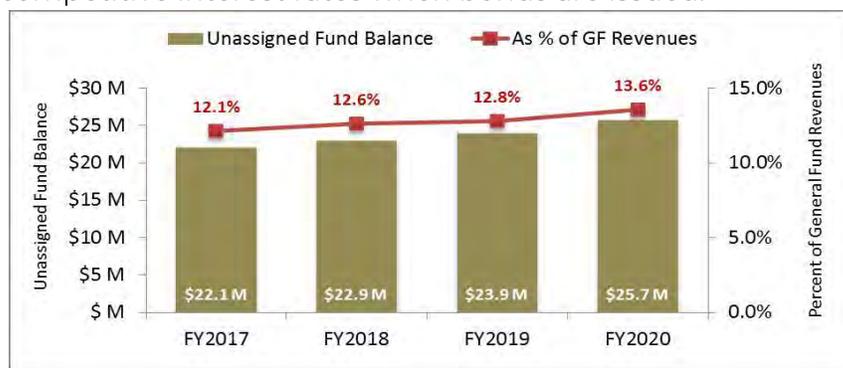
# Financial Stability

The Town of Manchester exercises prudent and proactive financial management, planning, and budgetary control across town operations, with a commitment to continued achievement of high-level credit ratings and the sustainable delivery of core services.

## How are we doing?

### Unassigned Fund Balance

General Fund Unassigned Fund Balance represents that portion of fund balance which is available for appropriation and is a measure of the Town's capacity to withstand financial emergencies. The stability of Manchester's fund balance has been a key factor in maintaining strong bond ratings and securing competitive interest rates when bonds are issued.

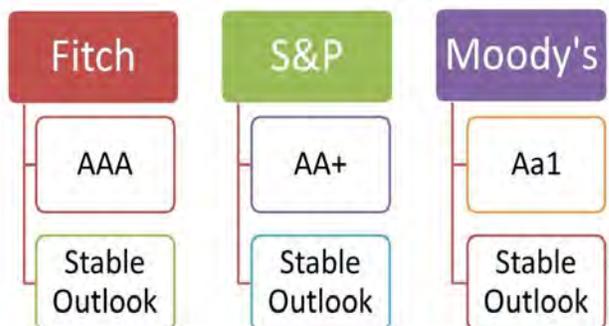


Over the past four fiscal years, unassigned fund balance has averaged 12.8%.

The increase in fund balance for FY 2020 is due to additional State Aid received, above-average tax collection, and operational savings over the course of the year.

The Town's fund balance policy has a target range of 10-15% of annual revenues. The town designates a portion of fund balance for specific purposes, which are appropriated by the Board of Directors throughout the year.

### Credit Ratings



\*Moody's as of June 2020, Fitch and S&P as of February 2020

The three national rating agencies have assigned the Town of Manchester's general obligation bonds strong credit ratings. In February 2020, S&P reaffirmed the Town's of AA+ rating, and Fitch reaffirmed the Town's AAA rating. In its issuer comment on February 20, 2020, S&P cited the following characteristics in reaffirming the Town's credit rating:

- Strong economy, with access to a broad and diverse metropolitan statistical area (MSA).
- Strong management, with good financial policies and practices.
- Strong budgetary performance, with balanced operating results.
- Very strong budgetary flexibility and liquidity.

### Town of Manchester Pension Plan: Funded Ratio



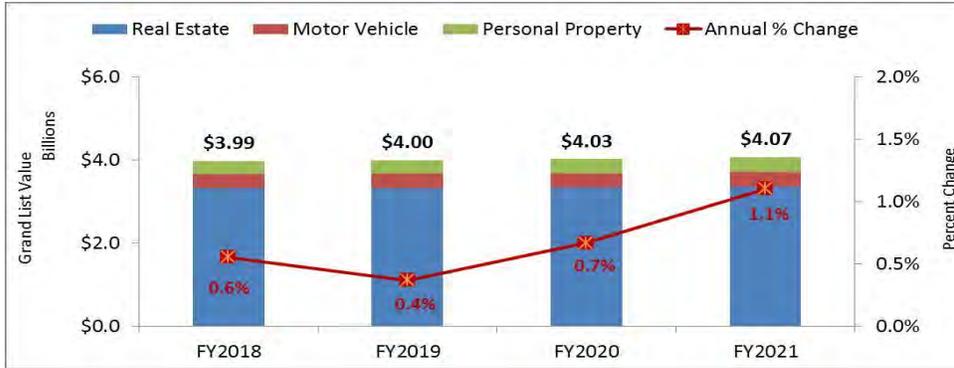
The funded ratio of the Town of Manchester Pension Plan for FY 2020 was 71%.

The decline is attributable to the mandatory assumption changes, including new mortality tables.

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# How are we doing?

## Grand List Value

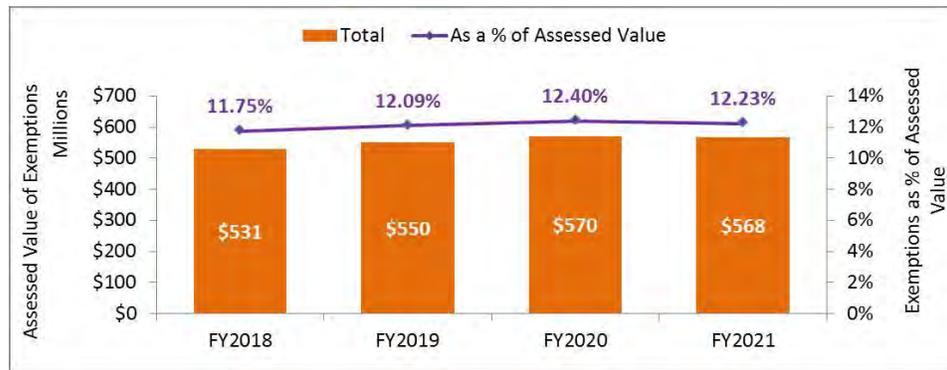


The assessed value of the Town's Grand List grew by **1.1%** to **\$4.07B** for the October 2020 list.

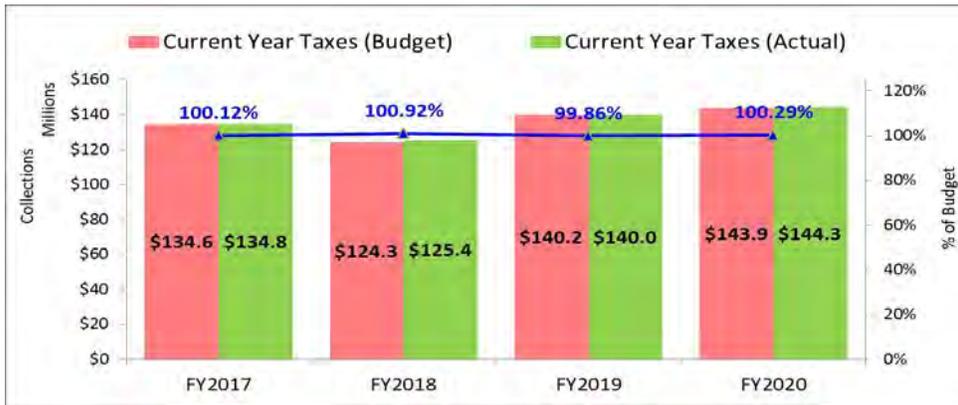
## Assessment Value of Tax Exemptions

The assessed value of these exemptions totaled approximately 12.23% of the Grand List in FY 2021.

In FY 2021, approximately \$568M in assessment value was excluded from the Grand List due to various property tax exemptions, many of which are mandated by the State.



## General Fund Property Tax Collections vs. Budget



When developing the annual budget, the Town of Manchester assumes a tax collection rate of **97.8%** to account for mid-year adjustments to the Grand List and for non-payment of taxes. This assumption has proven to be a good predictor of current year taxes collected, with current year tax revenues coming in just the same or above budget in past fiscal years.

## Personal Property Audits

Personal Property audits are conducted annually, to ensure personal property declarations are reported correctly.

The value of additional revenue per audit depends on the type and number of accounts audited, and most importantly how accurately the value of personal property has been declared by the taxpayers.



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# Healthy Community and Environment

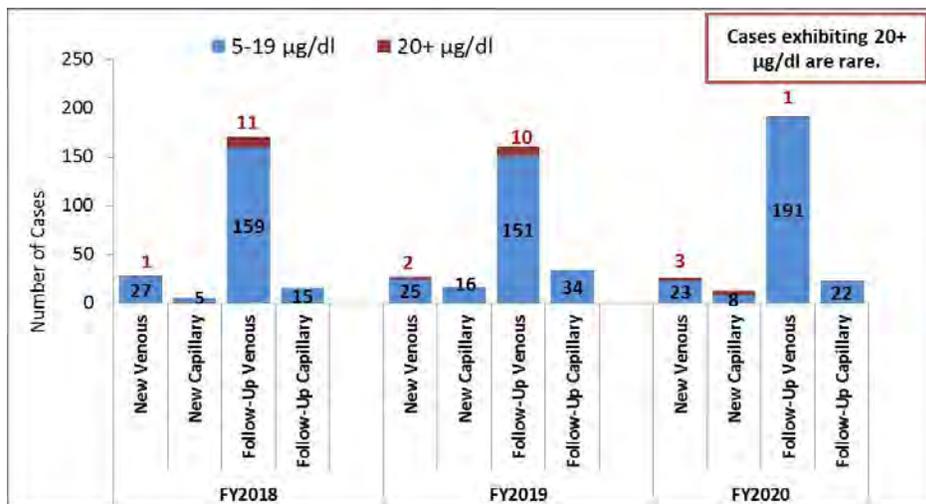
The Town of Manchester aims to promote a healthy community and environment for residents and visitors.

## How are we doing?

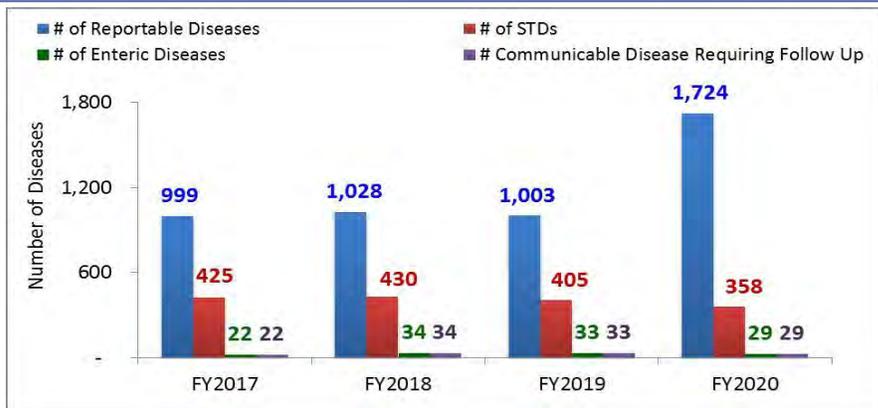
### Health Department: Lead Cases

The Health Department opened **39** new lead cases in FY 2020, 4 less than in FY 2019.

The CT Department of Public Health requires physicians to test children under the age of 6 for lead and to report the results for any child with elevated levels to the Health Department. The Department monitors these cases of lead poisoning and provides interventions to reduce the risk of continued exposure.



### Reportable Diseases



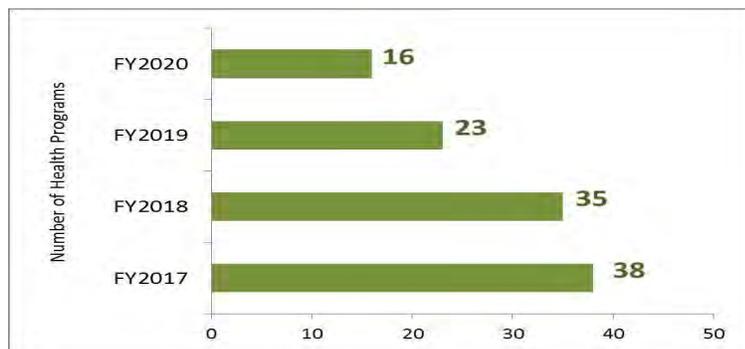
Specific communicable diseases are required to be reported to the CT Department of Public Health and Local Health Department.

In FY 2020, reportable diseases significantly increased due to the Covid pandemic

### Senior Health Programs

The Health Department conducted **16** health programs for seniors in FY 2020 with average participation per program of approximately **16** seniors.

These programs are typically held at the Senior Center, including Diabetes screening, memory loss, and fall prevention education etc.



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# How are we doing?

## Water Production



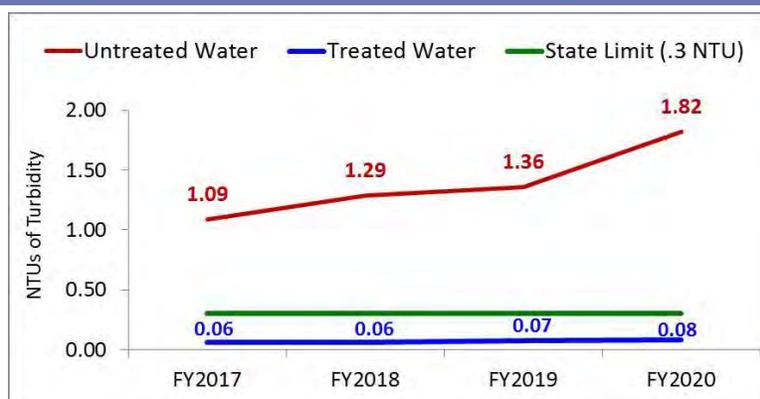
In FY 2020, the Water Department produced **1.74** billion gallons of potable water.

Drinking water flows to residents' homes via 257 mile network of water mains, four booster pumping stations and ten distribution system storage tanks. Because of this interconnected system, water from more than one source may be delivered to some neighborhoods.

## Water Quality Monitoring: Cloudiness of Filtered Water

The clarity of water is measured in Nephelometric Turbidity Units, or NTUs. Untreated water has entered the plant between **1.09** NTUs and **1.82** NTUs over the past four fiscal years. Treated water leaving the plant has been between **0.06** NTUs and **0.08** NTUs over this same time period.

This level of clarity is significantly better than the state limit of **0.3 NTUs**.



Manchester's water is routinely monitored for microorganisms, organic chemicals, inorganic chemicals and pesticides and has been compliant with all state and federal drinking water standards over the past four fiscal years.

## Wastewater Treatment

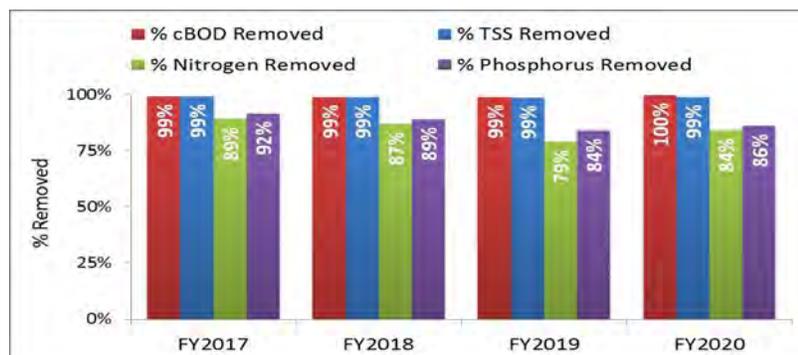


In FY 2020, the Sewer Department treated 1.6 billion gallons of wastewater.

## Wastewater Treatment: Quality of Effluent

The goal of the Sewer Department is to produce an environmentally-safe discharge of effluent by processing wastewater through physical and biological treatment, disinfection, and the proper disposal of residuals. This process involves converting raw sewage into clean water that is suitable for discharge into natural watercourses by removing particulate matter and other pollutants.

**100%** of Carbonaceous Biochemical Oxygen Demand and **99%** Total Suspended Solids were removed from the wastewater treated by the Sewer Department in FY 2020.



cBOD= Carbonaceous Biochemical Oxygen Demand  
TSS= Total Suspended Solids

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# How are we doing?

## Landfill Operations: Tonnage of Waste



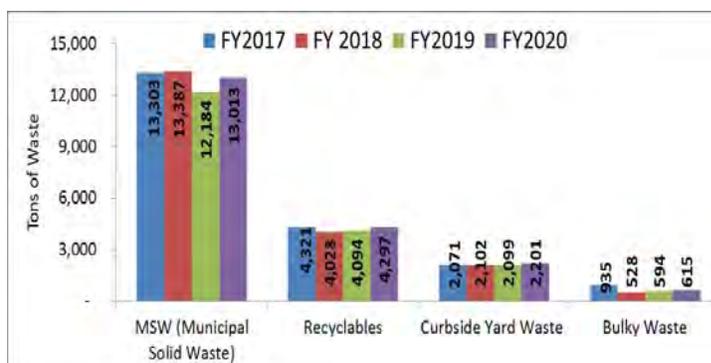
Over the past four fiscal years, the landfill has accepted an average of 227,000 tons of waste each year

The majority of this waste is from private companies that pay the Town to dispose of this waste at the landfill. The revenue received for this service pays for the cost of the curbside collection program.

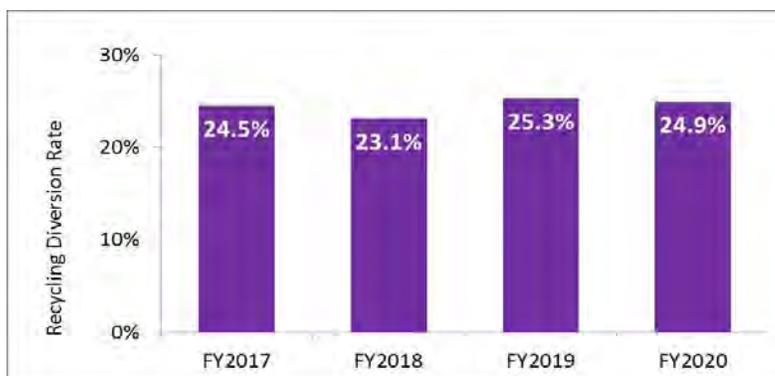
## Curbside Collection: Annual Tonnage

An average of **20,000** tons of waste is collected each year.

Residential curbside refuse and recycling collection is provided Town-wide on a contract basis. The cost of this program is paid for by the Sanitation Fund and there is no charge to residents for this service.



## Curbside Collection: Recycling Diversion Rate

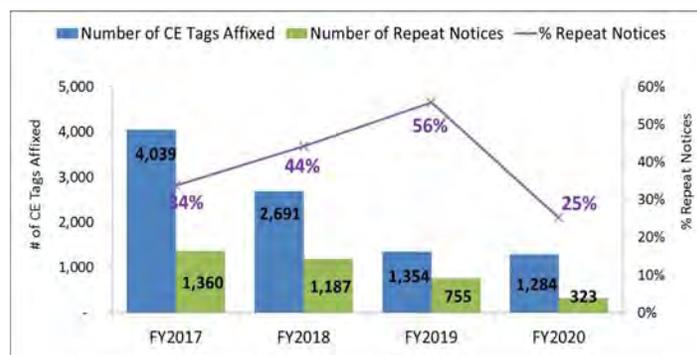


Each year, approximately 25% of refuse collected at the curb is recycled rather than being sent to the Hartford Waste to Energy Plant for incineration.

## Curbside Collection: Customer Education Tags

In FY 2020, the Division left **1,284** CE tags for households.

The town uses Customer Education (CE) tags to inform residents that receive curbside collection services when there has been a violation of these curbside collection rules and regulations.



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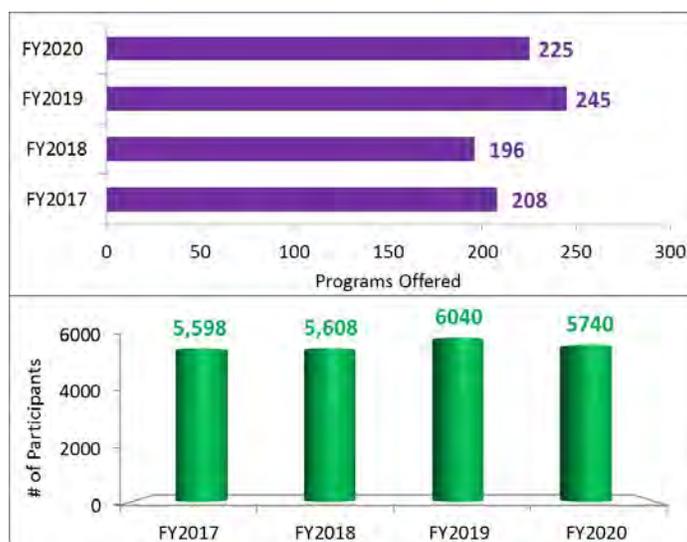
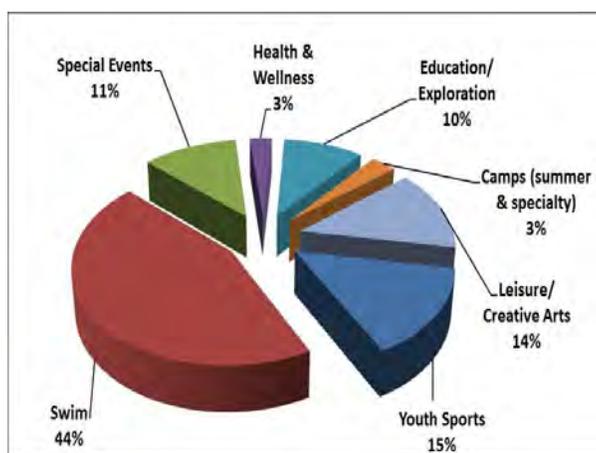


# Quality Parks & Leisure Services

The Town of Manchester seeks to enhance the quality of life for all residents by providing comprehensive recreation programming and safe, attractive, and well maintained parks and recreation facilities.

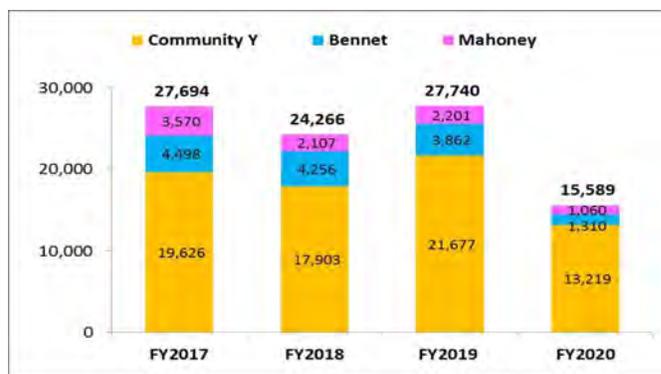
## How are we doing?

### Youth Program Offerings & Participation

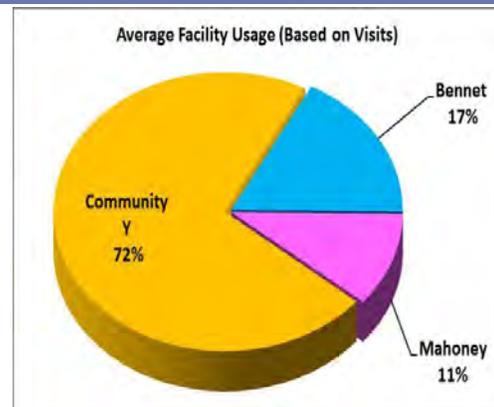


in FY 2020, both the program offerings and participation decreased by **8%** and **5%** respectively.

### Recreation Facility Usage



Overall recreation facility usage decreased significantly by 44% in FY 2020. The majority of attendance is attributable to the Community Y like previous years.



### Summer Camp

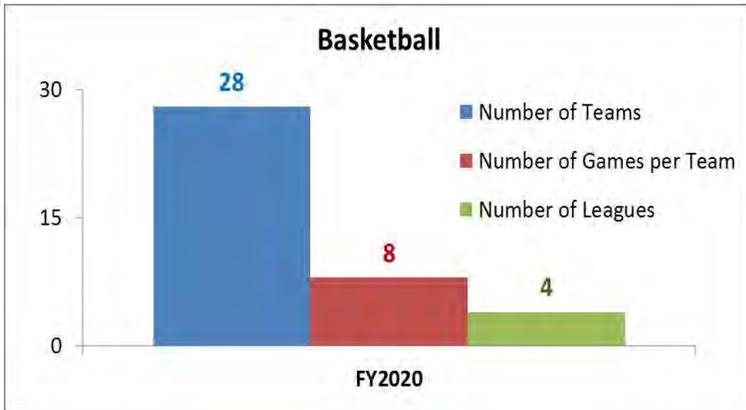
**Because of the ongoing global pandemic situation, the Manchester Board of Directors made the decision to cancel Town Operated Summer Camps for the 2020 summer season. This also included Camp Kennedy, the adult specialized program which runs for one week.**

This decision was made in an effort to keep the Manchester community and Town staff safe. The Leisure, Family, and Recreation Department will continue to work towards providing alternative programs for Manchester kids and families.

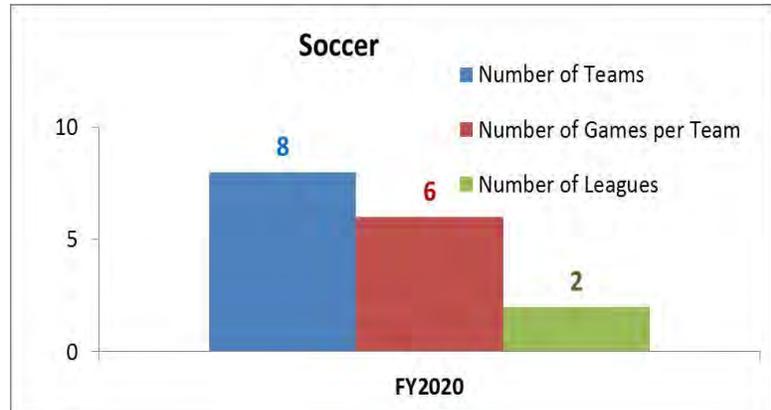
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# How are we doing?

## Youth Indoor Games



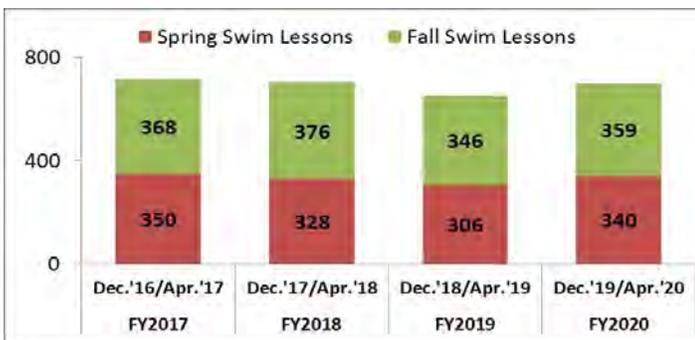
In FY 2020, 280 players participated in indoor basketball. The number of teams and games per team stayed the same as the previous fiscal years.



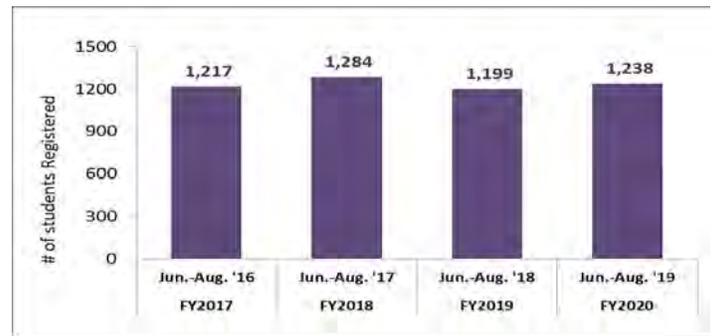
In FY 2020, 85 players participated in indoor Soccer. The number of teams remained the same as the previous fiscal years. However, games per team reduced to 6 in FY 2020.

## Youth Swim Lessons and Attendance

### Indoor Swim Lessons: Spring & Fall

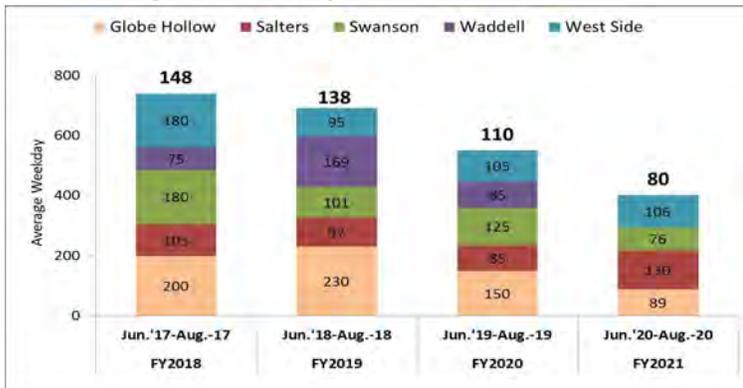


### Outdoor Swim Lessons: Summer

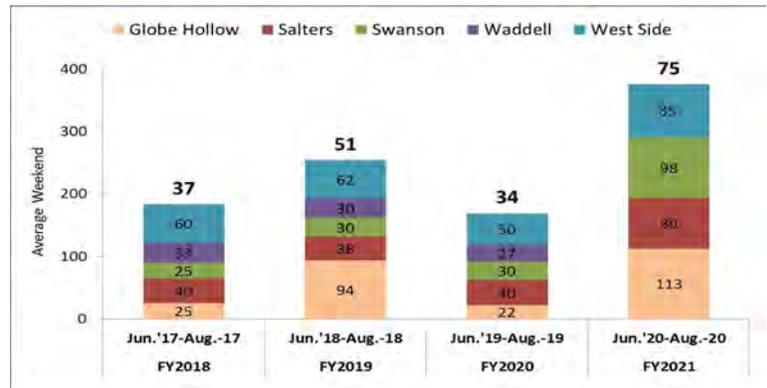


Participation in indoor and outdoor swim lessons increased by **7%** and **3%** respectively in FY 2020.

### Average Weekday Pool Attendance



### Average Weekend Pool Attendance



In FY 2020, **401** students attended pools during weekdays and **376** students attended pools on weekends. Waddell pool was closed during summer 2020. Pool admittance was capped at 25 people per hour at Swanson, Slaters and West Side. However, up to 50 people per hour were permitted at the Globe Hollow.

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# How are we doing?



## Spruce Street Community Garden

The Spruce Street Community Garden has expanded to **27** planting beds. These are rented by neighborhood gardeners, providing food to **65** individuals all year round. The Spruce Street Community Garden also hosted several adult learnshops in both the Spring and Fall, including indoor Gardening, Basic Vegetable Gardening, Composting Basics and Water Harvesting. Made possible through funding from the Community Development Block Grant, The Office of Neighborhoods and Families will be undertaking major renovations to the Community Gardens at the East Side Neighborhood Resource Center on Spruce Street. The newly designed garden layout will feature 28 garden beds made from responsibly sourced repurposed wood, as well as changes to pathways and equipment storage that will make for a more user friendly space. All modifications to the existing garden are being made with the intention of increasing accessibility and user experience for diverse populations including community members who may require special accommodation.



## Spruce Street Market Nights

In its third year, the market took place every Wednesday night, from June to August. It is located at 153 & 160 Spruce Street, a walkable neighborhood that provides easy access to fresh food for all individuals. The market features CT grown produce, cage free eggs, pasture raised meats, artisanal goods, live music, local art, and free gardening workshops.



In FY 2020, the Market had over 35 vendors, 2,250 customers, and redeemed \$248 in State SNAP Reimbursements.

The Spruce Street Market is a recipient of the USDA's Gus Schumacher Nutrition Incentive Program. These funds were awarded to us through Wholesome Wave. We work closely with End Hunger CT and Farm Fresh Rhode Island to manage these funds.

This program doubles SNAP incentives for market customer. If a customer uses \$10.00 on their EBT card they will get \$20.00 worth of Connecticut Grown produce.

## East Side Community Kiosk

We serve over 4,000 community members at our community events, and host over 500 meetings, classes, and workshops throughout the year. The East Side Community Kiosk provides information in English, Spanish, and Bangla to pedestrians and passersbys in one of the town's most densely populated walkable neighborhoods. This project was funded through the Community Development Block Grant Program.

## Partnership Programs

Collaborative partnerships included the Manchester Police Department, Youth Service Bureau, Recreation Division and Manchester Public Schools, which served a wide range of residents in the community. This division hosted a variety of no cost community events throughout the year. Events in 2020 included:

- **Family Fun Nights** featuring DJ Dale Dance Party, Marvelous Marven's Brain Circus, Zumba Dance Party, Transformation Collages.
- **F.I.T.E. Fun and Story Shoes:** These events provide families a positive, no cost opportunity for connection and recreation.
- Youth-organized **Open Mic Nights** featuring live spoken word, music and dance performances.
- **Monthly Fathers Talk**, presented by ECHN's Family Development Center. These events provided a roundtable event for fathers and male role models to network and learn from one another.
- **First Friday Film Series**, presented by United for a Safe and Inclusive Community (USIC). These events provided a film viewing followed by a discussion in a safe and inclusive setting.

Note: The abbreviation "FY" is used to denote fiscal year.  
FY 2020 is the period from July 1, 2019 to June 30, 2020

# How are we doing?

## Library: Registered Card Holders

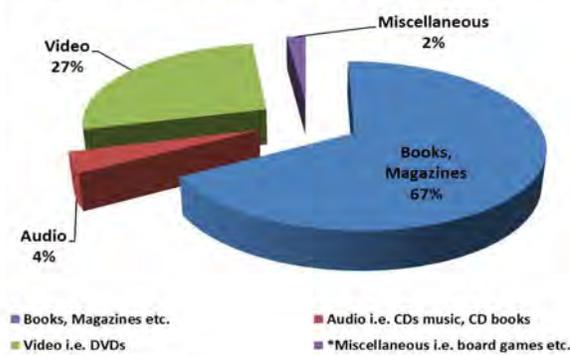


In FY 2020, the number of registered card holders with the library decreased by approx. 13% to 21,625.

In order to better meet the needs of residents, new items are added and older items are removed from the collection.

## Library: Circulation

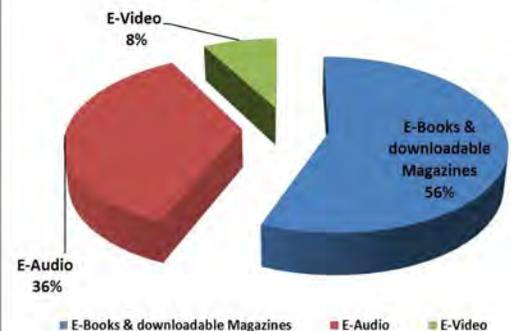
Physical Items Circulation Breakdown FY2020



In FY2020

- Total physical materials borrowing decreased by 16.4% to 564,337
- Total e-material borrowing increased by 20% to 64,708

E-Circulation Breakdown FY2020



## Library: Reference Inquiries

The number of reference inquiries decreased by approx. 18% to 33,746 in FY 2020.

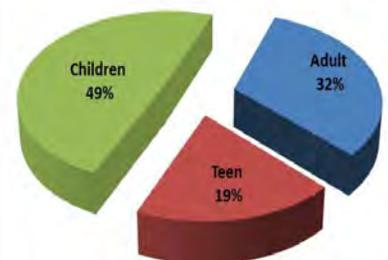


## Library: Programming



During FY2020, Library offered 769 various programs for children, teen and adults.

Program Attendance FY2020



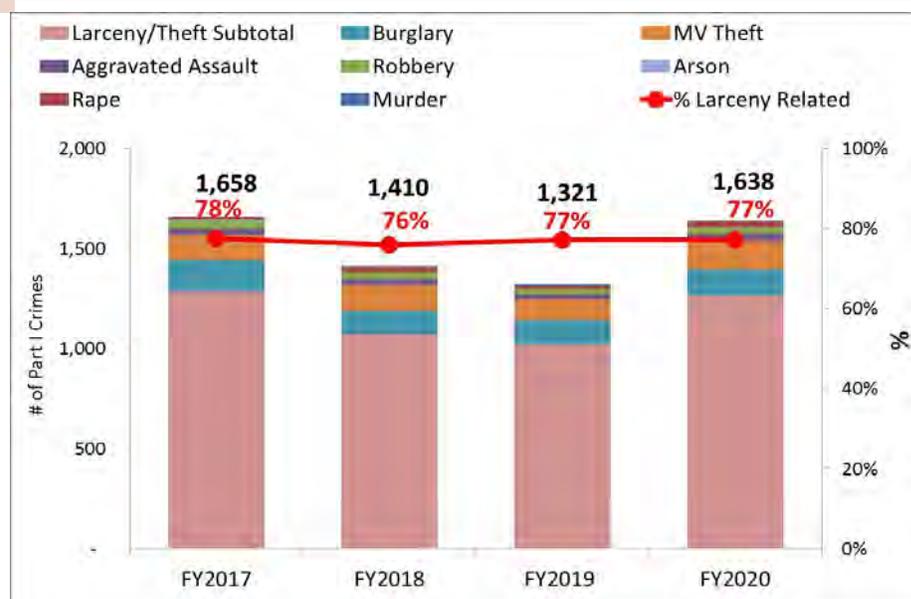


# Safe Community

The Town of Manchester strives to be a safe community that provides excellent emergency services and addresses the health and safety needs of residents and visitors by upholding health and building code standards.

## How are we doing?

### Part I Crimes



NOTE: FY2020 data is from NIBERS and it includes data from May 2019 through June 2020.

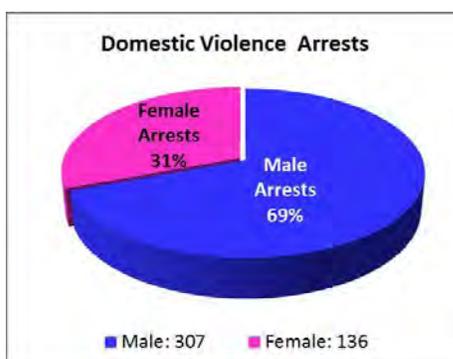
In FY 2020, Part I offences increased by 24% to 1,638 and 88% of these resulted in arrest.

The increase is attributed to the change in reporting system from UCR (Uniform Crime Reporting) to NIBRS (National Incident Based Reporting System). During FY 2020, almost three quarters of Part I crimes arrests are property crimes.

In FY 2020, 77% of Part I crimes were due to larceny / theft.

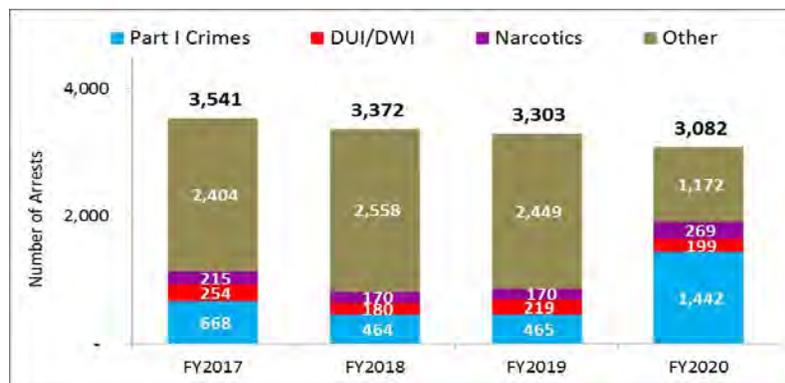
The percent of Part I Crimes that are larceny-related have been averaged around 77% over the last four fiscal years. For these larceny-related, Part I Crimes, approximately 80% are attributable to shoplifting.

### Number of Arrests

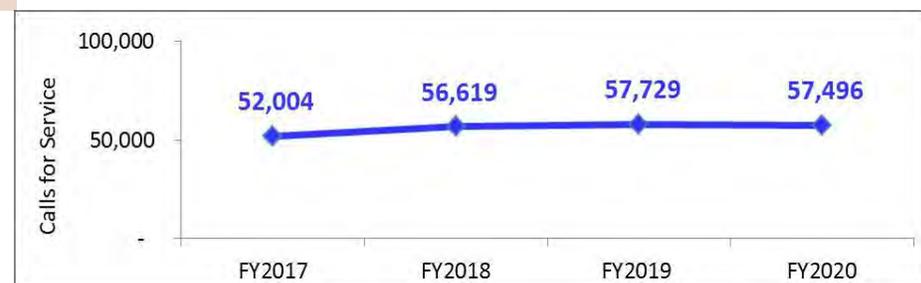


On average, **23%** of arrests each year are for Part I offenses.

In FY 2020, **171** new domestic violence cases were reported, and **443** arrests were made.



### Calls for Service



Approximately **56,000** calls for service are responded to each year.

Note: The abbreviation "FY" is used to denote fiscal year. FY 2020 is the period from July 1, 2019 to June 30, 2020

# How are we doing?

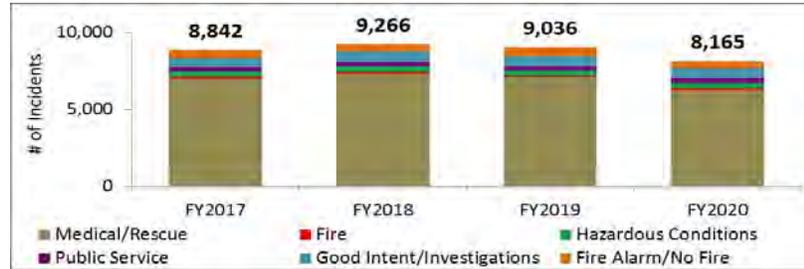


## Manchester Fire Rescue EMS: Incident Types

Total incidents decreased by 871 or 9.6%, compared to FY 2019.

In FY 2020, approximately 77% of responses were for medical/rescue incidents.

In FY 2020, **26** structure fires were extinguished



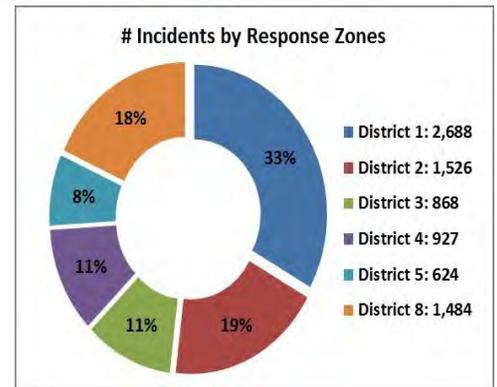
## Total Response Time and Incidents by Response Zones

Manchester Fire Rescue EMS has adopted NFORS (National Fire Operations Reporting System) analytics (formerly CAD Module), for automatic extraction of operational data.



This system monitors call processing, alarm handling, response time, and more in the real-time.

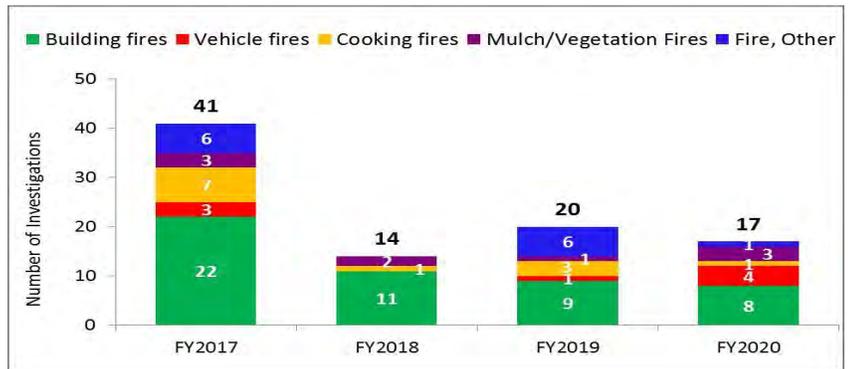
Total Response Time (Min)	5.1	Total Event Time (Min)	51.1
	Average of EMS		Average of EMS
	5.2		44.8
	Average of Fire		Average of Fire



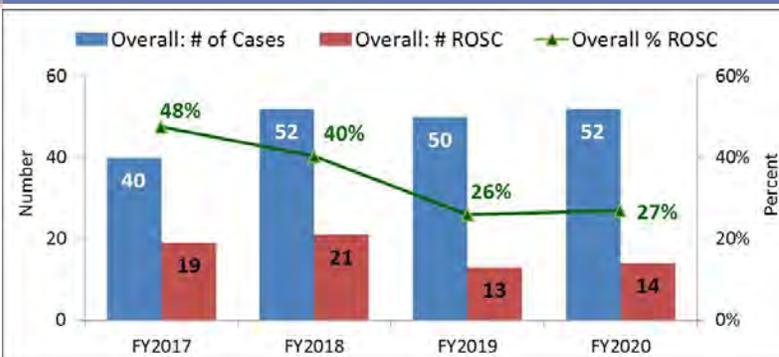
Analytics, provides MFRE with the real time data useful in performance assessment and improvement.

## Fire Marshal Investigations

In FY 2020, the total number of investigations conducted by the Fire Marshal decreased to 17, of these 12 were determined as accidental.



## Cardiac Arrest Patients with Return of Spontaneous Circulation



In FY 2020, MFRE attempted resuscitation on 52 victims of sudden cardiac arrest and achieved a return to spontaneous circulation in **27%** of all patients.

From FY 2017 - FY 2020, among cardiac arrest victims treated by MFRE who experienced a witnessed event and were found in a shockable heart rhythm, **52%** achieved a return of spontaneous circulation.

Manchester Fire Rescue EMS adopted a High Performance CPR approach to cardiac arrest resuscitation. This method ensures that all patient care priorities are addressed by the most appropriate provider at the right time.

Note: The abbreviation "FY" is used to denote fiscal year. FY 2020 is the period from July 1, 2019 to June 30, 2020

# How are we doing?

## Environmental Health: Food Inspections

In FY 2020, total number of food inspections decreased by 25% primarily due to COVID-19 restrictions during the last quarter of the fiscal year. However, the initial compliance rate increased to 91% compared to 82% last fiscal year.



Because of revised Food & Drug Administration regulations, effective FY 2018, the department staff spent considerably more time with each individual establishment educating them on the standards. As a result, fewer overall inspections were conducted.

## Environmental Health: Enforcement Orders

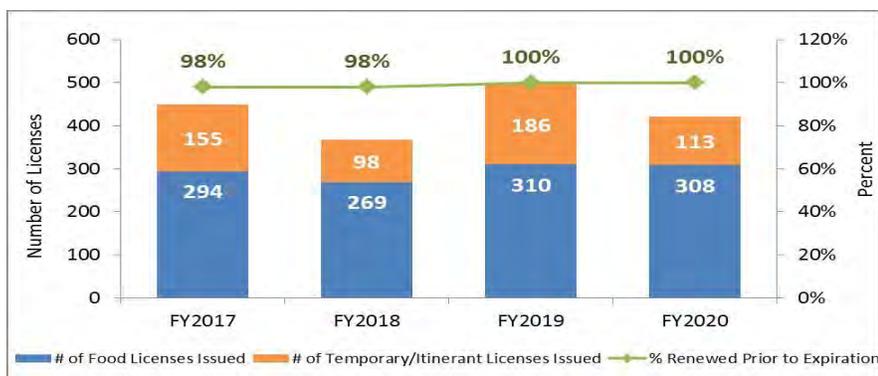


In FY 2020, 4 enforcement orders were issued.

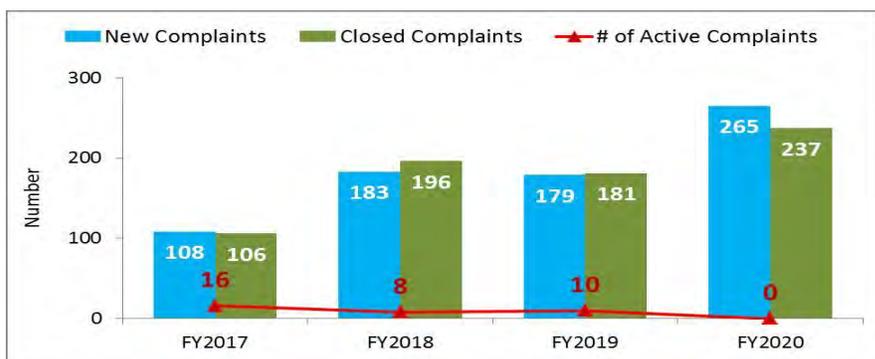
After a health inspection has failed, a re-inspection is scheduled. If the issue(s) have not been addressed, an enforcement order is issued.

## Environmental Health: Licenses Issued

On average, 99% of food licenses are renewed prior to expiration each year.



## Environmental Health: Complaint Inspections



This FY 2020, Manchester Health Department conducted 291 complaint inspections, 44% more than the last fiscal year.

Note: The abbreviation "FY" is used to denote fiscal year. FY 2020 is the period from July 1, 2019 to June 30, 2020

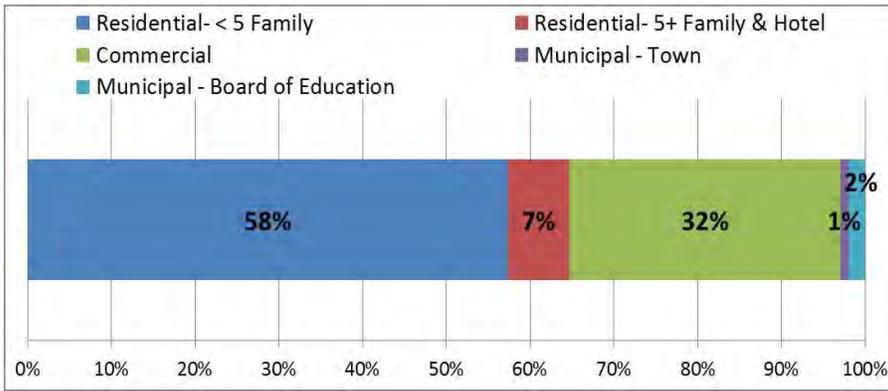
# How are we doing?

## Building Inspections Conducted

FY 2020 saw almost 33% decrease in building inspections. However, like previous years, more than 50% of these inspections are attributed to residential inspections.



## Average Distribution of Building Inspections By Type

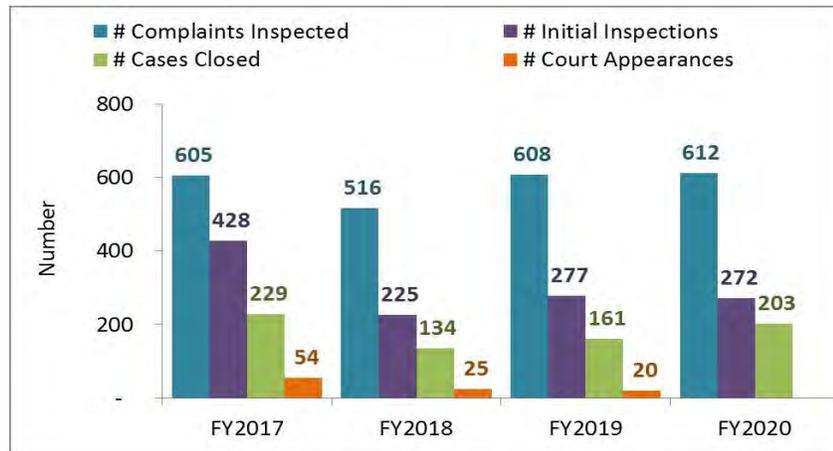


Over the past four fiscal years, 58% of building inspections conducted were for smaller residential units. Whereas, 32% of inspections were attributable to commercial activity.

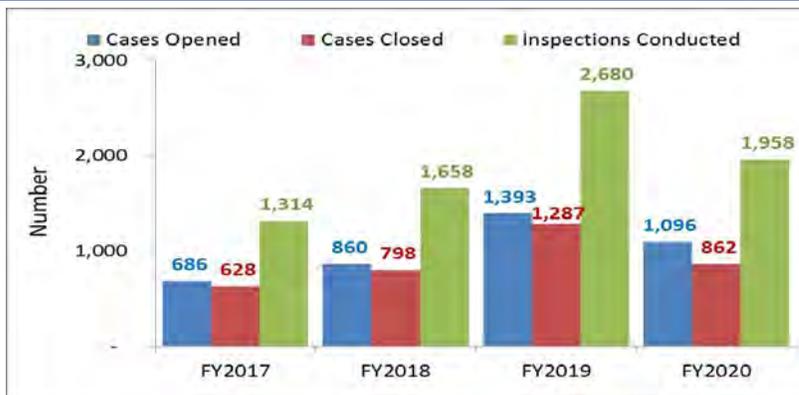
## Property Maintenance Inspections

On the average, **585** property maintenance complaints are inspected each year.

The Property Maintenance Program is a formal enforcement effort that seeks to improve unkempt properties by addressing tall grass and weeds, peeling paint, unregistered vehicles, trash, and interior building issues.



## Neighborhood Inspections



In FY 2020, The number of neighborhood inspections conducted decreased by almost 27% to 1,958 compared to 2,680 last fiscal year.

The Neighborhood Inspection Program adopted by the town provides residents an opportunity to discuss and resolve issues before they are referred for formal enforcement proceedings under the Property Maintenance Program.

Note: The abbreviation "FY" is used to denote fiscal year. FY 2020 is the period from July 1, 2019 to June 30, 2020



# Supportive Human Services

The Town of Manchester seeks to promote the health and well-being of Manchester residents through the provision of supportive human services.

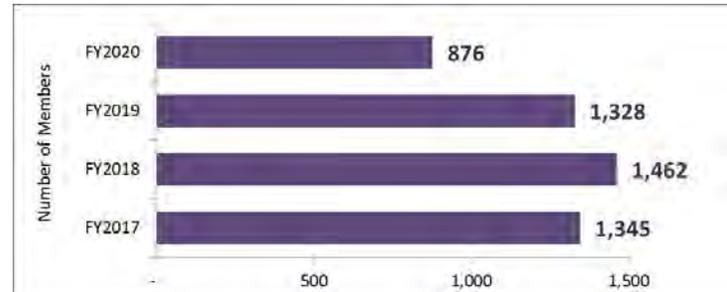
## How are we doing?

### Senior Center: Membership

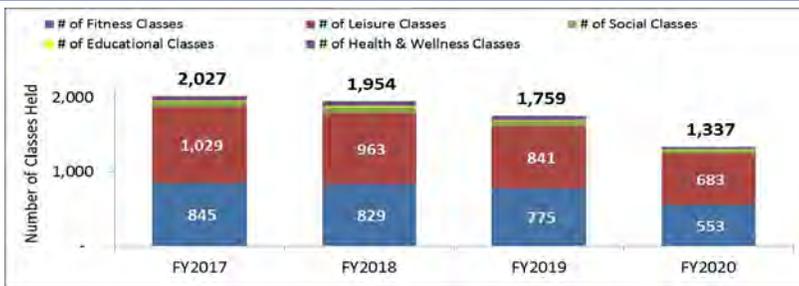
Manchester residents age 60 and up are eligible for membership at the Senior Center for an annual fee of \$10.

Over the past four fiscal years, membership has averaged **1,250**.

During FY 2020, the beginning of the membership year switched from September to January, which resulted in many memberships lapsing, causing a decrease in active memberships.



### Senior Center: Classes Held



The Senior Center has been closed due to Covid since March, 2020

### Senior Center: Meal Program

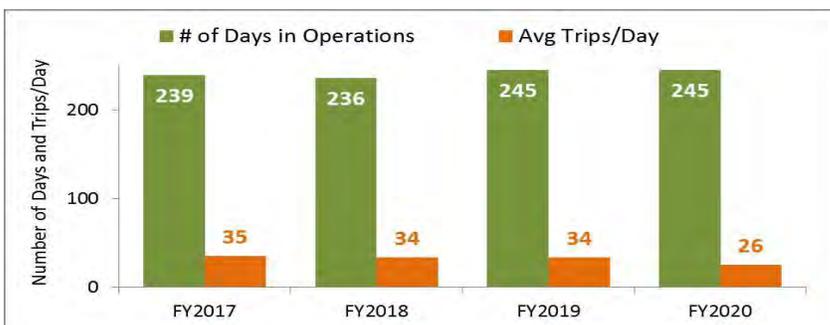
During FY 2020, the meal service program operated for **247** days and provided **13,394** healthy and nutritious meals to Manchester seniors.

Of the total meals served during FY 2020, 5,692 meals were served to Manchester seniors during the last quarter alone (from April through June) due to COVID-19.

Meals are professionally prepared by the Manchester Area Conference of Churches (MACC) and distributed by the Senior Center.



### Senior Center: Transportation Services



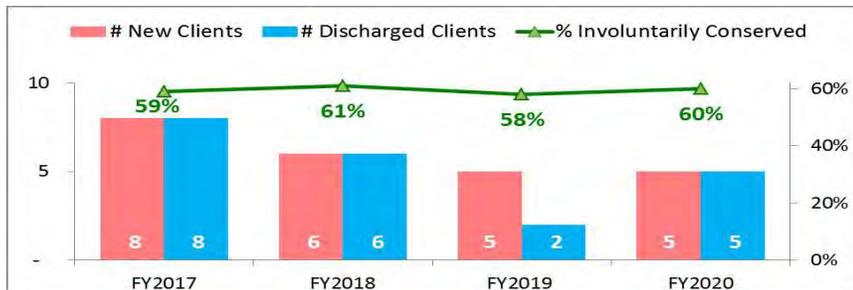
The Senior Center provides Transportation Services to Manchester senior residents approximately **241** days each year by making about **32** trips per day.

Note: The abbreviation "FY" is used to denote fiscal year. FY 2020 is the period from July 1, 2019 to June 30, 2020

# How are we doing?

## Senior, Adult, and Family Services: Conservator Program

Each year, Senior, Adult, and Family Services (SAFS) acts as conservator for approximately **51** clients. In FY 2020 these individuals ranged in age from 31 to 100 years old, with the majority (**56%**) over age 60.



Over the past four fiscal years, all clients were determined to be receiving an appropriate level of care; have stable finances and housing; and were linked with outside support services.

## Senior, Adult, and Family Services: Financial Assistance

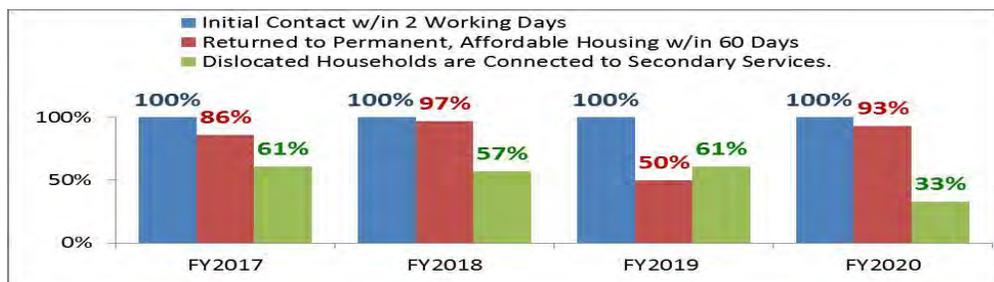


In FY 2020, **2,791** households received assistance valued at **\$1,034** per household. Average annual income for recipient households was **\$17,521**.

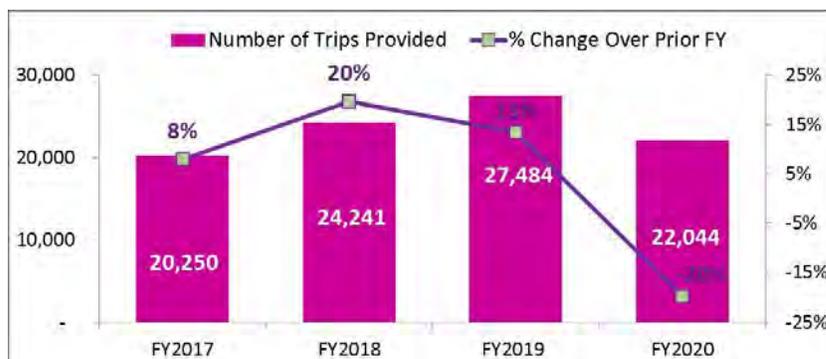
SAFS provides various forms of financial assistance to eligible residents, the largest of which is the renter's rebate program, followed by various state and privately funded energy assistance programs. Other programs offered include emergency financial assistance, security deposit assistance, school supply drive, and summer camp fee waivers.

## Senior, Adult, and Family Services: Relocation Assistance

In FY 2020, SAFS assisted **71** residents from 28 households who were dislocated due to fire or building code violations. **93%** of displaced households were returned to permanent, affordable housing within 60 days of being displaced.



## Senior, Adult, and Family Services: Transportation Program



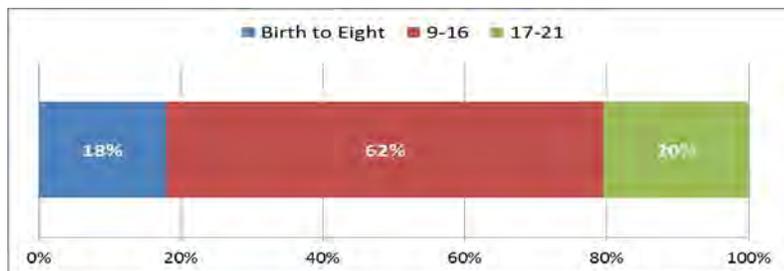
The SAFS transportation program includes the use of wheelchair equipped buses (Dial-a-Ride), the distribution of free tickets for the ADA transportation program and contribution to residents Freedom Rides accounts. Dial-a-Ride services are provided by Hockanum Valley Community Council.

In FY 2020, **22,044** free rides were provided to senior and disabled riders in Manchester. The 20% decrease was due to limited services during Covid.

# How are we doing?

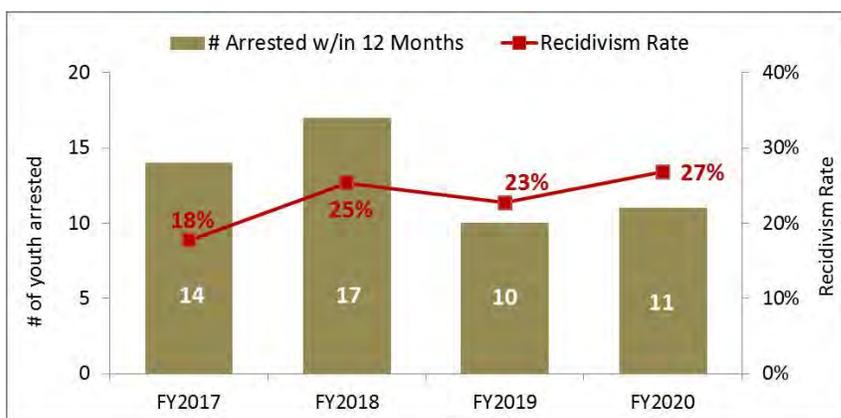
## Youth Services: Students Served

In FY 2020, the Youth Service Bureau served **519** Manchester youth, the majority of whom were ages 9 to 16.



The Youth Service Bureau provides a variety of positive youth development and prevention and intervention programs for Manchester youth, including operating a Teen Center on premises. Programs focus on building life skills, developing leadership skills, job readiness, and service to the community. Staff provides case management for children and youth referred by the police, fire service, schools, and the court.

## Youth Services: Diversion Program



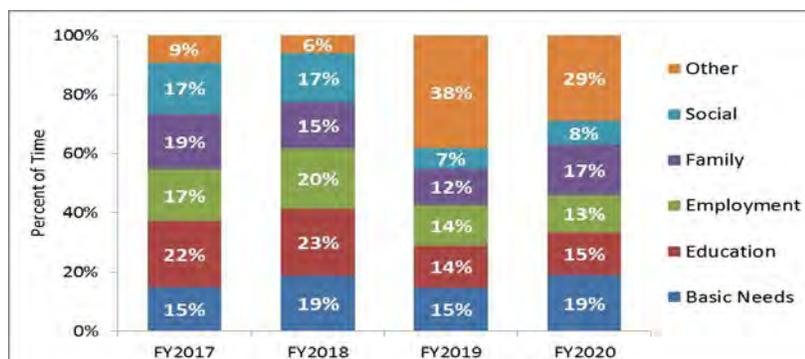
The Diversion program provides an alternative to juvenile court involvement. Participants complete a diversion plan, customized with youth and parental input. If sufficient progress is demonstrated, the case is not referred to court. Court referrals occur approximately 1-2% of the time once a plan has begun.

In FY 2020, 27% of participants were re-arrested by Manchester Police within 12 months of program completion, a slight increase from 23% in FY 2019.

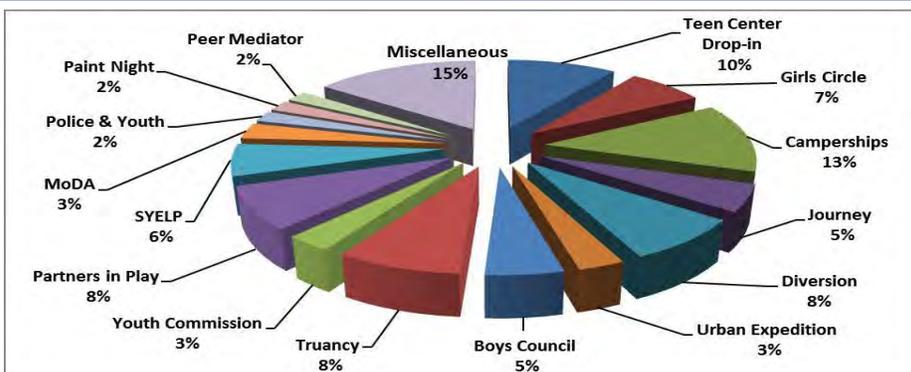
## Youth Services: Outreach Activities - By Type

Youth Service Coordinators spent approximately **432** hours on outreach activities on behalf of Manchester youth in FY 2020.

Major issues addressed include family, social, employment, education, and basic needs.



## Positive Youth Development Programs



Youth Service Bureau offers a number of youth development programs each year. Like previous years, Teen Center Drop-in, Girls Circle, Campership and Journey were popular.

Note: The abbreviation "FY" is used to denote fiscal year. FY 2020 is the period from July 1, 2019 to June 30, 2020



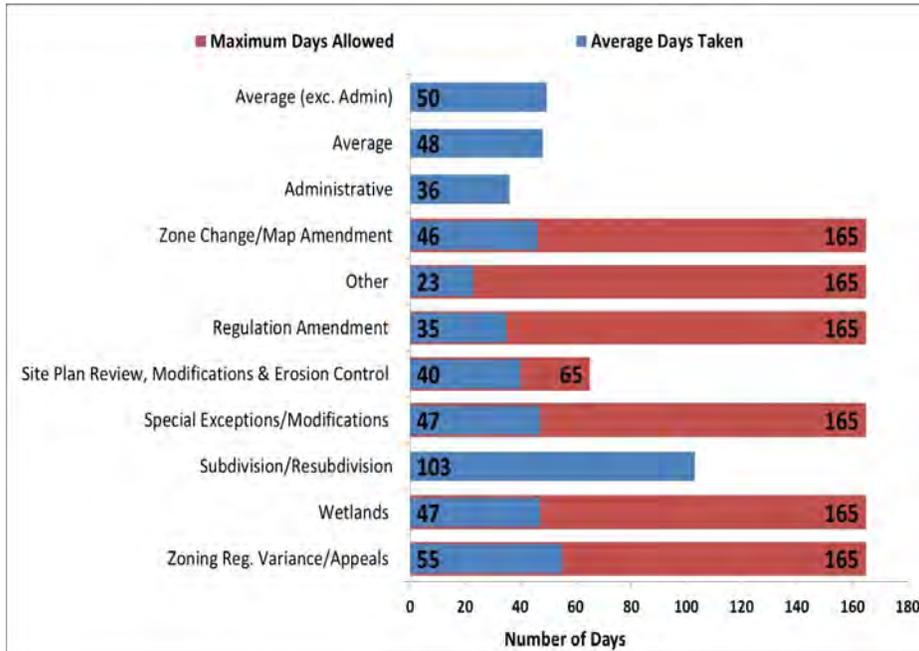
# Vibrant Economy

The Town of Manchester promotes a vibrant economy that provides a stable tax base, economic activity, and employment opportunities for residents and destination retail, service and entertainment opportunities for the region.

## How are we doing?

### Development Plan Review

Average number of days from submission to action by Planning & Zoning Commission and Zoning Board of Appeals - By Type of application



In FY2020 Planning, Zoning and Wetland applications of all types were, on average, processed, reviewed, and acted upon within **48** days of receipt.

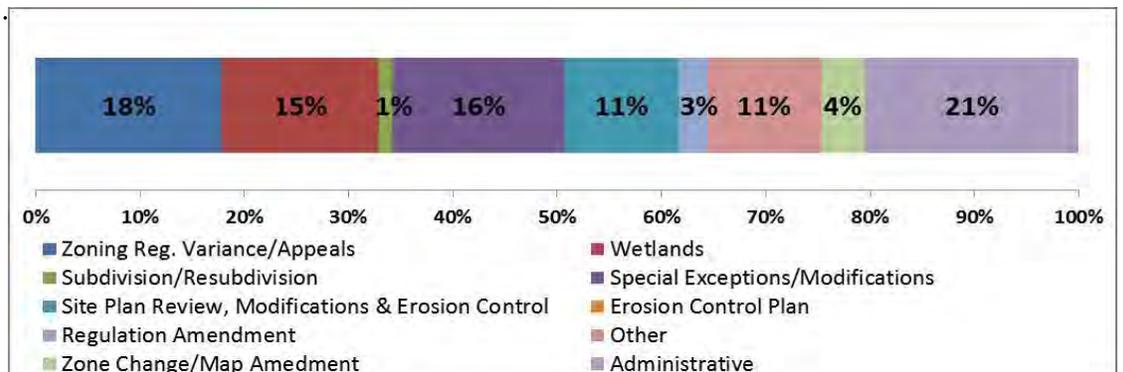
**86%** of applications that required Board or Commission approval were heard and acted upon in one meeting.

Maximum Days Allowed via State Statute= 65 days to schedule hearing; 35 days to hold hearing; 65 days to render a decision.

## Planning and Zoning Applications Processed

In FY 2020, **73** planning and zoning applications were acted upon by the Planning and Zoning Commission and the Zoning Board of Appeals. The number of development applications is down significantly when compared to recent years, primarily due to the COVID-19 pandemic.

An average of **115** applications are acted upon by these commissions each year.



This bar chart reflects the average distribution of Planning and Zoning applications processed by type, over the past four fiscal years.

Note: The abbreviation "FY" is used to denote fiscal year. FY 2020 is the period from July 1, 2019 to June 30, 2020

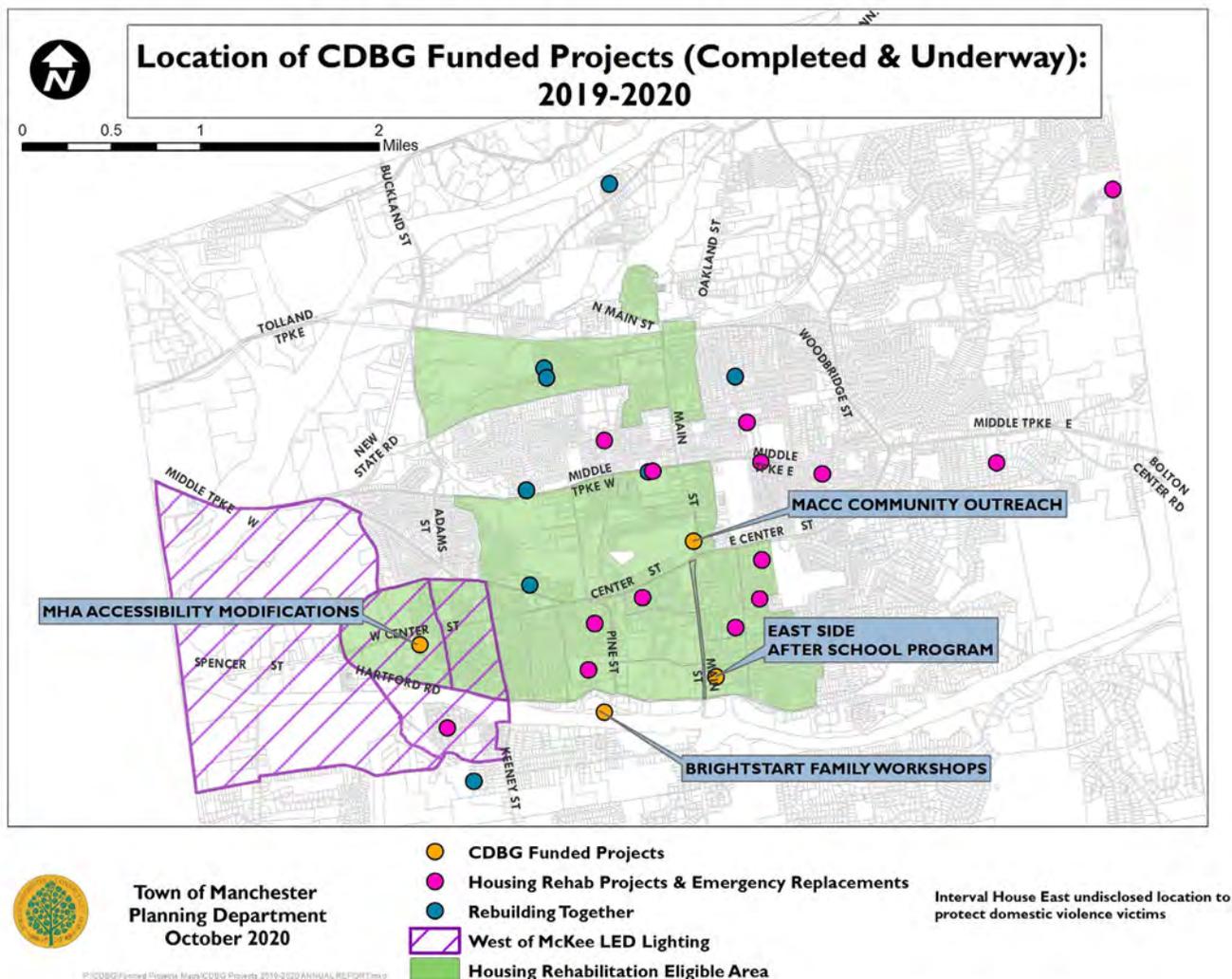
# How are we doing? .....

## Housing Stock Improvements Funded By CDBG

Each year, Manchester receives federal Community Development Block Grant (CDBG) funds from the Department of Housing and Urban Development (HUD). This funding is intended to primarily benefit low and moderate-income residents through public service, capital improvements, rehabilitation and other projects. The map below shows CDBG-funded projects completed or underway during Federal Fiscal Year 2020.

Manchester invests a portion of available Community Development Block Grant funding in improvements to eligible housing units in Town. Funding is used for roof replacements, rehabilitation projects addressing property maintenance code and lead-based paint hazards, and emergency replacement of systems or housing features that, if not addressed, threaten the health and safety of the property's occupants.

Since Federal Fiscal Year 2017, CDBG has funded improvements in 77 housing units in every neighborhood in Manchester including **16** units in FFY 2020. The map below plots the number of units, by type of improvement.



# How are we doing?

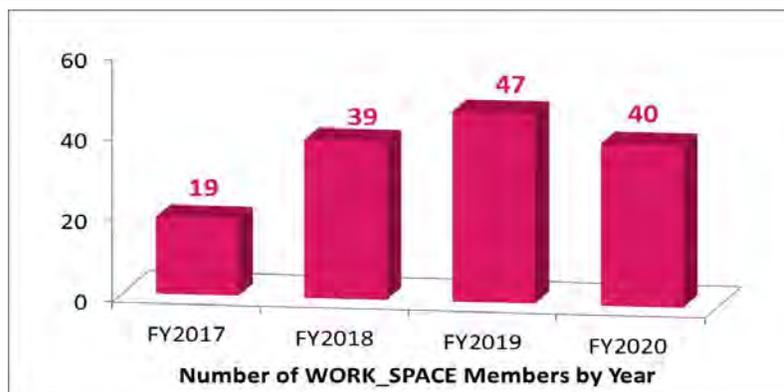
## Community Development Block Grant (CDBG)

Over the past four federal fiscal years, Manchester has been awarded an average of **\$547,000** annually in CDBG funds.



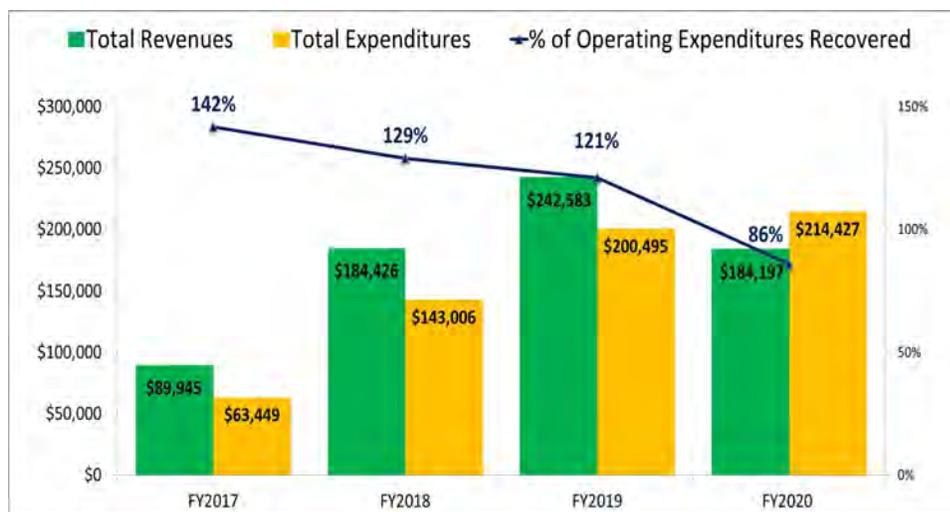
The Community Development Block Grant (CDBG) is a federal grant program that provides municipalities and counties with resources aimed at improving neighborhoods, providing residents decent housing options and expanding economic opportunity, principally for low- and moderate-income persons.

## WORK\_SPACE: Membership & Operating Cost Recovery



WORK\_SPACE is the Town's co-working and meeting center, located at 901/903 Main Street. WORK\_SPACE hosted **782** meetings and **8,024** visits in FY 2020.

Due primarily to the COVID-19 pandemic, membership at WORK\_SPACE decreased from an average of 47 members a month in FY2019 to an average of 40 members per month in FY2020.

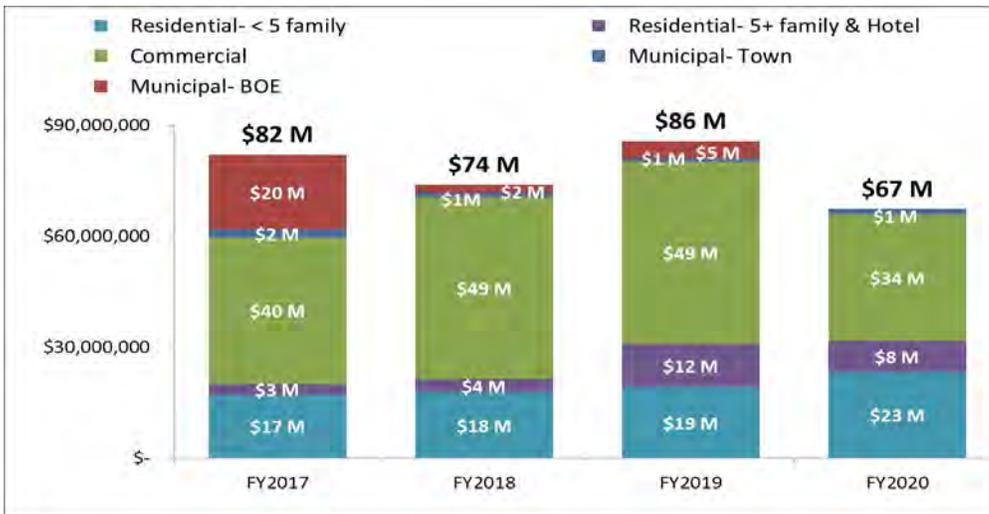


\* Total expenditure excludes manager's compensation for FY2016 through FY2018. Total expenditure includes 50% of manager's compensation for FY2019 and FY2020

WORK\_SPACE recovered **86%** of its operating expenditures during FY2020. A drop in meeting space bookings due to the pandemic drove the decline from previous years.

# How are we doing?

## Building Inspection: Estimated Construction Value



Estimated construction value went down by 22% compared to last fiscal year.

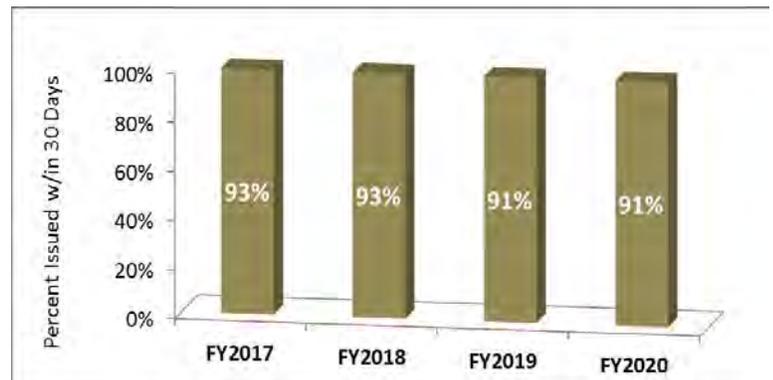
Total value of all construction projects in Manchester decreased from an estimated \$86 million in FY 2019 to **\$67** million in FY 2020. The pandemic had an impact on this drop, primarily during the 3rd and 4th quarters. There was no significant activity related to public school construction over the fiscal year and larger multifamily & hotel permits were down. Construction of smaller residential buildings, including single family homes, however, increased significantly during FY 2020. This increase could be attributable to higher demand, interest from first time home buyers and favorable financing terms.



Pictures of a few projects completed or ongoing in FY 2020.

## Building Inspection: Plan Review

In FY 2020, **91%** of building permits were issued within 30 days, the same percentage as FY 2019.



Plan review is the first step in the process of receiving a building permit. As part of this process, the Chief Building Official, in coordination with the Fire Marshal and Zoning Enforcement Officer, ensures that proposed construction plans are in compliance with existing building codes and regulations.

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# Town of Manchester and COVID-19

Beginning in March of 2020, the Town of Manchester, like the rest of the nation and world, was confronted with the unprecedented set of challenges brought on by the COVID-19 pandemic. In January, the reach of the virus was mostly limited to China, but by February 3rd, the United States declared a public health emergency, and on March 13th, a national emergency was declared and virtually all aspects of conducting Town business had to be adapted to comply with restrictions and executive orders aimed at stemming the spread of the virus and maintaining healthcare caseloads to as manageable a level as possible.

## Initial Response

**Building & Program Closures:** Town offices were immediately closed to the public upon the Governor's orders to enter into lockdown in March. This created the challenge of finding ways of conducting essential Town business in the absence of employees and residents having access to public office spaces, which was accomplished by a monumental effort & coordination between departments.

**Handling Resident Questions & Concerns:** The Town's Health Department immediately became a go-to resource for residents & businesses with questions and concerns regarding the pandemic. Many businesses called to seek clarification on the details of State orders and restrictions. Some wanted information regarding the virus itself and its symptoms. Call volume was not measured, but the increase was so significant that additional staff from other departments had to assist with answering calls to the Health Department.

**Implementing Public Health Measures:** The Executive Order to close businesses put the Health Department in a position to have to enforce these unprecedented measures, which required a marked increase in the office's inspection workload. Then as the State's restrictions changed over time, the Town made every effort to work with businesses to help them meet requirements and to open once it was permitted.

**Communicating With the Public:** The Town's Communications Manager has played a crucial role in disseminating information and keeping the public informed of ever-changing guidelines and changes to Town services since the beginning of the pandemic.

The Town of Manchester continues communications efforts towards preparing, informing, educating, and updating the Manchester community in regard to COVID-19. These efforts have been focused on working collaboratively with the Health Department, Emergency Management Team, and other Essential Workers to curate and share transparent messaging to the community.

The Town's communications established four essential channels to reach the community through; website, email, social media, and out of home, and through the course of this pandemic have established additional channels in line with the larger Communications Strategy.



Communication Channel Used:

- **Town Website COVID-19 Webpage** This webpage covers the most up-to-date resources, information, contact info., press releases, and updated information on COVID-19 at the National, State, and Town levels.
- **Out of Home (OOH):** Over 300 printed COVID-19 prevention flyers and posters were shared in Town offices, buildings, local businesses, and restaurants in Manchester.

- **E-Newsletters:**

- Manchester Matters
- Better Manchester
- OneManchester

Webpage	Number of Page Visits
COVID-19 Webpage	25,772

- **Primary Local Media**

- Journal Inquirer
- Hartford Courant
- Manchester Patch
- WTNH

E-Newsletters	Number of Subscribers
Manchester Matters	4,791
Better Manchester Online	700

- **Silk City TV**

- **Social Media**

- Town Facebook
- Town Twitter
- Town Instagram

Social Media Webpge	Followers Before COVID-19 Communication Efforts	Followers After COVID-19 Communication Efforts	Growth
Facebook	2,409	3,053	26.70%
Twitter	872	902	3.40%
Instagram	363	1,003	176%

Additional COVID-19 Communication Efforts Since June 2020:

1. COVID-19 Dashboards
2. COVID-19 Project Page on Your Voice Matters (Community Engagement Tool)
  - Timeline
  - COVID-19 Survey
  - COVID-19 Ideas Board
  - Access to Q&A with Human Services and Health Directors
3. New Partnership with Translations Vendor MyLanguageLink
4. PSA Reminders to Communications Ambassadors:
 

Communications Ambassadors are internal key stakeholders responsible for their Department/Division's communications efforts.



# Continuing Essential Services

## Public Works:

- DPW moved quickly to implement practices and protocols to protect employees given the ever changing knowledge of COVID-19. All field staff such as Field Services, Building Maintenance, Sanitation, Construction Inspection and Building Inspection have been working uninterrupted and have reported to work each and every day.
- Earlier in the year, the Engineering construction team ramped up road work to safely take advantage of the decrease in traffic that resulted from the stay at home initiatives. Less traffic resulted in easier traffic management leading to increased productivity.
- Building Inspection developed a remote virtual inspection program for interior residential building permit inspections. The program has been a great success and has allowed inspectors to perform nearly all required interior residential inspections without having to enter the home while improving their efficiency by eliminating travel time.
- Facilities faced many challenges adapting the work environments to accommodate the need for in-person interactions and work spaces for employees. Measures such as the installation of guards and shields, UV air treatment devices in HVAC systems, and additional hand sanitizing stations were necessary as well as supplemental cleaning and disinfecting of occupied buildings and spaces.
- Early on in the response, Park Maintenance staff were required to take measures to ensure Town parks complied with gathering restrictions by removing nets, basketball rims, and fencing off of playscapes until adequate safety measures could be developed allowing these uses to resume.
- The stay at home directives also put stress on our parks and trails since they are a safe way to recreate while maintaining recommended social distancing. This stress resulted in increased litter, garbage collection, and general housekeeping to required maintain the high quality expected of the Town's parks and trails.

## Public Safety:

Police, Fire and EMS continued providing essential public safety services throughout the pandemic, taking all necessary precautions.

## Water & Sewer:

The Water & Sewer operations continued providing vital sanitary services to the Town uninterrupted through the course of the pandemic.

## Leisure Services:

The Department of Leisure, Family and Recreation went to work brainstorming ways to support community through inventive/modified programming. Following are some highlighted successes that the Recreation Division had during the Spring/Summer of 2020:

- Adult outdoor exercise classes at different locations (Carlin Field, Nike Site and Highland St Bike Trail). Classes were offered 2 days/week Monday – Thursdays evening time (July – August).
- Rec On The Run program was modified during the pandemic to offer activities in “to-go” box formats. These boxes allowed easy and safe activity pick-up onsite during the summer and fall months and contained all materials, supplies and instructions needed to participate. All participants were asked to follow all CDC and State guidance regarding social distancing and preventative measures to ensure the safety of our community. Events Held: 36 Boxes Distributed: 1,456.
- As the weather got nicer early in March our residents flocked to our parks and trails to recreate outdoors. With social distancing in mind, and in order to provide alternative hiking and walking locations the Department digitized the existing Trails Guide and Trail Mix 2. These updated digital resources allowed residents to recreate safely. Walk the Walk (Views): 455 Trails Guide (Views): 260.
- Summer Aquatics: Several changes and new policies and protocols were instituted in response in the COVID-19 pandemic.
- Spruce Street Community garden and market were modified so that people can grow and access healthy food.

# Continuing Essential Services

## Human Services:

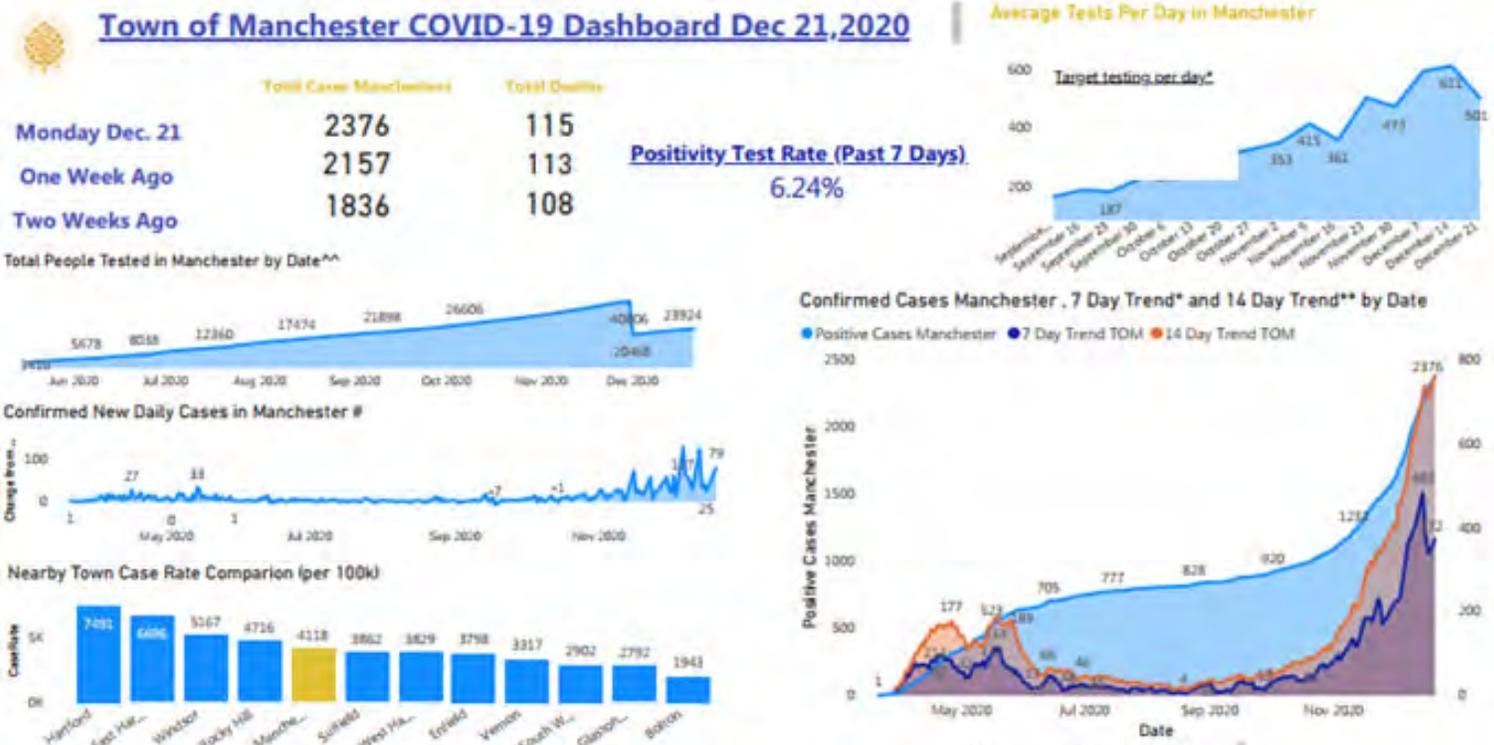
Since seniors are the most vulnerable to the pandemic, the Senior Center has been closed for the duration of the pandemic, but certain services to seniors have continued where possible to do so safely. Social services continued to be available; fortunately public stimulus and unemployment programs as well as the evictions moratorium have prevented the pandemic from having a major impact on the Town's demand for social services thus far.

## Regulatory Functions:

Modifications to regulatory processes were made, including setting up a drop box for dropping off forms & applications, conducting hearings remotely, and using smartphone technology to conduct inspections remotely.

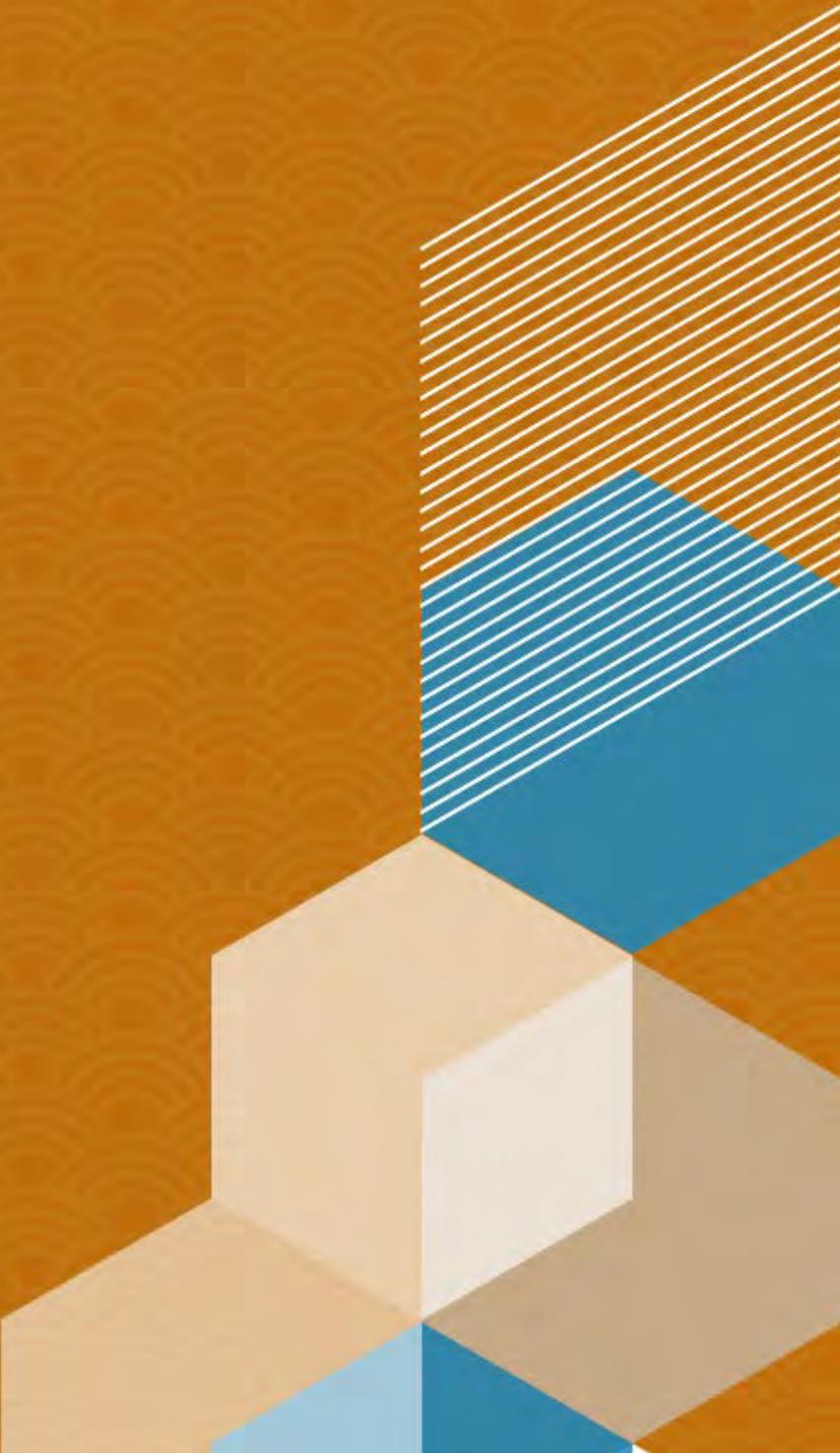
# Going Forward

Since the start of the COVID-19 pandemic, our efforts have continued to grow and evolve as we explore different ways for folks to access information. While we've faced challenges with the high frequency of constantly changing information, the support and response from Town leadership and reputable sources such as the CDC have helped significantly as we progress through this pandemic. Most importantly, feedback from the community has been crucial in understanding ways we can better our COVID-19 communications. The Manchester community has been resilient, compassionate, and open with their needs as it relates to the effects of COVID-19. The Town will continue to be flexible, transparent, and provide the most up-to-date information to the community as we continue to work to find local solutions to a global problem.



## Department Budget

# Detail

- General Government
  - Public Works
  - Public Safety
  - Human Services
  - Leisure Services
  - Education
  - Fixed/Miscellaneous
  - Water & Sewer
  - Sanitation
- 



# Recommended Budget

Town of Manchester,  
Connecticut

FY 2021-22

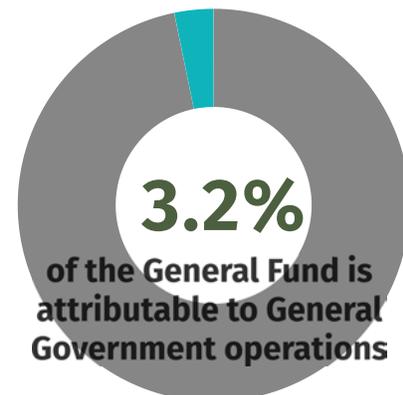
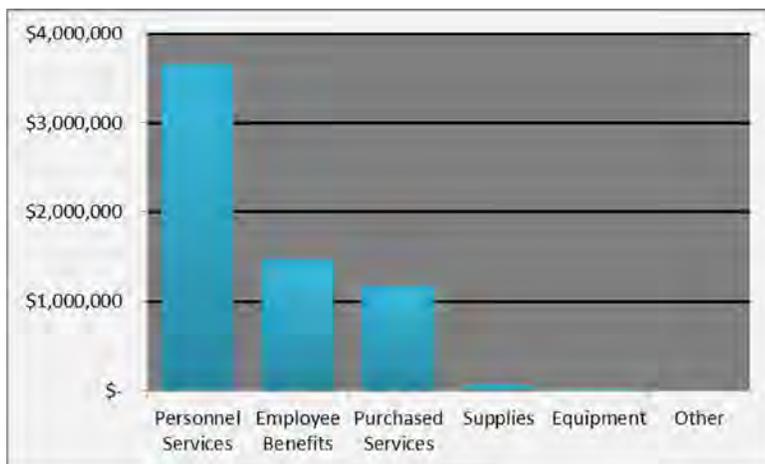
## General Government



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.

### Summary of Department Budgets

	Expended 2019/20	Adopted 2020/21	Estimated Expenditure 2020/21	Manager's Recommended 2021/22	Adopted 2021/22	Change Over Current Adopted	Percent Change
<b>GENERAL GOVERNMENT</b>							
Board of Directors	\$ 297,352.04	\$ 341,031	\$ 341,616	\$ 361,672	\$ -	\$ 20,641	6.05%
General Manager	\$ 489,194.60	\$ 638,572	\$ 650,733	\$ 678,631	\$ -	\$ 40,059	6.27%
Budget & Research Office	\$ 254,485.01	\$ 222,541	\$ 223,725	\$ 235,626	\$ -	\$ 13,085	5.88%
Human Resources	\$ 511,818.62	\$ 430,197	\$ 438,110	\$ 431,200	\$ -	\$ 1,003	0.23%
Customer Service/Info Office	\$ 152,322.97	\$ 163,209	\$ 163,103	\$ 171,606	\$ -	\$ 8,397	5.14%
Finance Administration	\$ 210,051.56	\$ 212,005	\$ 213,970	\$ 214,582	\$ -	\$ 2,577	1.22%
Accounting	\$ 537,123.47	\$ 555,477	\$ 561,753	\$ 574,756	\$ -	\$ 19,279	3.47%
Assessment & Collection	\$ 992,395.61	\$ 1,054,519	\$ 992,780	\$ 1,070,462	\$ -	\$ 15,943	1.51%
Purchasing	\$ 568,294.52	\$ 610,437	\$ 605,304	\$ 636,721	\$ -	\$ 26,284	4.31%
Planning and Economic Devel.	\$ 737,296.48	\$ 771,487	\$ 769,054	\$ 784,511	\$ -	\$ 13,024	1.69%
Town Clerk	\$ 437,399.00	\$ 491,357	\$ 460,286	\$ 492,920	\$ -	\$ 1,563	0.32%
Registrars	\$ 253,583.34	\$ 308,030	\$ 321,442	\$ 277,417	\$ -	\$ (30,613)	-9.94%
Town Attorney	\$ 348,463.16	\$ 408,681	\$ 406,231	\$ 404,497	\$ -	\$ (4,184)	-1.02%
Probate Court	\$ 37,588.13	\$ 42,568	\$ 38,095	\$ 42,568	\$ -	\$ -	0.00%
<b>TOTAL</b>	<b>\$ 5,827,368.51</b>	<b>\$ 6,250,111</b>	<b>\$ 6,186,202</b>	<b>\$ 6,377,169</b>	<b>\$ -</b>	<b>\$ 127,058</b>	<b>2.03%</b>



Total Recommended  
**\$6,377,169**



Increase  
**\$127,058**



Percent Increase  
**2.03**

# 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 TABLES & COMMENTARY

Expenditures by Object	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Adopted 2021/22	Change Over 2020/21	Percent Change
Personnel Services	63,902.25	64,049	64,494	64,696		647	1.01%
Employee Benefits	32,406.33	33,249	32,941	34,114		865	2.60%
Purchased Services	197,803.41	233,733	234,181	252,862		19,129	8.18%
Supplies	2,841.15	5,000	4,600	5,000		-	0.00%
Equipment	398.90	5,000	5,400	5,000		-	0.00%
Other	-	-	-	-		-	N/A
<b>TOTAL BOARD OF DIRECTORS</b>	<b>297,352.04</b>	<b>341,031</b>	<b>341,616</b>	<b>361,672</b>	<b>-</b>	<b>20,641</b>	<b>6.05%</b>

### Personnel & Employee Benefits:

- Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
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 BOARD OF DIRECTORS FT STAFF</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>

### Purchased Services and Supplies:

Covers office administrative costs in support of the Board of Directors, professional memberships, research & consulting expenses. Significant adjustments include:

- An additional \$15,000 is provided for strategic planning, citizen survey, and/or other planning & engagement efforts

# 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 TABLES & COMMENTARY

Expenditures by Object	Expended	Adopted	Estimated	Manager's	Adopted	Change Over	Percent Change
	2019/20	2020/21	Expend. 2020/21	Recom. 2021/22	2021/22	2020/21 Adopted	
Personnel Services	372,518.59	450,721	462,753	485,016		34,295	7.61%
Employee Benefits	100,031.80	131,237	131,351	135,351		4,114	3.13%
Purchased Services	15,048.29	54,074	54,089	55,724		1,650	3.05%
Supplies	1,595.92	2,540	2,540	2,540		-	0.00%
Equipment	-	-	-	-		-	N/A
Other	-	-	-	-		-	N/A
<b>TOTAL GENERAL MANAGER</b>	<b>489,194.60</b>	<b>638,572</b>	<b>650,733</b>	<b>678,631</b>	<b>-</b>	<b>40,059</b>	<b>6.27%</b>

### Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with the following adjustments:

- An additional \$20,000 is provided for an upgrade & expansion of responsibilities for the Communications Manager position.
- An additional \$5,000 is budgeted for part time intern support for the Communications operation

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
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	0.00	1.00	1.00	1.00	1.00
Director of Operations	0.50	0.50		0.50	
<b>TOTAL GENERAL MANAGER FT STAFF</b>	<b>3.25</b>	<b>4.25</b>	<b>3.75</b>	<b>4.25</b>	<b>3.75</b>

### Purchased Services and Supplies:

Covers office administrative expenses for the General Manager's office, studies & consulting, professional memberships, and expenses associated with the communications operation.

No significant changes over the current year.

# 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 TABLES & COMMENTARY

Expenditures by Object	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Adopted 2021/22	Change Over 2020/21 Adopted	Percent Change
Personnel Services	177,875.56	146,561	150,158	149,397		2,836	1.94%
Employee Benefits	71,740.13	59,580	59,767	61,154		1,574	2.64%
Purchased Services	4,044.33	15,050	12,450	23,725		8,675	57.64%
Supplies	-	1,350	1,350	1,350		-	0.00%
Equipment	824.99	-	-	-		-	N/A
Other	-	-	-	-		-	N/A
<b>TOTAL BUDGET &amp; RESEARCH</b>	<b>254,485.01</b>	<b>222,541</b>	<b>223,725</b>	<b>235,626</b>	<b>-</b>	<b>13,085</b>	<b>5.88%</b>

### Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
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	0.50	0.50	0.50	0.50
<b>TOTAL BUDGET &amp; RESEARCH FT STAFF</b>	<b>3.50</b>	<b>3.00</b>	<b>2.00</b>	<b>3.00</b>	<b>2.00</b>

## BUDGET & RESEARCH OFFICE

### Purchased Services and Supplies:

Covers office expenses, analytical tools & services relating to budget development and analysis.

Significant changes over current year:

- An additional \$7,000 is provided for utility bill data entry services of monthly bill detail for the Town's 396 utility accounts, so that trends and issues with various utility charges and fees can be identified and cost saving measures can be implemented.

### STATUS OF 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** – long-term models were created and/or updated for all major funds, and these models were used for the purposes of developing the FY2021/22 budget.
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-ongoing.**

### 2021/22 GOALS

1. Develop & implement process efficiencies for the budget document and midyear budget tracking and reporting.
2. Make improvements to the performance measurement process, to include goal-setting, benchmarking, and developing measurement & training protocols for staff involved in performance measurement & data collection.
3. Explore options for strategic planning, and/or citizen surveys & engagement.

# 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:

- Job description development, vacancy posting and advertising, applicant testing and interviewing, employee orientation and exit interviewing, and employee recognition program coordination;
- Bargaining unit contract negotiation and administration;
- 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 TABLES & COMMENTARY

Expenditures by Object	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Adopted 2021/22	Change Over 2020/21 Adopted	Percent Change
Personnel Services	226,601.11	184,466	192,948	179,430		(5,036)	-2.73%
Employee Benefits	95,628.32	84,806	84,123	85,515		709	0.84%
Purchased Services	182,587.53	154,925	154,925	160,255		5,330	3.44%
Supplies	6,717.68	5,500	5,614	5,500		-	0.00%
Equipment	283.98	500	500	500		-	0.00%
Other	-	-	-	-		-	N/A
<b>TOTAL HUMAN RESOURCES</b>	<b>511,818.62</b>	<b>430,197</b>	<b>438,110</b>	<b>431,200</b>	<b>-</b>	<b>1,003</b>	<b>0.23%</b>

### Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
Communications Manager		1.00			
Human Resources Associate		2.00	2.00	2.00	2.00
Human Resources Specialist*		2.00	2.00	2.00	2.00
<b>TOTAL HUMAN RESOURCES FT STAFF</b>		<b>5.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

\*- One HR Specialist is funded out of the Town's Self-Insurance Fund (MSIP)

# HUMAN RESOURCES

## Purchased Services and Supplies:

Covers the cost of office administration expenses for the Human Resources Office, services relating to collective bargaining & labor relations, and recruiting, employee testing services, with the following adjustments:

- An additional \$1,500 is provided to comply with new CDL requirements for drivers/ heavy equipment operators.
- An additional \$3,850 is provided for increases to the employee flex spending account administrative fees.

## STATUS OF 2020/21 GOALS

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

## 2021/22 GOALS

1. **Review current practices to identify potential systemic issues with recruiting and retaining more diverse workforce.**
2. **Digitalize existing paper based processes.**
3. **Establish local government internship program.**

# CUSTOMER SERVICE & INFORMATION CENTER

## 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 TABLES & COMMENTARY

Expenditures by Object	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Adopted 2021/22	Change Over 2020/21 Adopted	Percent Change
Personnel Services	116,124.81	120,542	120,620	127,664		7,122	5.91%
Employee Benefits	31,903.52	33,100	32,916	34,375		1,275	3.85%
Purchased Services	1,930.80	5,100	5,100	5,100		-	0.00%
Supplies	2,222.00	3,967	3,967	3,967		-	0.00%
Equipment	141.84	500	500	500		-	0.00%
Other	-	-	-	-		-	N/A
<b>TOTAL CUSTOMER SERVICE</b>	<b>152,322.97</b>	<b>163,209</b>	<b>163,103</b>	<b>171,606</b>	<b>-</b>	<b>8,397</b>	<b>5.14%</b>

### Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
Customer Service Center Manager	1.00	1.00	1.00	1.00	1.00
<b>TOTAL CUSTOMER SERVICES FT STAFF</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

Part Time Positions	Budgeted Hours 2020/21	Full Time Equivalent	Budgeted Hours 2021/22	Full Time Equivalent	Change in FTE's
Customer Service Associates (4)	3,120	1.50	3,120	1.50	0.00
Customer Service Associate - Seasonal Coverage	468	0.23	300	0.14	-0.08
<b>TOTAL CUSTOMER SERVICE INFO CENTER PT STAFF</b>	<b>3,588</b>	<b>1.73</b>	<b>3,420</b>	<b>1.64</b>	<b>-0.08</b>

# CUSTOMER SERVICE & INFORMATION CENTER

## Purchased Services and Supplies:

Covers the cost of office administration expenses for the Customer Services office, and the purchase of goods made for sale at the Customer Service Office, with no adjustments over the current year budget.

## STATUS OF 2020/21 GOALS

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

## 2021/22 GOALS

1. Train staff on all new web applications resulting from the website redesign.
2. Train and re-certify all Customer Service staff as Passport Acceptance Agents.

# FINANCE ADMINISTRATION & 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 TABLES & COMMENTARY

Expenditures by Object	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Adopted 2021/22	Change Over 2020/21 Adopted	Percent Change
Personnel Services	149,750.25	151,557	153,816	152,819		1,262	0.83%
Employee Benefits	49,378.23	50,603	50,309	51,898		1,295	2.56%
Purchased Services	10,731.13	9,345	9,345	9,615		270	2.89%
Supplies	191.95	500	500	250		(250)	-50.00%
Equipment	-	-	-	-		-	N/A
Other	-	-	-	-		-	N/A
<b>TOTAL FINANCE ADMIN.</b>	<b>210,051.56</b>	<b>212,005</b>	<b>213,970</b>	<b>214,582</b>	<b>-</b>	<b>2,577</b>	<b>1.22%</b>

### Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
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>

### Purchased Services and Supplies:

Covers office administration expenses for the Finance Administration office, professional affiliations & trainings, as well as credit card fees for payments received by the Town, with no significant adjustments over the current year.

# FINANCE ADMINISTRATION & INSURANCE

## STATUS OF 2020/21 GOALS

1. **Achieve PCI Compliance** - adjusted convenience fee structure and monitored costs of absorbing fees across all platforms. Plan on engaging PCI consultant with IS.
2. **Convert to a town-wide, integrated financial management** - applied to Innovation Fund for a Content Management System within the Town's ERP- Munis
3. **Focus on workplace and cyber safety to mitigate worker's comp and liability risks** - Additional Cyber Security policy bound to protect the Town from cyber risk exposure. COVID employee protection protocols were implemented, worked with State and FEMA to get \$200,000 in COVID-related costs reimbursed.
4. **Implement standardized customer service training in Collector's and Purchasing office** - Staff turnaround in both departments required individualized training for new staff members.

## 2021/22 GOALS

1. Close SMARTR1 and effectively manage state grant program for SMARTR2
2. Focus on OPEB liability and controlling costs and reducing liability through program changes, and formalize an OPEB funding policy.
3. Complete MSIP funding study
4. Work towards complete PCI compliance for electronic payments to reduce processing fees.

# 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 TABLES & COMMENTARY

Expenditures by Object	Expended	Adopted	Estimated	Manager's	Change Over		Percent Change
	2019/20	2020/21	Expend. 2020/21	Recom. 2021/22	Adopted 2021/22	2020/21 Adopted	
Personnel Services	374,528.21	385,870	393,274	398,309		12,439	3.22%
Employee Benefits	154,490.56	159,407	159,880	164,947		5,540	3.48%
Purchased Services	5,840.20	7,200	5,599	9,000		1,800	25.00%
Supplies	2,264.50	3,000	2,700	2,500		(500)	-16.67%
Equipment	-	-	300	-		-	N/A
Other	-	-	-	-		-	N/A
<b>TOTAL ACCOUNTING</b>	<b>537,123.47</b>	<b>555,477</b>	<b>561,753</b>	<b>574,756</b>	<b>-</b>	<b>19,279</b>	<b>3.47%</b>

### Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with the following adjustments:

- One Accountant position is promoted to Senior Accountant in the upcoming year.

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
Accounting Manager	1.00	1.00		1.00	
Accountant	2.00	2.00	2.00	1.00	1.00
Senior Accountant				1.00	1.00
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	1.00		1.00	
Senior Account Associate		2.00	2.00	2.00	2.00
<b>TOTAL ACCOUNTING FT STAFF</b>	<b>7.50</b>	<b>7.50</b>	<b>5.50</b>	<b>7.50</b>	<b>5.50</b>

### Purchased Services and Supplies:

Covers office administration expenses for the Accounting office, professional development & affiliations, document management & printing services for the accounts payable and payroll operations, with the following adjustments:

## FINANCE - ACCOUNTING

- An additional \$1,500 is provided for staff training relating to the Town's financial database system.

### STATUS OF 2020/21 GOALS

1. **Paperless Payroll Initiative** - added 62 new direct deposit accounts; fewer than 10 paper checks now printed each payroll, with over 400 employees receiving direct deposit.
2. **Fully implement paperless voucher payments** – program testing has begun in several departments; desktop scanners purchased.
3. **Coordinate School Construction project reporting** – comprehensive school project electronic file management system in place
4. **Close out older capital reserve and special grant accounts** – Over 20 capital reserve accounts have been closed out. Appropriations have been adjusted with Board approval.

### 2021/22 GOALS

1. Effectively manage COVID funding sources to maximize reimbursement.
2. Implement electronic payment relay program for cash back rebates.
3. Use technology to manage SMARTR2 documentation for future State audit.
4. Incorporate electronic document management to all processes.

# FINANCE – ASSESSMENT & COLLECTION

## 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 TABLES & COMMENTARY

Expenditures by Object	Expended	Adopted	Estimated	Manager's	Change Over		Percent Change
	2019/20	2020/21	Expend. 2020/21	Recom. 2021/22	Adopted 2021/22	2020/21 Adopted	
Personnel Services	647,778.47	690,685	647,058	695,898		5,213	0.75%
Employee Benefits	254,547.97	263,404	245,292	269,309		5,905	2.24%
Purchased Services	86,699.81	92,655	93,655	100,755		8,100	8.74%
Supplies	2,302.18	7,275	6,275	4,000		(3,275)	-45.02%
Equipment	1,067.18	500	500	500		-	0.00%
Other	-	-	-	-		-	N/A
<b>TOTAL ASSESSMENT &amp; COLL.</b>	<b>992,395.61</b>	<b>1,054,519</b>	<b>992,780</b>	<b>1,070,462</b>	<b>-</b>	<b>15,943</b>	<b>1.51%</b>

### Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
Dir. of Assessment/Collection	1.00	1.00	1.00	1.00	1.00
Deputy Assessor	1.00	1.00	0.00	1.00	0.00
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 ASSESSMENT &amp; COLLECTION FT STAFF</b>	<b>10.00</b>	<b>10.00</b>	<b>9.00</b>	<b>10.00</b>	<b>9.00</b>

Part Time Positions	Budgeted Hours 2020/21	Full Time Equivalents	Budgeted Hours 2021/22	Full Time Equivalents	Change in FTE's
Clerical Assistants (2)	2,000	0.96	1,820	0.88	-0.09
Tax Clerk	1,000	0.48	918	0.44	-0.04
<b>TOTAL ASSESSMENT &amp; COLLECTION PT STAFF</b>	<b>3,000</b>	<b>1.44</b>	<b>2,738</b>	<b>1.32</b>	<b>-0.13</b>

### Purchased Services and Supplies:

Covers office administration expenses for the Assessment & Collection office, professional services & software used in association with tax collection and assessment, printing & mailing costs for tax bills, and support for the Board of Assessment Appeals, with the following adjustments:

- An additional \$7,200 is provided for anticipated assessment appeals relating to the upcoming Town-wide taxable property revaluation.

### STATUS OF 2020/21 GOALS

1. **Completion of the revaluation assessment appeals** - As of the end of calendar year 2020, we still have several appeals pending from the 2016 revaluation. Some appeals remain open, and a few new appeals were filed in 2020.
2. **Begin the revaluation for the 2021 Grand List** - The 2021 revaluation process began in July 2020 with the measuring and listing process. The Town was assisted in this process by Vision Government Solutions, our revaluation vendor. Though this process was impacted by the COVID-19 pandemic, as of the end of calendar 2020, it was moving smoothly. Additional safety factors were built into this process due to the pandemic. The 2021 revaluation project will continue through FY 2021/2022.
3. **Continue with efforts to improve customer service by translating the Department's brochures translated into Spanish** - We made significant steps in this process in FY 2020/2021. We improved our existing motor vehicle brochure translation in Spanish. We also translated our personal property assessment brochure and our senior tax relief and veteran's tax exemption brochure into Spanish. In addition, we translated our motor vehicle brochure into Hindi, a language that is growing in usage in Manchester. We are aware of no other town in Connecticut offering any information in Hindi on their webpage.
4. **Continue to focus on tax collection and enforcement efforts.** This is an annual goal for our office - The COVID-19 pandemic resulted in changes to our collection efforts in FY 2020/2021. Our office's operations, though never completely shut down, were interrupted in the spring of 2020, when we were not open to the public. Though we re-opened to the public in June 2020, we restricted the amount of customers at any time for safety and social distancing reasons. We encouraged our taxpayers to pay by other means than coming into Town Hall. This included mailing payments, paying online (we waived the convenience fees on motor vehicle payments starting in July 2020 until further notice), and more use of our exterior drop box. The final on-time due date for the July 2020 tax installment was extended to October 1, 2020 as well. We also did not focus as much on delinquent collections during the COVID-19 pandemic in 2020 as many taxpayers were struggling more than ever.

## FINANCE – ASSESSMENT & COLLECTION

5. **Continue to focus on providing assistance and information for Manchester residents whose homes suffer from defective concrete foundations** - FY 2020/2021 was a very busy year for defective concrete issues in Manchester. We saw continued applications for reduced assessments, reaching over 180 applications received since Public Act 16-45 (which allows for reduced assessments due to defective concrete) was first passed. We also saw more properties in Manchester replace foundations through the CFSIC (State of Connecticut captive insurance fund) program, with 14 foundations replaced as of October 1, 2020, with many more Manchester homeowners filing applications for CFSIC funding. The Assessment & Collection staff assisted many of the homeowners with their CFSIC application process.

### 2021/22 GOALS

1. Incorporate several new staff members into the Assessment & Collection staff as the Assessment & Collection staff was impacted by staff retirements, and staff member relocation in FY 2020/2021.
2. Completion of the revaluation for the 2021 Grand List.
3. Continue to focus on tax collection and enforcement efforts. This is an annual goal for our office.
4. 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.
5. Add online filing of Declarations of Personal Property as an option for our personal property declarants. This option is available through our software vendor. It will provide an easier filing process for some of our declarants and will allow our office staff some extra efficiency with the processing of filed declarations. It will likely take several years for the number of declarations filed online to grow to a sizeable percentage of the filed declarations, but it will be very helpful for those declarants who use it, and for the staff in our office.

# FINANCE – PURCHASING

## DESCRIPTION

The Purchasing 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 TABLES & COMMENTARY

Expenditures by Object	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Change Over		Percent Change
					Adopted 2021/22	2020/21 Adopted	
Personnel Services	261,244.78	283,748	279,524	299,610		15,862	5.59%
Employee Benefits	105,223.01	119,279	118,273	122,011		2,732	2.29%
Purchased Services	209,912.72	203,410	203,410	211,100		7,690	3.78%
Supplies	(8,085.99)	4,000	4,097	4,000		-	0.00%
Equipment	-	-	-	-		-	N/A
Other	-	-	-	-		-	N/A
<b>TOTAL PURCHASING</b>	<b>568,294.52</b>	<b>610,437</b>	<b>605,304</b>	<b>636,721</b>	<b>-</b>	<b>26,284</b>	<b>4.31%</b>

## FINANCE – PURCHASING

### Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
Director of Purchasing	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				
Account Associate		1.00	1.00	1.00	1.00
Print Shop Supervisor	1.00	1.00	1.00	1.00	1.00
<b>TOTAL PURCHASING FT STAFF</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

Part Time Positions	Budgeted Hours 2020/21	Full Time Equivalents	Budgeted Hours 2021/22	Full Time Equivalents	Change in FTE's
Print Shop Assistant	357	0.17	320	0.15	-0.02
<b>TOTAL PURCHASING PT STAFF</b>	<b>357</b>	<b>0.17</b>	<b>320</b>	<b>0.15</b>	<b>-0.02</b>

### Purchased Services and Supplies:

Covers the cost of office administration expenses for the Purchasing office, supplies & equipment maintenance for the Town's print shop, and central administration of toner purchases, postage expenses, and telephone lines for all Town offices, with the following adjustments:

- An additional \$8,000 for anticipated increase to postage costs.
- A decrease of \$7,000 from the elimination of unnecessary phone lines.
- An increase of \$12,800 for town-wide toner purchases, based on actual expenses.

### STATUS OF 2020/21 GOALS

1. **Expand implementation of new print management system to reduce printing costs** - After first year "right-sizing" of contract, had a slight increase in cost, with COVID having a minimizing effect on printing, have had no overage charges.
2. **Coordinate large purchases and lease agreements with Board of Education** - Continue to purchase Fuel Oil, Gasoline and Heating Oil in conjunction with schools, as well as manage school construction

## FINANCE – PURCHASING

purchasing.

- 3. Work collaboratively with Statewide purchasing coalitions to contain purchasing costs** - Continue to use Capitol Region Purchasing Council, State contracts, and national cooperatives to both eliminate the costs associated with going out to bid on our own and to take advantage of discounting for large contracts.
- 4. Review and update purchasing procedures to allow for sustainable purchasing practices, e-procurement and other technology improvements** - Met with vendors and attended several training sessions on approaches to energy management. Engaged in free trials for e-procurement with Bonfire and Negometrix, our first bid with Negometrix garnered 35 responsive proposals.

### 2021/22 GOALS

1. Work with DAS on outreach to vendor community that is eligible to be certified as SBE/MBE/WBE/DBE to expand these vendors' access to municipal and state bids.
2. Transition to electronic documents where feasible and sensible to do so, including getting electronic Town of Manchester letterhead for formal documents like award letters.
3. In light of the disruption to many supply chains due to COVID, develop strategic approaches to insure that we have multiple paths to necessary supplies in the event of emergencies.

# 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 TABLES & COMMENTARY

Expenditures by Object	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Adopted 2021/22	Change Over 2020/21 Adopted	Percent Change
Personnel Services	484,838.02	516,328	510,131	509,672		(6,656)	-1.29%
Employee Benefits	201,895.91	207,505	209,769	211,995		4,490	2.16%
Purchased Services	47,336.91	42,934	45,234	58,524		15,590	36.31%
Supplies	2,600.15	4,720	3,920	4,320		(400)	-8.47%
Equipment	625.49	-	-	-		-	N/A
Other	-	-	-	-		-	N/A
<b>TOTAL PLANNING &amp; EC DEVEL</b>	<b>737,296.48</b>	<b>771,487</b>	<b>769,054</b>	<b>784,511</b>	<b>-</b>	<b>13,024</b>	<b>1.69%</b>

### Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
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	1.00
<b>TOTAL PLANNING FT STAFF</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

### Purchased Services and Supplies:

Covers office administration expenses for the Planning & Economic Development office, professional development & affiliations, public notice costs for regulatory board meetings, and support for the Downtown Development Office, with the following adjustments:

- An additional \$15,000 is budgeted for economic development real estate consulting services.

# PLANNING & ECONOMIC DEVELOPMENT

## STATUS OF 2020/21 GOALS

- 1. In partnership with the Department of Public Works and Leisure Family and Recreation, complete a Parks and Facilities master plan** - Planning and Economic Development staff, in conjunction with Leisure Family and Recreation and Public Works, is well into the Parks and Facilities Master planning process and anticipates completion of the plan around the end of FY 2020/21. The Town contracted with Berry Dunn, a consulting group with broad Parks and Facilities planning experience to lead the planning process. During the first phases of the project, staff and the consultant team have evaluated existing data and conditions, and engaged the community in a discussion around the needs and desires of residents. Plan drafting, additional community engagement and plan revisions will take place during the second half of the Fiscal Year.
- 2. Procure and begin implementation of an online permitting system** - The Information Systems Department led a team of staff from Planning and Economic Development, Building and Engineering to select a software vendor for online permitting services. A vendor has been chosen and is now under contract. Development and implementation of the new system is set to start during the second half of FY 2020/2021.
- 3. Oversee Broad Street Parkade permitting and development** - The Board of Directors authorized approval of a development agreement with Manchester Parkade I LLC in August 2020. Staff continues to work with the developer to finalize the associated legal agreement and related documents. The developer expects to submit development plans to the Planning and Zoning Commission around the change in calendar year with the goal of starting development work in FY2021/2022.
- 4. 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** - The priorities of the Downtown 2020 initiative shifted during the COVID-19 pandemic. Development activity slowed Downtown and projects in the development pipeline paused. Staff's primary goal became to assist small businesses in navigating the pandemic, communicating with them regarding all available emergency assistance and accommodating temporary State Executive Orders. Temporary outdoor dining accommodations provided some relief for restaurants and demonstrated potential future capital improvements. In November 2020, the Board of Directors approved the extension of the 2020 initiative through 2022. Staff looks forward to seeing strategic public and private investment Downtown in FY 2021/22 and beyond.
- 5. Further incorporate low impact development, sustainability and complete streets best practices into Zoning and other regulations** - Planning and Economic Development staff drafted Manchester's first ever Low Impact Development Guidelines, outlining recommended methods

## PLANNING & ECONOMIC DEVELOPMENT

and best practices for implementation of LID on private property. The Department of Public Works also updated its Public Improvement Standards and incorporated references to complete streets and LID. Both documents were accepted by the Planning and Zoning Commission in FY 2020/21 and are now referenced in the town's Zoning Regulations.

### 2021/22 GOALS

1. Facilitate and oversee permitting and development activity in the Broad Street Redevelopment Area, including the Broad Street Parkade and Nichols Properties.
2. Continue Downtown initiative. Assist the Board of Directors in identifying additional priority capital investments. Attract transformative Downtown loan program projects and continue to assist existing local businesses with advocacy, communication and assistance in response to pandemic-related challenges.
3. In partnership with the Planning and Zoning Commission, begin work on an updated Plan of Conservation and Development.
4. Work with the Board of Directors to facilitate distribution of HUD CV CARES Act Funds through the Community Development Block Grant program.
5. Continue to make zoning regulations more flexible to accommodate emerging shifts in the commercial real estate market.

# 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 TABLES & COMMENTARY

Expenditures by Object	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Adopted 2021/22	Change Over 2020/21 Adopted	Percent Change
Personnel Services	260,046.63	277,767	262,533	278,817		1,050	0.38%
Employee Benefits	126,952.08	135,940	119,973	139,853		3,913	2.88%
Purchased Services	46,349.28	69,650	69,780	66,250		(3,400)	-4.88%
Supplies	4,051.01	6,000	6,000	6,000		-	0.00%
Equipment	-	2,000	2,000	2,000		-	0.00%
Other	-	-	-	-		-	N/A
<b>TOTAL TOWN CLERK</b>	<b>437,399.00</b>	<b>491,357</b>	<b>460,286</b>	<b>492,920</b>	<b>-</b>	<b>1,563</b>	<b>0.32%</b>

### Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
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
<b>TOTAL TOWN CLERK FT STAFF</b>	<b>6.00</b>	<b>6.00</b>	<b>5.00</b>	<b>6.00</b>	<b>5.00</b>

# TOWN CLERK

## Purchased Services and Supplies:

Covers the cost of office administration expenses for the Town Clerk's office and records vault, professional development & affiliations, printing & archival services for Town records, records software & databases, and absentee ballots, with the following adjustments:

- A reduction of \$1,800 in professional development for conferences

## STATUS OF 2020/21 GOALS

- 1. Improve the space usage of the Town Clerk vault to accommodate the growing number of permanent records - Ongoing**
- 2. Continue to improve/update master vital indexes and vital record keeping for more efficient searching, accessibility and storage - Ongoing**
- 3. Access/ability to share useful information/records with other departments electronically - Ongoing**

## 2021/22 GOALS

1. Continue to improve the space usage of the Town Clerk vault to accommodate the growing number of permanent records. This includes recreating large volumes into smaller more accessible binders.
2. Continue to improve/update master vital indexes and vital record keeping for more efficient searching, accessibility and storage.
3. Continue to enhance electronic image quality on the Town Clerk's land records portal.
4. Continue electronic media back file conversion of permanent records for boards and commissions, military discharges and trade names.
5. Access/ability to share useful information/records with other departments electronically.

# 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 TABLES & COMMENTARY

Expenditures by Object	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Adopted 2021/22	Change Over 2020/21	Percent Change
Personnel Services	142,733.25	172,347	180,147	154,255		(18,092)	-10.50%
Employee Benefits	88,845.79	91,498	93,000	94,677		3,179	3.47%
Purchased Services	17,156.40	30,935	31,237	24,385		(6,550)	-21.17%
Supplies	1,880.82	3,250	4,890	3,750		500	15.38%
Equipment	2,967.08	10,000	12,168	350		(9,650)	-96.50%
Other	-	-	-	-		-	N/A
<b>TOTAL REGISTRAR OF VOTERS</b>	<b>253,583.34</b>	<b>308,030</b>	<b>321,442</b>	<b>277,417</b>	<b>-</b>	<b>(30,613)</b>	<b>-9.94%</b>

### Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
Registrars	2.00	2.00	2.00	2.00	2.00
Administrative Assistant	2.00	2.00	2.00	2.00	2.00
<b>TOTAL REGISTRAR FT STAFF</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

Part Time Positions	Budgeted Hours 2020/21	Full Time Equivalents	Budgeted Hours 2021/22	Full Time Equivalents	Change in FTE's
Deputy Registrars (2)	paid via fixed stipend per election event				
Office Assistant	133	0.06	133	0.06	0.00
<b>TOTAL REGISTRAR PT STAFF</b>	<b>-</b>	<b>0.00</b>	<b>-</b>	<b>0.00</b>	<b>0.00</b>

## REGISTRARS OF VOTERS

### **Purchased Services and Supplies:**

Covers the cost of office administration expenses for the Registrars office, professional development & affiliations, expenses associated with elections and referenda, ballots, voting machines & maintenance, and mailings, with the following adjustments:

- Expenses are reduced to reflect the cost differential between the Presidential election in the current year, and the local-only elections in the upcoming year.

# 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 TABLES & COMMENTARY

Expenditures by Object	Expended	Adopted	Estimated	Manager's	Change Over		Percent Change
	2019/20	2020/21	Expend. 2020/21	Recom. 2021/22	Adopted 2021/22	2020/21 Adopted	
Personnel Services	160,716.11	163,689	162,000	165,338		1,649	1.01%
Employee Benefits	59,590.56	61,857	61,009	63,267		1,410	2.28%
Purchased Services	119,939.13	172,855	172,855	164,798		(8,057)	-4.66%
Supplies	6,847.37	8,836	8,836	9,650		814	9.21%
Equipment	1,369.99	1,444	1,531	1,444		-	0.00%
Other	-	-	-	-		-	N/A
<b>TOTAL TOWN ATTORNEY</b>	<b>348,463.16</b>	<b>408,681</b>	<b>406,231</b>	<b>404,497</b>	<b>-</b>	<b>(4,184)</b>	<b>-1.02%</b>

### Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized	Authorized	Funded	Authorized	Funded
	2019/20	2020/21	2020/21	2021/22	2021/22
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</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

### Purchased Services and Supplies:

Covers the cost of office administration for the Town Attorney's office, legal fees & retainers, title searches, marshal services, appraisals, and legal references, with the following adjustments:

- A reduction of \$8,000 in legal fees based on historic actual spending.

# 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.

## BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Adopted 2021/22	Change Over 2020/21 Adopted	Percent Change
Personnel Services	-	-	-	-	-	-	N/A
Employee Benefits	-	-	-	-	-	-	N/A
Purchased Services	26,352.57	31,168	25,336	31,168	-	-	0.00%
Supplies	8,220.06	8,700	8,700	8,700	-	-	0.00%
Equipment	3,015.50	2,200	4,059	2,200	-	-	0.00%
Other	-	500	-	500	-	-	0.00%
<b>TOTAL PROBATE COURT</b>	<b>37,588.13</b>	<b>42,568</b>	<b>38,095</b>	<b>42,568</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>

### Personnel & Employee Benefits:

All Probate Court personnel are paid by the State of CT Judicial Branch.

### Purchased Services and Supplies:

Covers the cost of office administration expenses for the Probate Court, scanning, printing & mailing expenses for legal notifications, and building maintenance & utility costs for the court facility.

# 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 TABLES & COMMENTARY

Expenditures by Object	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Adopted 2021/22	Change Over 2020/21 Adopted	Percent Change
Personnel Services	1,101,201.73	1,148,939	1,089,030	1,159,903		10,964	0.95%
Employee Benefits	377,361.18	392,699	373,486	401,792		9,093	2.32%
Purchased Services	229,410.76	381,861	403,409	450,998		69,137	18.11%
Supplies	25,066.53	40,700	48,097	23,700		(17,000)	-41.77%
Equipment	-	-	-	-		-	N/A
Interfund Transfers	110,000.00	311,000	311,000	230,000		(81,000)	-26.05%
Contingency	-	15,600	-	15,600		-	0.00%
<b>TOTAL INFO SYSTEMS</b>	<b>1,843,040.20</b>	<b>2,290,799</b>	<b>2,225,022</b>	<b>2,281,993</b>	<b>-</b>	<b>(8,806)</b>	<b>-0.38%</b>

### Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
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	2.00	3.00	2.00
Technical Support Specialist	4.00	4.00	3.00	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 INFORMATION SYSTEMS FT STAFF</b>	<b>14.00</b>	<b>14.00</b>	<b>12.00</b>	<b>14.00</b>	<b>12.00</b>

### Purchased Services and Supplies:

Covers the cost of office administration for the Information Systems office, training & professional development, professional & technical services relating to maintaining the Town's fiber network, servers, and routers, internet service costs for the Town, software licenses and fees, cybersecurity, support for the Town's internet-based phone system, and data storage & backup services, with the following adjustments:

## INFORMATION SYSTEMS

- An additional \$48,000 is provided for backup software and storage
- An additional \$15,000 is budgeted for Microsoft Server and SQL upgrades
- An additional \$22,780 is budgeted for a portion of the new permitting software costs
- An additional \$17,544 is budgeted for expanding the Town’s network bandwidth to 2 GBps to accommodate the increase in teleconferencing & remote access since the pandemic

### Capital Improvements:

The Information Systems capital improvement plan is funded under Interfund Transfers (transfers to capital project accounts), and covers the following:

- \$30,000 PC replacement
- \$20,000 server replacement
- \$20,000 switch replacement
- \$10,000 network & security upgrades
- \$30,000 software upgrades (MS Office)
- \$100,000 contribution to major software upgrades reserve
- \$20,000 network engineering study

These items are covered in more detail in the Capital Improvement portion of this budget book.

### Revenues:

The Information Systems fund is an internal services fund, so the majority of its funding comes from transfers from other Town operations.

Revenues	Collected 2019/20	Budgeted Estimate 2020/21	Revised Estimate 2020/21	Manager's Projected 2021/22	Adopted Projection 2021/22	Change Over Current Year	Percent Change
Town of Manchester	1,168,182.00	1,186,909	1,186,909	1,210,647		23,738	2.00%
Board of Education	207,895.00	212,053	212,053	216,294		4,241	2.00%
Water Fund	243,264.00	284,995	284,995	290,695		5,700	2.00%
Sewer Fund	161,839.00	200,313	200,313	204,319		4,006	2.00%
Sanitation Fund	19,506.00	22,286	22,286	22,732		446	2.00%
Fire Fund	116,743.00	121,413	121,413	123,841		2,428	2.00%
Interest on Investments & Misc.	23,785.05	30,000	5,000	5,000		(25,000)	-83.33%
Transfer from Unallocated				50,000		50,000	N/A
<b>TOTAL IS REVENUES</b>	<b>1,941,214.05</b>	<b>2,057,969</b>	<b>2,032,969</b>	<b>2,123,528</b>	<b>-</b>	<b>65,559</b>	<b>3.19%</b>
Total IS Expenditures	1,843,040.20	2,290,799	2,225,022	2,281,993	-	(8,806)	-0.38%
Use of Reserves/Net Result	-	232,830	192,053	158,465	-	(74,365)	-31.94%

# INFORMATION SYSTEMS

## STATUS OF 2020/21 GOALS

### **1. Software upgrades on several production systems throughout the Town.**

- Kronos has been upgraded from Kronos Workforce Central to Kronos Dimensions.
- RFP process for Permitting software. A vendor has been selected and implementation will begin in January/February 2021.

### **2. Continue to assess security needs and implement new security practices. This includes education for both Information Systems and Town staff.**

- Quarterly security education in place. In addition, testing of employees is done monthly to assist in evaluating future training needs.
- Security tools evaluated and training completed
- Group policies refined to restrict potential malware from running unintentionally

### **3. Continue to improve network wiring throughout town buildings to allow for increased speed and additional network connected devices.**

- Public works building improvements
- Town Clerk wiring improvements to meet election staff requirements

### **4. Continue the development and implementation of in-house applications.**

- Cemetery software development
- Moving applications to updated servers

### **5. Continue to explore fiber to the premise with a focus on the Downtown District.**

- Research continues

## 2021/22 GOALS

**1. Change the process for town-wide backup. The goal is to protect segregate the backup to maintain a secure environment.**

**2. Continue to assess security needs and implement new security practices. This will include evaluation of two-factor authentication and software to enhance network security.**

**3. Continue to improve network wiring throughout town buildings to allow for increased speed and additional network connected devices.**

## INFORMATION SYSTEMS

- 4. In house applications will continue to be improved based on user needs. This will include modifying the appearance and functionality to work seamlessly with the new web site design.**
- 5. Redesign of the network to allow for segregation of various devices to include doors, cameras and other devices. This will also include changes to enhance network security.**

# DOWNTOWN 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.

## BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Change Over		
					Adopted 2021/22	2020/21 Adopted	Percent Change
Personnel Services	48,508.65	58,000	58,000	55,100		(2,900)	-5.00%
Employee Benefits	3,657.41	4,437	4,437	4,400		(37)	-0.83%
Purchased Services	65,451.30	93,808	93,808	98,100		4,292	4.58%
Supplies	707.03	1,800	1,800	1,000		(800)	-44.44%
Equipment	-	-	-	-		-	N/A
Other	-	-	-	-		-	N/A
<b>TOTAL SSD</b>	<b>118,324.39</b>	<b>158,045</b>	<b>158,045</b>	<b>158,600</b>	<b>-</b>	<b>555</b>	<b>0.35%</b>

### Personnel & Employee Benefits:

Represents salaries and benefits of the Downtown Manager & parking enforcement staff, with no significant adjustments.

### Purchased Services and Supplies:

Covers the cost of renting, maintaining & administering the Downtown District office, the Downtown holiday lights program, themed events (Scarecrow Festival, Halloween, and Holiday on Main), advertising services, the Main Street banner program, sidewalk snow removal services, and street beautification, with no significant adjustments.



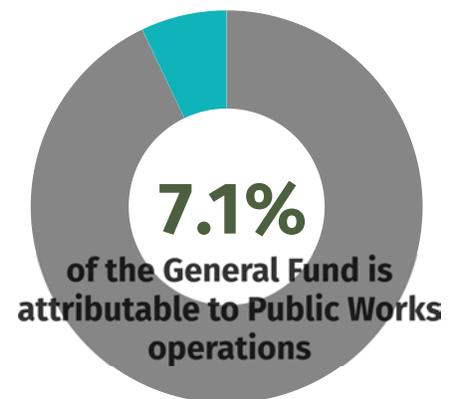
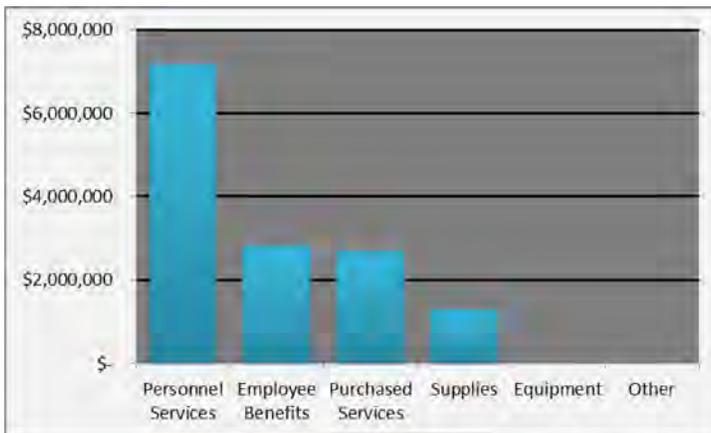
# Public Works



The Public Works section of the budget includes the Administrative, Engineering, Building Inspection, and Facilities Management divisions as well as Field Services.

## Summary of Department Budgets

	Expended 2019/20	Adopted 2020/21	Estimated Expenditure 2020/21	Manager's Recommended 2021/22	Adopted 2021/22	Change Over Current Adopted	Percent Change
<b>DEPARTMENT OF PUBLIC WORKS</b>							
DPW Administration	\$ 776,540.69	\$ 830,932	\$ 833,396	\$ 819,620	\$ -	\$ (11,312)	-1.36%
Engineering	\$ 2,212,678.76	\$ 2,296,508	\$ 2,270,927	\$ 2,337,046	\$ -	\$ 40,538	1.77%
Field Services	\$ 6,360,716.58	\$ 7,649,130	\$ 7,002,825	\$ 7,521,206	\$ -	\$ (127,924)	-1.67%
Facilities	\$ 2,218,867.19	\$ 2,313,472	\$ 2,296,472	\$ 2,369,857	\$ -	\$ 56,385	2.44%
Building Inspection	\$ 916,030.64	\$ 988,711	\$ 975,537	\$ 993,285	\$ -	\$ 4,574	0.46%
<b>TOTAL</b>	<b>\$ 12,484,833.86</b>	<b>\$ 14,078,753</b>	<b>\$ 13,379,157</b>	<b>\$ 14,041,014</b>	<b>\$ -</b>	<b>\$ (37,739)</b>	<b>-0.27%</b>



Total Recommended  
**\$14,041,014**



Decrease  
**(\$37,739)**



Percent Decrease  
**-0.27%**

# 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 TABLES & COMMENTARY

Expenditures by Object	Expended	Adopted	Estimated	Manager's	Adopted	Change Over	Percent Change
	2019/20	2020/21	Expend. 2020/21	Recom. 2021/22	2021/22	2020/21 Adopted	
Personnel Services	171,510.87	184,969	178,386	187,521		2,552	1.38%
Employee Benefits	58,847.79	63,568	60,968	65,204		1,636	2.57%
Purchased Services	544,540.25	554,800	566,447	554,600		(200)	-0.04%
Supplies	1,641.78	27,595	27,595	12,295		(15,300)	-55.44%
Equipment	-	-	-	-		-	N/A
Other	-	-	-	-		-	N/A
<b>TOTAL DPW ADMIN</b>	<b>776,540.69</b>	<b>830,932</b>	<b>833,396</b>	<b>819,620</b>	<b>-</b>	<b>(11,312)</b>	<b>-1.36%</b>

Expenditures by Function	Expended	Adopted	Estimated	Manager's	Adopted	Change Over	Percent Change
	2019/20	2020/21	Expend. 2020/21	Recom. 2021/22	2021/22	2020/21 Adopted	
Administration	239,980.88	263,775	254,573	267,227		3,452	1.31%
Street Lights & Traffic Signals	536,559.81	567,157	578,823	552,393		(14,764)	-2.60%
<b>TOTAL DPW ADMIN</b>	<b>776,540.69</b>	<b>830,932</b>	<b>833,396</b>	<b>819,620</b>	<b>-</b>	<b>(11,312)</b>	<b>-1.36%</b>

## Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized	Authorized	Funded	Authorized	Funded
	2019/20	2020/21	2020/21	2021/22	2021/22
Director of Public Works	0.85	0.85	0.85	0.85	0.85
Deputy Director of Public Works	0.00	0.05	0.05	0.05	0.05
Management Analyst	0.00	0.05	0.05	0.05	0.05
Sr. Administrative Secretary	1.00	1.00	1.00	1.00	1.00
<b>TOTAL DPW ADMIN FT STAFF</b>	<b>1.85</b>	<b>1.95</b>	<b>1.95</b>	<b>1.95</b>	<b>1.95</b>

Part Time Positions	Budgeted	Full Time	Budgeted	Full Time	Change in FTE's
	Hours 2020/21	Equivalents	Hours 2021/22	Equivalents	
Street Light Inspector	236	0.11	236	0.11	0.00
<b>TOTAL DPW ADMIN PT STAFF</b>	<b>236</b>	<b>0.11</b>	<b>236</b>	<b>0.11</b>	<b>0.00</b>

# PUBLIC WORKS ADMINISTRATION

## Purchased Services and Supplies:

Covers office administration expenses for the Public Works executive offices, as well as the maintenance and electricity costs for the Town's street lights & traffic signals, with the following adjustments:

- A decrease of \$15,000 for lights & signals maintenance supplies based on historic actual costs.

## STATUS OF 2020/21 GOALS

- 1. Develop asset inventories and management plans that can be used to formulate capital investment strategies** - Asset inventories and management plans have been developed for vehicles and equipment in Fleet Division, HVAC and roofs in Facilities Division, and facilities and amenities in Park Maintenance Division.
- 2. Identify, plan, and implement energy efficiency measures across all department divisions** - Ongoing. The Facilities Division has identified begun energy improvement measures such as lighting upgrades and system recommissioning.

## 2021/22 GOALS

- 1. Review and update Departmental policies and practices and standardize across all Divisions.**
- 2. Work with Sustainability Commission to identify and implement opportunities within the Department.**

# 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 TABLES & COMMENTARY

Expenditures by Object	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Adopted 2021/22	Change Over 2020/21 Adopted	Percent Change
Personnel Services	1,544,906.23	1,595,330	1,573,347	1,625,967		30,637	1.92%
Employee Benefits	565,667.51	582,978	579,170	599,329		16,351	2.80%
Purchased Services	77,193.04	92,700	92,910	91,250		(1,450)	-1.56%
Supplies	19,749.98	23,750	23,750	18,750		(5,000)	-21.05%
Equipment	5,162.00	1,750	1,750	1,750		-	0.00%
Other	-	-	-	-		-	N/A
<b>TOTAL ENGINEERING</b>	<b>2,212,678.76</b>	<b>2,296,508</b>	<b>2,270,927</b>	<b>2,337,046</b>	<b>-</b>	<b>40,538</b>	<b>1.77%</b>

### Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
Town Engineer	1.00	1.00	1.00	1.00	1.00
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 (frozen/unfunded)	1.00	1.00	0.00	1.00	0.00
Chief of Surveys	1.00	1.00	1.00	1.00	1.00
Senior Survey Technician (frozen/unfunded)	1.00	1.00	0.00	1.00	0.00
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 (frozen/unfunded)	2.00	2.00	0.00	2.00	0.00
Clerical Assistant	1.00	1.00	1.00	1.00	1.00
<b>TOTAL ENGINEERING FT STAFF</b>	<b>23.00</b>	<b>23.00</b>	<b>19.00</b>	<b>23.00</b>	<b>19.00</b>

## PUBLIC WORKS- ENGINEERING

### Purchased Services and Supplies:

Covers office administration expenses for the Engineering office, professional development & affiliations, software costs for GIS, surveying, engineering & design software, schematic plotting & map printing, surveying supplies, and various appraisal and environmental testing services, with no significant adjustments.

### STATUS OF 2020/21 GOALS

1. **Complete design and construction of Foster Street Neighborhood Improvements project** - Design completed. Construction is expected to begin in April 2021.
2. **Complete design and construction of Townwide Road Resurfacing project** - Design and construction completed. 45 roads valued at over \$8 million completed.
3. **Identify and prioritize areas for pedestrian and bicycle safety improvements in accordance with the Complete Streets policy** – Sidewalk extension priority areas were identified with input from public solicitation; Master bicycle lane/sharrow map completed.

### 2021/22 GOALS

1. **Complete design and construction of Gardner Street reconstruction project.**
2. **Complete design and construction of Robert Road neighborhood improvement project.**
3. **Complete roads assessment and prepare recommendations for 2021 Public Works Bond Referendum.**

## 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 TABLES & COMMENTARY

Expenditures by Function	Expended	Adopted	Estimated	Manager's	Change Over		Percent Change
	2019/20	2020/21	Expend. 2020/21	Recom. 2021/22	Adopted 2021/22	2020/21 Adopted	
Administration	305,815.38	293,821	276,021	283,203		(10,618)	-3.61%
Highways, Parks & Cemeteries	4,763,939.14	5,884,068	5,361,824	5,730,203		(153,865)	-2.61%
Fleet Services	1,295,015.06	1,471,241	1,364,980	1,507,800		36,559	2.48%
<b>TOTAL FIELD SERVICES</b>	<b>6,364,769.58</b>	<b>7,649,130</b>	<b>7,002,825</b>	<b>7,521,206</b>	<b>-</b>	<b>(127,924)</b>	<b>-1.67%</b>

## PUBLIC WORKS- FIELD SERVICES

Expenditures by Object	Expended 2019/20	Adopted 2020/21	Estimated Expended 2020/21	Manager's Recom. 2021/22	Adopted 2021/22	Change Over	
						2020/21 Adopted	Percent Change
Personnel Services	3,536,515.14	3,950,699	3,466,352	4,006,527		55,828	1.41%
Employee Benefits	1,405,550.37	1,616,951	1,466,227	1,671,949		54,998	3.40%
Purchased Services	452,782.08	801,680	816,861	743,430		(58,250)	-7.27%
Supplies	964,443.20	1,268,750	1,239,925	1,088,250		(180,500)	-14.23%
Equipment	1,425.79	11,050	11,050	11,050		-	0.00%
Other	-	-	2,410	-		-	N/A
<b>TOTAL FIELD SERVICES</b>	<b>6,360,716.58</b>	<b>7,649,130</b>	<b>7,002,825</b>	<b>7,521,206</b>	<b>-</b>	<b>(127,924)</b>	<b>-1.67%</b>

### Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
<b>Field Services Administration</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
Account Associate	0.50	0.50	0.50	0.50	0.50
<b>Subtotal:</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>

### Field Services (Highways, Parks & Cemeteries)

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 I (1 frozen/unfunded)	25.00	25.00	24.00	25.00	24.00
Maintainer II	9.00	9.00	9.00	9.00	9.00
Maintainer III	5.00	5.00	5.00	5.00	5.00
<b>Subtotal:</b>	<b>44.00</b>	<b>44.00</b>	<b>43.00</b>	<b>44.00</b>	<b>43.00</b>

### Fleet Services:

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** (1 frozen/unfunded)	7.00	7.00	6.00	7.00	6.00
Mechanic III	2.00	2.00	2.00	2.00	2.00
<b>Subtotal:</b>	<b>11.00</b>	<b>11.00</b>	<b>10.00</b>	<b>11.00</b>	<b>10.00</b>

<b>TOTAL FIELD SERVICES FT STAFF</b>	<b>57.25</b>	<b>57.25</b>	<b>55.25</b>	<b>57.25</b>	<b>55.25</b>
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Part Time Positions	Budgeted		Budgeted		Change in FTE's
	Hours 2020/21	Full Time Equivalents	Hours 2021/22	Full Time Equivalents	
Assistant Clerk	1,014	0.49	1,014	0.49	0.00
Cemetery Clerk	1,014	0.49	1,014	0.49	0.00
<b>TOTAL FIELD SERVICE PT STAFF</b>	<b>2,028</b>	<b>0.98</b>	<b>2,028</b>	<b>0.98</b>	<b>0.00</b>

## PUBLIC WORKS- FIELD SERVICES

### Purchased Services and Supplies:

Covers the cost of all supplies, materials & equipment used for the purpose of maintaining the Town's roads, cemeteries, parks, swimming pools, and the grounds around public buildings; vehicle repairs & fuel for the plow & dump trucks and other public works fleet vehicles, snow removal costs, protective gear, tools and equipment for public works maintainers, licensing and certification for staff members, permit fees & regulatory reporting, with the following adjustments:

- In light of shifts in weather patterns over the years, the operating budget items relating to snow removal have been lowered by \$250,000, and a snow removal reserve of \$250,000 is proposed, which would be used if the type & frequency of storms over the course of any given year require additional resources. These funds would be in a non-lapsing account and would carry over to subsequent years if unspent.

### STATUS OF 2020/21 GOALS

1. **Complete the installation of Rotary Park Pavilion** – Completed.
2. **Complete construction and install amenities at Cricket Field** – Completed.
3. **Install aeration and fountains at Center Memorial Park** – Completed.
4. **Trail Fence bid and replacement program** – Ongoing.
5. **Cemetery road paving** – Completed.
6. **Maintenance and improvements town wide retention basins** – Ongoing. Developing a prioritized cleaning list and long term maintenance plan
7. **Case Mountain trail repairs, modifications** – Ongoing.

## PUBLIC WORKS- FIELD SERVICES

### 2021/22 GOALS

1. Continue Trail fence replacement program.
2. Repair and Repaint Salter's Pool.
3. Complete repaving of Buckland St. bike path to Tolland Turnpike.
4. Improve median islands on Pleasant Valley Road.
5. Implement Tree ID and Management plan.
6. Continue with Case Mountain trail repairs and modifications.
7. Maintenance and improvements to Town wide retention basins and drainage structures.

## 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 TABLES & COMMENTARY

Expenditures by Object	Expended	Adopted	Estimated	Manager's	Change Over		Percent Change
	2019/20	2020/21	Expend. 2020/21	Recom. 2021/22	Adopted 2021/22	2020/21 Adopted	
Personnel Services	647,301.32	655,777	629,617	672,232		16,455	2.51%
Employee Benefits	239,351.87	244,372	240,444	249,840		5,468	2.24%
Purchased Services	1,177,363.49	1,243,573	1,256,661	1,278,835		35,262	2.84%
Supplies	154,704.51	166,750	166,750	165,950		(800)	-0.48%
Equipment	146.00	3,000	3,000	3,000		-	0.00%
Other	-	-	-	-		-	N/A
<b>TOTAL FACILITIES</b>	<b>2,218,867.19</b>	<b>2,313,472</b>	<b>2,296,472</b>	<b>2,369,857</b>	<b>-</b>	<b>56,385</b>	<b>2.44%</b>

Expenditures by Function	Expended	Adopted	Estimated	Manager's	Change Over		Percent Change
	2019/20	2020/21	Expend. 2020/21	Recom. 2021/22	Adopted 2021/22	2020/21 Adopted	
Facilities Project Management	285,722.58	295,977	296,778	299,716		3,739	1.26%
Building Maintenance	1,933,144.61	2,017,495	1,999,695	2,070,141		52,646	2.61%
<b>TOTAL FACILITIES</b>	<b>2,218,867.19</b>	<b>2,313,472</b>	<b>2,296,473</b>	<b>2,369,857</b>	<b>-</b>	<b>56,385</b>	<b>2.44%</b>

# PUBLIC WORKS- FACILITIES MANAGEMENT

## Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
<b>Facilities Administration:</b>					
Facilities Project Manager	1.00	1.00	1.00	1.00	1.00
Asst. Facilities Project Manager	1.00	1.00	1.00	1.00	1.00
<b>Subtotal:</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Building Maintenance:</b>					
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>Subtotal:</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>TOTAL FACILITIES FT STAFF</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

## Purchased Services and Supplies:

Covers the cost of office administration expenses for the facilities office, maintenance and repair services for Town buildings including electrical, plumbing, HVAC, etc, major utilities for Town-owned buildings, alarm systems, cleaning services, elevator servicing, and other building-related costs, with the following adjustments:

- An additional \$30,000 is provided for HVAC and equipment repairs, based on actual servicing demands at Town buildings.

## STATUS OF 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 – Complete.**
- 2. Secure State grant approval for funding of Buckley Elementary Renovation - Complete.**
- 3. Secure design approval for Buckley Elementary Renovation - In-progress, expected mid December 2020.**

## PUBLIC WORKS- FACILITIES MANAGEMENT

4. **Implementation phase of lighting controls and upgrades at Mary Cheney Library with Building Automation Systems identified by Eversource for incentives** - On hold pending funding and library future plans.
5. **Conduct investigation and design for Town office reorganization** - Hold due to Covid-19 related interruptions.
6. **Replace roofing at Cheney Hall (wood shingle portion)** - Under contract, expected Spring 2021.

### 2021/22 GOALS

1. **Manchester Public Schools Phase 2: Buckley Elementary Renovations – Begin construction July 1, 2021 and substantially completed by Jun 30, 2022.**
2. **Secure State grant approval for funding of Keeney Elementary Renovation.**
3. **Secure design approval for Bowers Elementary Renovation.**
4. **Secure State grant approval for funding of MHS Roof Replacement.**
5. **Design, bidding and construction of MHS Roof Replacement.**
6. **Design, bidding and construction of Police Department Locker Room Renovations.**
7. **Conduct study for LED lighting and control upgrades to be funded by utility savings and Eversource incentives.**
8. **SolarMap PV installations through CT Greenbank program.**
9. **Design, bidding and replacement of Town Hall Chiller.**

## 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 TABLES & COMMENTARY

Expenditures by Object	Expended	Adopted	Estimated	Manager's	Change Over		Percent Change
	2019/20	2020/21	Expend. 2020/21	Recom. 2021/22	Adopted 2021/22	2020/21 Adopted	
Personnel Services	644,872.75	701,286	688,796	698,755		(2,531)	-0.36%
Employee Benefits	235,764.42	243,647	242,963	250,252		6,605	2.71%
Purchased Services	27,964.52	32,478	32,478	32,978		500	1.54%
Supplies	7,428.95	11,300	11,300	11,300		-	0.00%
Equipment	-	-	-	-		-	N/A
Other	-	-	-	-		-	N/A
<b>TOTAL BUILDING INSPECTION</b>	<b>916,030.64</b>	<b>988,711</b>	<b>975,537</b>	<b>993,285</b>	<b>-</b>	<b>4,574</b>	<b>0.46%</b>

# PUBLIC WORKS- BUILDING INSPECTION

## Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
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 (1 frozen/unfunded)	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 BUILDING INSPECTION FT STAFF</b>	<b>9.00</b>	<b>9.00</b>	<b>8.00</b>	<b>9.00</b>	<b>8.00</b>

Part time staffing is decreased by \$10,000 to reflect actual spending from prior years.

Part Time Positions	Budgeted Hours 2020/21	Full Time Equivalent	Budgeted Hours 2021/22	Full Time Equivalent	Change in FTE's
Clerical Assistant	1,014	0.49	1,014	0.49	0.00
Building Official	1,014	0.49	748	0.36	-0.13
<b>TOTAL BUILDING INSPECTION PT STAFF</b>	<b>2,028</b>	<b>0.98</b>	<b>1,762</b>	<b>0.85</b>	<b>-0.13</b>

## Purchased Services and Supplies:

Covers office administration expenses for the Building Inspection office, permitting software, supplies & transportation for building inspectors, and professional development & affiliations, with no significant adjustments.

## STATUS OF 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 -**  
While the Parkade redevelopment project is expected to start at the end of the current fiscal year, Winstanley Enterprises remodel of the 1.9 million square foot 1339 Tolland Turnpike is an ongoing effort. Main Street EDC projects started and in progress include the repurpose of 1115 Main Street known as The Firestone and the start of the remodel of 623 Main Street which includes converting 2<sup>nd</sup> and 3<sup>rd</sup> floor rooming units to apartments.

## PUBLIC WORKS- BUILDING INSPECTION

2. **Commence review and selection process for new permit management software** - After reviewing the ten respondents to our RFP and respective presentations, the group involved in the selection process arrived at their final selection, Tyler Technologies EnerGov.
3. **Update Manchester Property Maintenance Code** - It is still our intent to propose an updated version of the Manchester Property Maintenance Code to the Board of Directors prior to the end of the fiscal year.

### 2021/22 GOALS

1. **Revamp building permit application and record retention processes with implementation of Tyler Technologies' Energov permit management software with the following objectives:**
  - a. **Eliminate our dependency on paper driven workflows, transitioning to electronic based records.**
  - b. **Centralize the building permit application process for commercial projects, eliminating the need to visit multiple municipal offices with duplicative processes while facilitating payment of all fees at once.**
  - c. **Standardize process to capture key code analysis data on commercial projects to reduce cost of subsequent alterations and additions and provide valuable interim reference.**
  - d. **Complete implementation of BlueBeam Revu Studio collaboration features to streamline plan review process for commercial projects.**
  - e. **Improve accessibility to data for public to improve user experience while encouraging self-service.**
2. **Adopt and implement revised Manchester Property Maintenance Code to replace the current document originally adopted in 1997.**



# Recommended Budget

Town of Manchester,  
Connecticut

FY 2021-22

## Public Safety

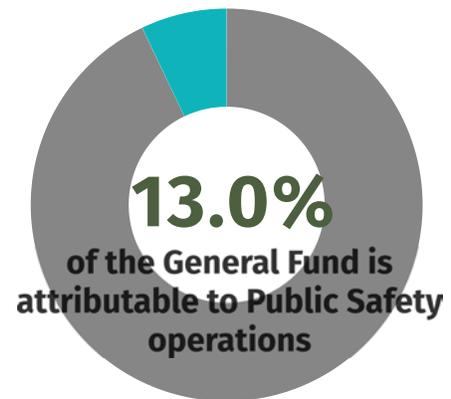
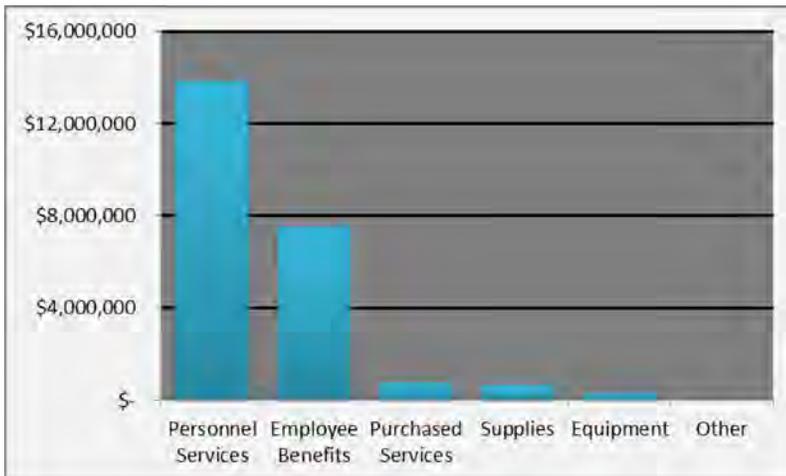


The Public Safety section of the budget includes the Police Department and Emergency Management, as well as the Fire-Rescue-EMS Department (which is funded separately from the General Fund).

### Summary of Department Budgets

	Expended 2019/20	Adopted 2020/21	Estimated Expenditure 2020/21	Manager's Recommended 2021/22	Adopted 2021/22	Change Over Current Adopted	Percent Change
<b>PUBLIC SAFETY</b>							
Police	\$ 20,607,318.46	\$ 21,990,599	\$ 20,326,111	\$ 23,022,953	\$ -	\$ 1,032,354	4.69%
Paramedic Services	\$ 2,312,621.00	\$ 2,532,103	\$ 2,532,103	\$ 2,586,848	\$ -	\$ 54,745	2.16%
Emergency Management	\$ 53,706.84	\$ 60,971	\$ 60,971	\$ 60,971	\$ -	\$ -	0.00%
<b>TOTAL</b>	<b>\$ 22,973,646.30</b>	<b>\$ 24,583,673</b>	<b>\$ 22,919,185</b>	<b>\$ 25,670,772</b>	<b>\$ -</b>	<b>\$ 1,087,099</b>	<b>4.42%</b>
<b>OTHER BUDGETED FUNDS:</b>							
<b>FIRE FUND</b>	<b>\$ 16,514,263.73</b>	<b>\$ 18,039,719</b>	<b>\$ 17,455,945</b>	<b>\$ 18,541,172</b>	<b>\$ -</b>	<b>\$ 501,453</b>	<b>2.78%</b>

Note: Paramedic Services has been budgeted in Fixed Misc- Interfund Transfers through FY21, but will be shown as a General Fund Public Safety operation beginning in FY22



#### General Fund



Total Recommended  
**\$25,670,772**



Increase  
**\$1,087,099**



Percent Increase  
**4.42%**

#### Fire Fund



Total Recommended  
**\$18,541,172**



Increase  
**\$501,453**



Percent Increase  
**2.78%**



Mill Rate Increase  
**2.24%**

# MANCHESTER POLICE DEPARTMENT

## 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 TABLES & COMMENTARY

Expenditures by Object	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Change Over		Percent Change
					Adopted 2021/22	2020/21 Adopted	
Personnel Services	13,037,502.04	13,477,389	13,360,353	13,817,218		339,829	2.52%
Employee Benefits	6,416,427.51	6,889,720	6,712,583	7,537,195		647,475	9.40%
Purchased Services	552,351.43	750,790	671,140	755,790		5,000	0.67%
Supplies	524,467.61	592,100	630,487	632,150		40,050	6.76%
Equipment	76,569.87	280,600	682,455	280,600		-	0.00%
Other	-	-	-	-		-	N/A
<b>TOTAL POLICE</b>	<b>20,607,318.46</b>	<b>21,990,599</b>	<b>22,057,018</b>	<b>23,022,953</b>	<b>-</b>	<b>1,032,354</b>	<b>4.69%</b>

Of the increase to employee benefits, \$460,682 is attributable to increases in pension costs (+17.15% compared to current year pension costs), which are determined by an actuarial valuation of the pension fund and its liabilities. Absent the increase in pension costs, the Police budget increases by **2.60%** over the current year.

# MANCHESTER POLICE DEPARTMENT

Expenditures by Function	Expended	Adopted	Estimated	Manager's	Adopted	Change Over	Percent Change
	2019/20	2020/21	Expend. 2020/21	Recom. 2021/22	2021/22	2020/21 Adopted	
Police Administration	2,126,457.63	2,843,411	2,859,535	3,165,355		321,944	11.32%
Police Patrol	12,055,521.79	11,930,189	12,174,076	12,583,307		653,118	5.47%
Training	458,412.91	495,639	354,693	506,132		10,493	2.12%
Animal Control	165,302.52	199,182	172,452	214,830		15,648	7.86%
Investigative Service	2,596,631.80	2,461,801	2,621,136	2,552,230		90,429	3.67%
Police Motor Vehicles & Equip	184,470.36	217,000	246,353	189,000		(28,000)	-12.90%
Police Buildings & Grounds	184,065.63	225,276	233,948	224,080		(1,196)	-0.53%
Accident Records	637,771.44	823,076	768,715	839,403		16,327	1.98%
Communications	1,445,116.99	1,680,543	1,655,095	1,700,093		19,550	1.16%
East Central Narcotics	319,045.88	565,249	452,718	479,017		(86,232)	-15.26%
Traffic Services	434,521.51	549,233	518,297	569,506		20,273	3.69%
<b>TOTAL POLICE</b>	<b>20,607,318.46</b>	<b>21,990,599</b>	<b>22,057,018</b>	<b>23,022,953</b>		<b>- 1,032,354</b>	<b>4.69%</b>

## Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
<b>Police Administration</b>					
Chief of Police		1.00	1.00	1.00	1.00
Deputy Chief of Police		0.00	0.00	0.00	0.00
Captain		2.00	2.00	2.00	2.00
Administration Lieutenant		2.00	2.00	2.00	2.00
Accreditation Manager		0.50	0.50	0.50	0.50
Executive Assistant		1.00	1.00	1.00	1.00
<b>Subtotal:</b>		<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>
<b>Police Training</b>					
Sergeant		1.00	1.00	1.00	1.00
Patrol Officer		1.00	1.00	1.00	1.00
<b>Subtotal:</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Patrol</b>					
Captain		1.00	1.00	1.00	1.00
Lieutenant		4.00	4.00	4.00	4.00
Sergeant		14.00	15.00	15.00	15.00
Patrol Officer (7 frozen/unfunded)		75.00	73.00	66.00	74.00
Secretary		0.50	0.50	0.50	0.50
Police Service Aides		5.00	5.00	5.00	5.00
<b>Subtotal:</b>		<b>99.50</b>	<b>98.50</b>	<b>91.50</b>	<b>99.50</b>

# MANCHESTER POLICE DEPARTMENT

## Personnel & Employee Benefits (cont'd- Full Time Positions):

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
<b>Animal Control</b>					
Animal Control Officer	1.00	1.00	1.00	1.00	1.00
<b>Subtotal:</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Investigative Services</b>					
Lieutenant	1.00	1.00	1.00	1.00	1.00
Sergeant	2.00	3.00	3.00	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
<b>Subtotal:</b>	<b>16.00</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>
<b>Maintenance</b>					
Janitor	2.00	2.00	2.00	2.00	2.00
<b>Subtotal:</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Records</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 (1 frozen/unfunded)	4.00	4.00	3.00	4.00	3.00
Admin. Records Supervisor	1.00	1.00	1.00	1.00	1.00
<b>Subtotal:</b>	<b>6.50</b>	<b>6.50</b>	<b>5.50</b>	<b>6.50</b>	<b>5.50</b>
<b>Communications</b>					
Supt. Of Communications	1.00	1.00	1.00	1.00	1.00
Dispatcher (1 frozen, 1 delayed hire)	19.00	19.00	18.00	19.00	18.00
<b>Subtotal:</b>	<b>20.00</b>	<b>20.00</b>	<b>19.00</b>	<b>20.00</b>	<b>19.00</b>
<b>East Central Narcotic</b>					
Sergeant	1.00	1.00	1.00	1.00	1.00
Patrol Officer (1 reclassified to Patrol)	3.00	3.00	3.00	2.00	2.00
<b>Subtotal:</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Traffic Services</b>					
Sergeant	1.00	1.00	1.00	1.00	1.00
Patrol Officer	3.00	3.00	3.00	3.00	3.00
<b>Subtotal:</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>TOTAL REGULAR POSITIONS</b>					
<b>Sworn Officers</b>	<b>124.00</b>	<b>124.00</b>	<b>117.00</b>	<b>124.00</b>	<b>117.00</b>
<b>Civilians</b>	<b>37.50</b>	<b>37.50</b>	<b>35.50</b>	<b>37.50</b>	<b>35.50</b>
<b>TOTAL POLICE FT STAFF</b>	<b>161.50</b>	<b>161.50</b>	<b>152.50</b>	<b>161.50</b>	<b>152.50</b>

Notes: one patrol officer position previously budgeted in ECN is now funded in Patrol

One unfilled Dispatch position is authorized but funded for a delayed hire date in June, 2022

# MANCHESTER POLICE DEPARTMENT

## Personnel & Employee Benefits (cont'd- Part Time Positions):

Part Time Positions	Budgeted		Budgeted		Change in FTE's
	Hours 2020/21	Full Time Equivalents	Hours 2021/22	Full Time Equivalents	
Accounts Payable Clerk	1,001	0.48	1,001	0.48	0.00
<b>TOTAL POLICE ADMINISTRATION</b>	<b>1,001</b>	<b>0.48</b>	<b>1,001</b>	<b>0.48</b>	<b>0.00</b>
School Crossing Guards (35)	19,215	9.24	19,215	9.24	0.00
Crossing Guard Supervisor	780	0.38	780	0.38	0.00
<b>TOTAL POLICE PATROL PT STAFF</b>	<b>19,995</b>	<b>9.61</b>	<b>19,995</b>	<b>9.61</b>	<b>0.00</b>
Asst Animal Control Officers (4)	3,042	1.46	4,056	1.95	0.49
<b>TOTAL POLICE ANIMAL CONTROL PT STAFF</b>	<b>3,042</b>	<b>1.46</b>	<b>4,056</b>	<b>1.95</b>	<b>0.49</b>
Data Entry Clerk	1,014	0.49	1,014	0.49	0.00
Evidence Technicians (2)	2,028	0.98	2,028	0.98	0.00
<b>TOTAL POLICE RECORD PT STAFF</b>	<b>3,042</b>	<b>1.46</b>	<b>3,042</b>	<b>1.46</b>	<b>0.00</b>
<b>TOTAL POLICE PART TIME STAFF</b>	<b>27,080</b>	<b>13.02</b>	<b>28,094</b>	<b>13.51</b>	<b>0.49</b>

## Purchased Services and Supplies:

Covers the cost of the following services relating to the operations of the Manchester Police Department:

**Police Administration:** central office expenses, professional development, affiliations & certifications, accreditation expenses, community events & neighborhood outreach, radar & other traffic equipment, the purchase & outfitting of police cruisers, and computers, servers & IT services for the department.

**Patrol:** uniforms & personal equipment worn/used by patrol officers.

**Training:** professional development & ongoing training across a wide variety of focus areas for all police officers, firing range expenses, and firearms.

**Animal Control:** rental cost for the regional animal shelter, animal care supplies, ads for animal placement.

**Investigative Services:** annual contribution to Interval House domestic violence outreach, criminal investigation supplies & services.

**Motor Vehicle Maintenance:** fuel, vehicle repairs, supplies for cruisers.

**Buildings & Grounds:** minor building repairs & cleaning, grounds maintenance, snow removal, water charges.

**Accident Records:** all PD software licenses and maintenance, phone line and postage expenses for the police station, printing services, rental costs for the Downtown Substation, evidence room supplies.

**Communications:** all radios and radio repairs for the PD, regional dispatch system fees, repair & maintenance of dispatch center equipment.

**East Central Narcotics:** town share of the regional task force's operating expenses.

**Traffic Services:** no purchased service expenses (staff costs only).

# MANCHESTER POLICE DEPARTMENT

## Purchased Services and Supplies (cont'd):

The budget includes the following adjustments:

- An increase of \$53,050 for the quartermasters account to cover increasing cost of personal gear for officers
- A reduction of \$30,000 for gasoline based on State bid prices and historic use
- An increase of \$5,000 for rental costs for the regional animal control facility

## STATUS OF 2020/21 GOALS

- 1. Maintain full staffing levels for sworn officers** – In progress. Efforts were slowed by the COVID Pandemic, but we were able to hire two officers since 7/1/2020 and they are currently in the academy. We are funded for 117 sworn officers and we are currently at 113 sworn officers.
- 2. Increase recruitment efforts and achieve full staffing in the Dispatch Center** - In progress. Efforts were slowed by the COVID Pandemic. Supervisor of Communications was able to hire 2 Dispatchers since 7/1/2020. Dispatch is funded for 19 Dispatchers and we are currently at 14 Dispatchers, including one in training.
- 3. To train new officers hired in the past year in Crisis Intervention Training (CIT)** - In progress, training was completely shut down due to the COVID Pandemic. We will look to complete this training as restrictions are lifted and it is safe to do so.
- 4. To provide accident reports online** - In progress, still working with vendor to bring this function online.
- 5. To develop an online case reporting system for minor crimes not requiring investigation through our RMS Software (Nexgen)** - Completed and online on MPD website.

# MANCHESTER POLICE DEPARTMENT

## 2021/22 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. Provide newly hired officers with basic DWI and Interview and Interrogation training.**

# 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 TABLES & COMMENTARY

Expenditures by Object	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Adopted 2021/22	Change Over 2020/21 Adopted	Percent Change
Personnel Services	25,916.49	27,455	27,455	27,455		-	0.00%
Employee Benefits	1,981.51	2,100	2,100	2,100		-	0.00%
Purchased Services	10,606.72	15,316	15,316	15,316		-	0.00%
Supplies	13,213.87	14,100	14,100	14,100		-	0.00%
Equipment	1,988.25	2,000	2,000	2,000		-	0.00%
Other	-	-	-	-		-	N/A
<b>TOTAL EMERGENCY MGMT</b>	<b>53,706.84</b>	<b>60,971</b>	<b>60,971</b>	<b>60,971</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>

### Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Part Time Positions	Budgeted		Budgeted		Change in FTE's
	Hours 2020/21	Full Time Equivalents	Hours 2021/22	Full Time Equivalents	
Emergency Management Tech	1,066	0.51	1,066	0.51	0.00
<b>TOTAL EMERGENCY MANAGEMENT PT STAFF</b>	<b>1,066</b>	<b>0.51</b>	<b>1,066</b>	<b>0.51</b>	<b>0.00</b>

### Purchased Services and Supplies:

Covers operating expenses for the regional Emergency Operation Center, disaster preparedness training & equipment, and support for the CERT search & rescue team, with no significant adjustments.

## STATUS OF 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 – EOC upgrading process was started. A large screen, high resolution TV monitor was added to better show any videos, as the lower resolution projector/screen combination is starting to near end of life. Additionally, this screen and camera system enables the use of

## EMERGENCY MANAGEMENT

ZOOM meetings hosted by the town. EOC laptop computers (12) are on a 4 units per year replacement cycle. The cycle insures the oldest computer will be 3 years old at the most.

- 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 - Because of COVID-19 the State has given an additional year to update the LEOP.**

### 2021/22 GOALS

- 1. Start and complete 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.**
- 2. Increase CERT membership by recruiting new members and conducting a new CERT basic training class in early spring 2021.**
- 3. Develop a partnership with “Our Companions” animal rescue group, who will assist Emergency Management in the case we need to open an emergency shelter for Manchester residents.**
- 4. In light of COVID-19, develop a revised emergency shelter plan because of the reduced capacity of all shelters in Manchester. Per American Red Cross guidance we must reduce the per person space from 40 sq. feet to 120 sq. feet per person to permit the 6 foot social distancing requirements. This requirement reduces the shelter capacity from 500 to 100 shelterees.**

# SOUTH MANCHESTER FIRE DISTRICT

## 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 firefighting 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.

# SOUTH MANCHESTER FIRE DISTRICT

## BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Adopted 2021/22	Change Over 2020/21 Adopted	Percent Change
Personnel Services	8,326,423.30	9,190,142	8,677,572	9,322,704		132,562	1.44%
Employee Benefits	4,500,561.66	4,931,890	4,838,905	5,085,667		153,777	3.12%
Purchased Services	1,666,797.04	1,773,037	1,787,452	1,824,740		51,703	2.92%
Supplies	397,758.00	431,710	436,165	447,360		15,650	3.63%
Equipment	130,962.73	108,500	131,411	108,500		-	0.00%
Interfund Transfers	888,261.00	1,005,940	1,005,940	1,092,201		86,261	8.58%
Apparatus Payments & Capital	495,000.00	475,000	475,000	640,000		165,000	34.74%
Debt Service	108,500.00	103,500	103,500	-		(103,500)	-100.00%
Contingency	-	20,000		20,000		-	0.00%
Other	-			-		-	N/A
<b>TOTAL FIRE</b>	<b>16,514,263.73</b>	<b>18,039,719</b>	<b>17,455,945</b>	<b>18,541,172</b>	<b>-</b>	<b>501,453</b>	<b>2.78%</b>

Expenditures by Function	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Adopted 2021/22	Change Over 2020/21 Adopted	Percent Change
Fire Administration	3,637,366.99	3,785,931	3,967,622	4,037,924		251,993	6.66%
Fire Fighting Service	8,421,523.47	9,429,581	8,709,663	9,626,806		197,225	2.09%
Alarms and Communications	412,945.07	421,060	421,060	432,952		11,892	2.82%
Fire Prevention	436,808.10	519,279	513,220	630,866		111,587	21.49%
Fire Training	197,465.36	226,130	229,040	229,141		3,011	1.33%
Apparatus Service	190,295.06	177,335	179,030	179,835		2,500	1.41%
Bldgs & Grounds Maintenance	168,753.47	213,800	222,415	230,800		17,000	7.95%
Paramedics	2,857,846.43	3,132,103	3,079,394	3,141,848		9,745	0.31%
Fire Debt Service	108,500.00	103,500	103,500	-		(103,500)	-100.00%
Fire Equipment	82,759.78	31,000	31,000	31,000		-	0.00%
<b>TOTAL FIRE</b>	<b>16,514,263.73</b>	<b>18,039,719</b>	<b>17,455,944</b>	<b>18,541,172</b>	<b>-</b>	<b>501,453</b>	<b>-55.94%</b>

# SOUTH MANCHESTER FIRE DISTRICT

## Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no changes to staffing levels.

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
<b>Fire Administration</b>					
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
Clerical Assistant	0.60	0.60	0.60	0.00	0.00
<b>Subtotal:</b>	<b>7.60</b>	<b>7.60</b>	<b>7.60</b>	<b>7.00</b>	<b>7.00</b>
<b>Firefighting Services</b>					
Lieutenant	20.00	20.00	20.00	20.00	20.00
Firefighter	35.00	35.00	35.00	35.00	35.00
<b>Subtotal:</b>	<b>55.00</b>	<b>55.00</b>	<b>55.00</b>	<b>55.00</b>	<b>55.00</b>
<b>Fire Prevention</b>					
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
Clerical Assistant	0.00	0.00	0.00	1.00	1.00
<b>Subtotal:</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Fire Training</b>					
Training Haz. Mat. Safety Officer	1.00	1.00	1.00	1.00	1.00
<b>Subtotal:</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Paramedic Services</b>					
Paramedics	18.00	18.00	17.00	18.00	17.00
Medical Officer/Emerg. Superv.	1.00	1.00	1.00	1.00	1.00
Clerical Assistant	0.40	0.40	0.40	0.00	0.00
<b>Subtotal:</b>	<b>19.40</b>	<b>19.40</b>	<b>18.40</b>	<b>19.00</b>	<b>18.00</b>
<b>TOTAL FIRE FT STAFF</b>	<b>86.00</b>	<b>86.00</b>	<b>85.00</b>	<b>86.00</b>	<b>85.00</b>

Note: the Clerical Assistant position, currently budgeted 60% in Administration and 40% Paramedics, is reallocated to be covered 100% by the Fire Prevention office beginning in FY22.

Part Time Positions	Budgeted Hours 2020/21	Full Time Equivalents	Budgeted Hours 2021/22	Full Time Equivalents	Change in FTE's
Data Management Tech	1,000	0.48	1,000	0.48	0.00
<b>TOTAL FIRE PT STAFF</b>	<b>1,000</b>	<b>0.48</b>	<b>1,000</b>	<b>0.48</b>	<b>0.00</b>

# SOUTH MANCHESTER FIRE DISTRICT

## Purchased Services and Supplies:

Covers the cost of the following services relating to the operations of the South Manchester Fire District:

**Fire Administration:** office administration costs for the central office, professional development & affiliations for Fire Department leadership, licenses & maintenance for financial & emergency response software.

**Firefighting Services:** water charges for the Town's hydrant system, uniforms & personal protective equipment for firefighters, breathing apparatuses, mobile radios, thermal imaging cameras, and testing services for equipment & fire trucks.

**Alarms & Communications:** reimbursement to the Manchester Police Department to cover a portion of the Town's emergency dispatch costs, and telephone services for the fire stations.

**Fire Prevention:** office administration & field supplies for the Fire Marshal's office, professional development & affiliations, fire investigation tools & equipment, promotional materials, and program costs for fire risk reduction programs.

**Fire Training:** ongoing training & certifications for firefighters, training materials, and certification management software.

**Apparatus Services:** repairs, maintenance & testing for fire trucks, truck supplies, aerial & pump testing, and fuel.

**Buildings & Grounds:** major utilities & repairs to the fire stations, service contracts for building equipment, cleaning & maintenance.

**Paramedics:** medical supplies & equipment, fees for the regional EMS communications & patient care reporting systems, licenses & professional memberships, defibrillator servicing, and motor vehicle maintenance & operating costs for Paramedic response vehicles.

The budget includes the following adjustments:

- \$17,000 increase to repairs to buildings to address maintenance needs at the fire stations identified through a facility needs assessment.
- \$2,500 increase in cost of pump & ladder testing

## Sundries Accounts:

The sundries accounts cover the following costs:

**Fire Administration:** contingency, and interfund transfers to cover general fund overhead support services, Information Systems tech support services, contribution to the Town's property & liability insurance, and transfer to fire reserves, which covers capital projects & annual payments towards fire truck purchases.

**Debt Service:** bonded debt on fire station repairs from FY01 (FY21 is the last year of payments)

**Fire Equipment:** replacement of cardiac monitors

## SOUTH MANCHESTER FIRE DISTRICT

The Transfer to Fire Reserves includes the following:

- \$450,000 annual payment towards fire apparatus purchases
- \$140,000 roof replacements for fire stations
- \$50,000 staff vehicle replacements

More detailed information on the Fire capital budget is available in the Capital Improvement Plan section of this document.

### Revenues:

Revenues	Collected 2019/20	Budgeted Estimate 2020/21	Revised Estimate 2020/21	Manager's Projected 2021/22	Adopted Projection 2021/22	Change Over Current Year	Percent Change
Current Property Taxes	13,734,789.00	14,402,616	14,402,616	14,979,324		576,708	4.00%
MV Supplemental	164,657.34	140,000	140,000	140,000		-	0.00%
Ambulance Service Fees	224,809.11	600,000	555,000	555,000		(45,000)	-7.50%
Fire Marshal Fees	84,107.00	125,000	125,000	125,000		-	0.00%
Interest on Investments	71,530.99	70,000	30,000	30,000		(40,000)	-57.14%
Transfer From Reserves	-	-	292,000	-		-	N/A
Paramedic Reimbursement	2,312,621.00	2,532,103	2,532,103	2,541,848		9,745	0.38%
<b>TOTAL FIRE REVENUES</b>	<b>\$16,592,514.44</b>	<b>17,869,719</b>	<b>18,076,719</b>	<b>18,371,172</b>	<b>-</b>	<b>501,453</b>	<b>2.81%</b>
Total Fire Expenditures	<b>\$16,514,263.73</b>	<b>18,039,719</b>	<b>17,455,945</b>	<b>18,541,172</b>		<b>501,453</b>	<b>2.78%</b>
Use of Reserves/ Net Result	-	<b>170,000</b>	-	<b>170,000</b>		-	<b>0.00%</b>

**Current Property Taxes:** in order to support the operation of the South Manchester Fire District, a mill rate of 5.47 would be levied for residents of the South Manchester Fire District, which is an increase of 2.24% over the current mill rate of 5.35.

**MV Supplemental:** a portion of the motor vehicle supplemental list (vehicles registered after October 1) is attributable to the Fire District taxes; therefore, the General Fund remits a portion of MV Supplemental revenues to the Fire Fund.

**Ambulance Service Fees:** represents fees receivable for advanced life support (ALS) services provided by the Paramedics operation.

**Fire Marshal Fees:** collected for various property inspection & certification services performed by the Fire Marshal's office.

**Paramedic Reimbursement:** since Paramedic services are provided for the entire Town, including portions outside the South Manchester Fire District, the General Fund reimburses the Fire District Fund for the cost of the Paramedics operation, net of projected ambulance service fees to be collected.

# SOUTH MANCHESTER FIRE DISTRICT

## STATUS OF 2020/21 GOALS

- 1. Continue Development of a Community Strategic Plan for Fire, Rescue and Emergency Medical Services** - The Strategic Plan is complete and internal MFRE objectives are being implemented. Strategic objectives related to integration of MFRE and 8<sup>th</sup> Utilities District Fire Department capabilities have been delayed due to changes in 8<sup>th</sup> Utilities District leadership. A seamless integration of resources continues to be an essential goal.
- 2. Development of Data Management System to monitor performance metrics of Fire, Rescue and Emergency Medical Services delivery** - This continues to be a multi-year project as many of the analytic software platforms are in the development phase among several vendors. Performance metrics are presently measured by several disparate and unconnected software platforms. Software and data management system options have been assessed and the implementation of a unified system solution is underway.

## 2021/22 GOALS

- 1. Consolidation of MFRE's Record Management Systems.**
- 2. Development of an In-Service, Officer Led Training Initiative to Insure Compliance with OSHA Mandated Refresher Training for Firefighters.**
- 3. Development of an Expanded Program for Attracting Potential Employees in Greater Numbers in Order to Meet Projected Vacancies Due to Anticipated Retirements.**
- 4. Continue Development of a Community Strategic Plan for Fire, Rescue and Emergency Medical Services.**
- 5. Continue Development of the Standard Operating Practices and Policies Manual.**



# Recommended Budget

Town of Manchester,  
Connecticut

FY 2021-22

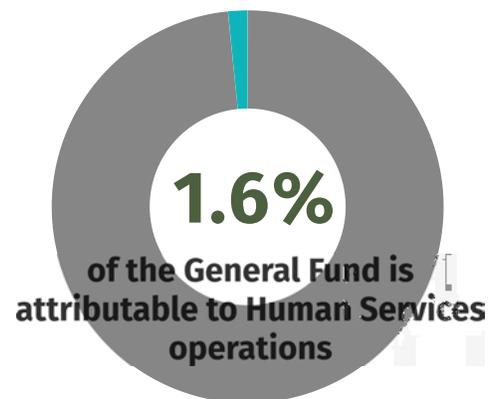
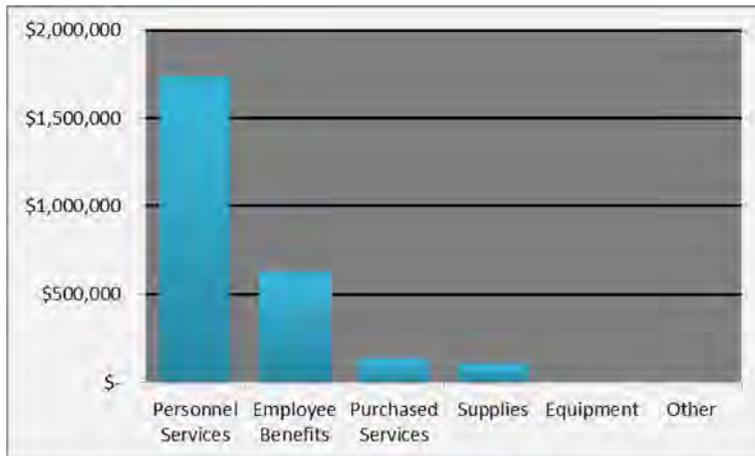
## Human Services



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.

### Summary of Department Budgets

	Expended 2019/20	Adopted 2020/21	Estimated Expenditure 2020/21	Manager's Recommended 2021/22	Adopted 2021/22	Change Over Current Adopted	Percent Change
<b>DEPARTMENT OF HUMAN SERVICES</b>							
Human Services Administration	\$ 819,373.87	\$ 854,429	\$ 858,811	\$ 857,461		\$ 3,032	0.35%
Health	\$ 820,846.87	\$ 874,951	\$ 886,381	\$ 917,168		\$ 42,217	4.83%
Senior, Adult and Family Services	\$ 622,125.52	\$ 653,719	\$ 648,038	\$ 665,401		\$ 11,682	1.79%
Senior Center	\$ 640,180.82	\$ 766,515	\$ 575,201	\$ 738,825		\$ (27,690)	-3.61%
<b>TOTAL</b>	<b>\$ 2,902,527.08</b>	<b>\$ 3,149,614</b>	<b>\$ 2,968,431</b>	<b>\$ 3,178,855</b>	<b>\$ -</b>	<b>\$ 29,241</b>	<b>0.93%</b>



Total Recommended  
**\$3,178,855**



Increase  
**\$29,241**



Percent Increase  
**0.93%**

# 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 TABLES & COMMENTARY

Expenditures by Object	Expended	Adopted	Estimated	Manager's	Adopted	Change Over	Percent
	2019/20	2020/21	Expend. 2020/21	Recom. 2021/22	2021/22	2020/21 Adopted	Change
Personnel Services	193,197.76	203,332	207,231	204,359		1,027	0.51%
Employee Benefits	65,890.12	70,763	71,246	67,107		(3,656)	-5.17%
Purchased Services	4,536.73	11,125	11,125	10,580		(545)	-4.90%
Supplies	2,165.82	2,516	2,516	2,600		84	3.34%
Equipment	-	-	-	-		-	N/A
Community Agencies	553,583.44	566,693	566,693	572,815		6,122	1.08%
<b>TOTAL HS ADMIN</b>	<b>819,373.87</b>	<b>854,429</b>	<b>858,811</b>	<b>857,461</b>	<b>-</b>	<b>3,032</b>	<b>0.35%</b>

### Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized	Authorized	Funded	Authorized	Funded
	2019/20	2020/21	2020/21	2021/22	2021/22
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 HS ADMIN FT STAFF</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

### Purchased Services and Supplies:

Covers the cost of office administration & professional development for the Director of Human Services' office, with no significant adjustments.

# HUMAN SERVICES ADMINISTRATION

## Community Agencies:

The following nonprofit agencies receive Town subsidies to provide a variety of services to those in need within the community:

Community Agencies	Expended 2019/20	Adopted 2020/21	Estimated Expended 2020/21	Manager's Recom. 2021/22	Adopted 2021/22	Change Over 2020/21 Adopted	Percent Change
Comm. Child Guidance Clinic	108,000.00	110,160	110,160	110,160		-	0.00%
Visiting Nurse & Health Services	84,260.00	86,789	86,789	89,066		2,277	2.62%
ECHN STEPP Teen Parent Prog.	9,650.00	9,650	9,650	9,650		-	0.00%
Community Renewal Team	3,877.00	3,993	3,993	4,113		120	3.01%
MARC, Inc.	74,454.00	76,700	76,700	76,700		-	0.00%
HGL Health Collective	13,433.00	13,433	13,433	13,433		-	0.00%
YWCA- Sexual Assault Crisis Ctr.	6,000.00	6,000	6,000	6,000		-	0.00%
N. Central Mental Health Board	4,076.00	4,076	4,076	4,076		-	0.00%
UR Community Cares	-	5,000	5,000	6,500		1,500	30.00%
Manchester Early Learning Cent.	8,920.00	8,920	8,920	9,207		287	3.22%
Head Start Facility	41,956.00	41,956	41,956	42,894		938	2.24%
MACC	113,516.00	113,516	113,516	113,516		-	0.00%
MACC Outreach and Referral	20,000.00	20,000	20,000	20,000		-	0.00%
Police Activities League	26,000.00	26,500	26,500	27,500		1,000	3.77%
Journey Home	-	5,000	5,000	5,000		-	0.00%
Manchester Housing Auth. RSC	20,000.00	20,000	20,000	20,000		-	0.00%
Community Services	19,441.44	15,000	15,000	15,000		-	0.00%
<b>TOTAL COMMUNITY AGENCIES</b>	<b>553,583.44</b>	<b>566,693</b>	<b>566,693</b>	<b>572,815</b>	<b>-</b>	<b>6,122</b>	<b>1.08%</b>

## STATUS OF 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** - The Department continued to work with various community partners in regards to addressing and planning for the long-term needs of Manchester's older residents. The Department continued to collaborate with providers to address the Mental Health, Housing and other needs of Manchester's residents during the COVID crisis.
- 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** - The COVID crisis shifted the work of the Department to focusing on the immediate and short terms needs of Manchester residents. However, the Department continued to work with partners and providers to develop plans for the eventual attainment of a "Livable Communities" designation.

# HUMAN SERVICES ADMINISTRATION

## 2021/22 GOALS

- 1. Facilitate Senior Center Needs assessment to assess, identify and plan for the long term Senior Center facility needs of Manchester.**
- 2. Continue to work with the Department and partners to develop plans and strategies that address the needs of Manchester's older residents.**
- 3. Continue to facilitate partnerships, programs and partnerships that seek to address homelessness in the Manchester area.**

# HEALTH DEPARTMENT

## 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 TABLES & COMMENTARY

Expenditures by Function	Expended	Adopted	Estimated	Manager's	Adopted	Change Over	Percent Change
	2019/20	2020/21	2020/21	Recom. 2021/22	2021/22	2020/21 Adopted	
Community Health Services	330,517.33	349,976	362,945	366,133		16,157	4.62%
Environmental Health Services	398,388.81	478,082	477,181	501,959		23,877	4.99%
Clinic Service	91,940.73	46,893	46,256	49,076		2,183	4.66%
<b>TOTAL HEALTH</b>	<b>820,846.87</b>	<b>874,951</b>	<b>886,382</b>	<b>917,168</b>	-	<b>42,217</b>	<b>4.83%</b>

# HEALTH DEPARTMENT

Expenditures by Object	Expended	Adopted	Estimated	Manager's	Adopted	Change Over	Percent Change
	2019/20	2020/21	Expend. 2020/21	Recom. 2021/22	2021/22	2020/21 Adopted	
Personnel Services	544,293.66	579,000	586,096	609,971		30,971	5.35%
Employee Benefits	218,963.65	234,838	239,172	245,084		10,246	4.36%
Purchased Services	48,002.51	51,772	49,872	52,772		1,000	1.93%
Supplies	9,587.05	9,341	11,241	9,341		-	0.00%
Equipment	-	-	-	-		-	N/A
Other	-	-	-	-		-	N/A
<b>TOTAL HEALTH</b>	<b>820,846.87</b>	<b>874,951</b>	<b>886,381</b>	<b>917,168</b>	<b>-</b>	<b>42,217</b>	<b>4.83%</b>

## Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
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	3.00	3.00	3.00	3.00
Clinic Nurse	1.00	0.00	0.00	0.00	0.00
Clerical Assistant	1.00	1.00	1.00	1.00	1.00
<b>TOTAL HEALTH FT STAFF</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

Part Time Positions	Budgeted Hours 2020/21	Full Time Equivalents	Budgeted Hours 2021/22	Full Time Equivalents	Change in FTE's
Clinic Nurse	1,080	0.52	1,014	0.49	-0.03
<b>TOTAL HEALTH CLINICAL PT STAFF</b>	<b>1,080</b>	<b>0.52</b>	<b>1,014</b>	<b>0.49</b>	<b>-0.03</b>

## Purchased Services and Supplies:

Covers the following costs:

**Community & Personnel Health:** office administration for the Health Department, professional development & affiliations, employee physicals & screenings, medical advisor consultation, and field inspection software.

**Environmental Health:** certifications, licenses & affiliations for public health inspectors, cellphones & transportation costs for inspectors, and lead risk assessment services.

**Clinic Services:** programming costs for health promotional programs, and flu shots for the annual flu clinic.

There are no significant adjustments over the current year budget.

# HEALTH DEPARTMENT

## STATUS OF 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** – The implementation of the FDA Food Code in CT has been put on hold indefinitely due to the COVID pandemic. When progress resumes, the health department will be well positioned to implement the necessary changes and to work collaboratively with our local restaurants.
- 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** - The department completed their review of the Senior Needs Assessment report and outlined plans for programming based on the identified areas. Unfortunately, due the COVID pandemic most of the programming was shut down either by state mandate or the closing of the Senior Center. Vital information was obtained and will be used to establish programs in the future when allowable.
- 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** - During the COVID pandemic, the health department drastically increased its visibility both locally and statewide. Department staff participated on various decision making committees in relation to COVID planning, testing, and vaccinations. Multiple presentations and status reports were made to town leadership. The health department’s social media presence increased significantly in collaboration with the town communication manager providing timely and important information to Manchester residents.

## 2021/22 GOALS

- 1. Review and revise public health emergency plans in collaboration with other town departments.**
- 2. Strengthen existing partnerships with local businesses and restaurants while looking for opportunities to create new collaboration opportunities.**
- 3. Establish key performance measure data for both health equity and identified public health disparities.**

## 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 TABLES & COMMENTARY

Expenditures by Object	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Adopted 2021/22	Change Over 2020/21 Adopted	Percent Change
Personnel Services	458,177.66	481,567	476,859	485,625		4,058	0.84%
Employee Benefits	149,228.24	155,402	154,429	159,776		4,374	2.81%
Purchased Services	9,876.37	12,050	12,050	12,250		200	1.66%
Supplies	4,843.25	4,700	4,700	7,750		3,050	64.89%
Equipment	-	-	-	-		-	N/A
Other	-	-	-	-		-	N/A
<b>TOTAL SAFS</b>	<b>622,125.52</b>	<b>653,719</b>	<b>648,038</b>	<b>665,401</b>	<b>-</b>	<b>11,682</b>	<b>1.79%</b>

### Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
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 SAFS FT STAFF</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

Part Time Positions	Budgeted Hours 2020/21	Full Time Equivalent	Budgeted Hours 2021/22	Full Time Equivalent	Change in FTE's
Social Worker/ Conservator Agent	1,014	0.49	-	0.00	-0.49
Social Workers (4)	4,056	1.95	4,836	2.33	0.38
<b>TOTAL SENIOR ADULT &amp; FAM PT STAFF</b>	<b>5,070</b>	<b>2.44</b>	<b>4,836</b>	<b>2.33</b>	<b>-0.11</b>

## SENIOR ADULT & FAMILY SERVICES

### Purchased Services and Supplies:

Covers office administrative expenses for the Senior Adult & Family office, case management software, and emergency needs funding, with the following adjustments:

- \$3,050 in additional funding provided in anticipation of increased housing emergencies following the lifting of the Covid eviction moratorium.

### STATUS OF 2020/21 GOALS

- 1. Increase the visibility of Senior, Adult & Family Services and the services it provides through community outreach - Achieved.**
- 2. Ensure that lower-income residents have access to permanent, stable housing by providing security deposit and back rent assistance –**
- 3. 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 - SAFS provided over 22,044 rides to 465 unduplicated riders in FY 2020.**
- 4. 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.**
- 5. 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 2020, SAFS served and connected 28 households to permanent affordable housing within 40 days. 61% of households were linked to secondary support services.**

## SENIOR ADULT & FAMILY SERVICES

### 2021/22 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.**

# 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 TABLES & COMMENTARY

Expenditures by Object	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Change Over		
					Adopted 2021/22	2020/21 Adopted	Percent Change
Personnel Services	387,974.95	450,453	321,314	440,504		(9,949)	-2.21%
Employee Benefits	140,077.62	172,003	140,255	153,837		(18,166)	-10.56%
Purchased Services	40,503.67	54,975	34,028	56,700		1,725	3.14%
Supplies	71,585.15	86,584	77,104	85,284		(1,300)	-1.50%
Equipment	39.43	2,500	2,500	2,500		-	0.00%
Other	-	-	-	-		-	N/A
<b>TOTAL SENIOR CENTER</b>	<b>640,180.82</b>	<b>766,515</b>	<b>575,201</b>	<b>738,825</b>	<b>-</b>	<b>(27,690)</b>	<b>-3.61%</b>

### Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with an adjustment for a driver position that had been reclassified to part time in the prior fiscal year.

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
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	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 SENIOR CENTER FT STAFF</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

# SENIOR CENTER

## Personnel & Employee Benefits (Cont'd):

Part Time Positions	Budgeted		Budgeted		Change in FTE's
	Hours 2020/21	Full Time Equivalent	Hours 2021/22	Full Time Equivalent	
Program Assistant	750	0.36	975	0.47	0.11
Senior Bus Driver	2,000	0.96	2,250	1.08	0.12
Kitchen Tech	1,725	0.83	975	0.47	-0.36
Kitchen Assistant	50	0.02	975	0.47	0.44
Therapeutic Recreation	975	0.47	-	0.00	-0.47
Fitness Instructor	502	0.24	650	0.31	0.07
Instructor	186	0.09	450	0.22	0.13
<b>TOTAL SENIOR CENTER PT STAFF</b>	<b>6,188</b>	<b>2.98</b>	<b>6,275</b>	<b>3.02</b>	<b>0.04</b>

## Purchased Services and Supplies:

Covers the office & maintenance expenses associated with operating the Senior Center facility, programming costs, instructor fees, food provision for the Senior Meals Program, and operating expenses for the transportation program, with no significant adjustments.

## STATUS OF 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** - Due to the COVID19 pandemic, the Senior Center closed for in person activities and programs on March 16, 2020. This did not allow for the implementation of the goals and priorities in the report to be discussed with the membership and Advisory Committee nor did the closure allow any opportunity for implementation.

## 2021/22 GOALS

- 1. The Senior Center's goal for the beginning to middle of FY 21/22 is to supervise the re-opening of the Center and the resumption of in-person activities and programs.**
- 2. The Senior Center will work with the members of the Parks and Facilities Master Plan to include the Senior Center in discussions for possible renovation or relocation of the Senior Center to accommodate a growing senior population.**



# Recommended Budget

Town of Manchester,  
Connecticut

FY 2021-22

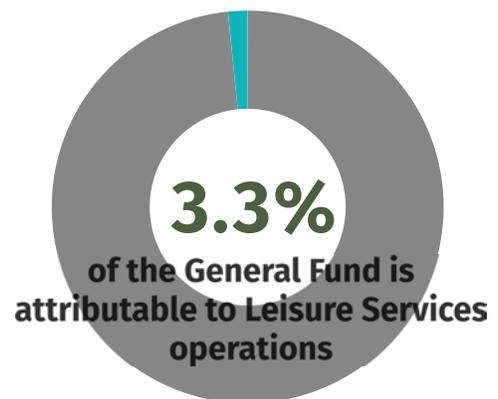
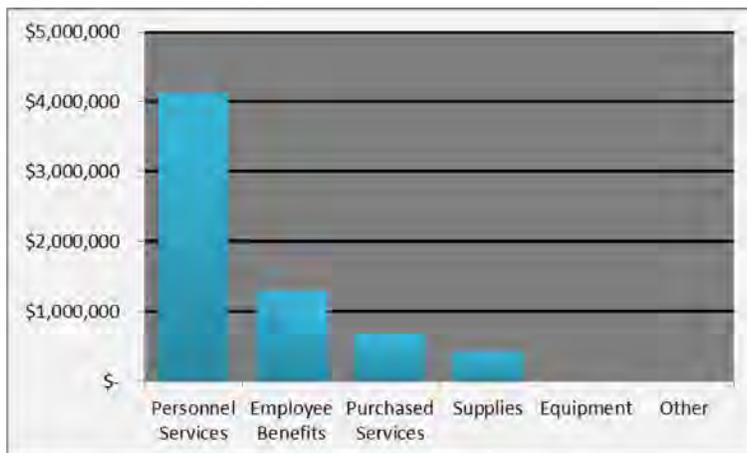
## Leisure Services



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.

### Summary of Department Budgets

	Expended 2019/20	Adopted 2020/21	Estimated Expenditure 2020/21	Manager's Recommended 2021/22	Adopted 2021/22	Change Over Current Adopted	Percent Change
<b>LEISURE SERVICES</b>							
Recreation	\$ 1,741,655.02	\$ 1,771,623	\$ 1,544,251	\$ 2,197,445		\$ 425,822	24.04%
Neighborhood & Families	\$ 124,011.37	\$ 178,751	\$ 176,911	\$ 195,239		\$ 16,488	9.22%
Youth Services Bureau	\$ 672,474.14	\$ 717,978	\$ 700,977	\$ 740,795		\$ 22,817	3.18%
Library	\$ 3,107,718.68	\$ 3,308,583	\$ 3,241,726	\$ 3,404,719		\$ 96,136	2.91%
<b>TOTAL</b>	<b>\$ 5,645,859.21</b>	<b>\$ 5,976,935</b>	<b>\$ 5,663,865</b>	<b>\$ 6,538,198</b>	<b>\$ -</b>	<b>\$ 561,263</b>	<b>9.39%</b>



*The majority of the increase to Leisure Services relates to the restoration of Summer Camps. Absent this change, Leisure Services increases by \$216,834, or 3.63%*



Total Recommended  
**\$6,538,198**



Increase  
**\$561,263**



Percent Increase  
**9.39%**

# LEISURE, FAMILIES & RECREATION- RECREATION

## DESCRIPTION

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.

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.

## BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Change Over		Percent Change
					Adopted 2021/22	2020/21 Adopted	
Personnel Services	1,114,786.70	1,062,606	865,201	1,388,989		326,383	30.72%
Employee Benefits	264,115.87	282,504	247,338	308,253		25,749	9.11%
Purchased Services	316,935.66	362,663	360,636	427,853		65,190	17.98%
Supplies	45,816.79	63,850	71,076	72,350		8,500	13.31%
Equipment	-	-	-	-		-	N/A
Other	-	-	-	-		-	N/A
<b>TOTAL RECREATION</b>	<b>1,741,655.02</b>	<b>1,771,623</b>	<b>1,544,251</b>	<b>2,197,445</b>	<b>-</b>	<b>425,822</b>	<b>24.04%</b>

The Summer Camp program was not funded in FY20/21 due to the Covid pandemic. In the FY21/22 budget, funding for the Summer Camps program is restored.

## LEISURE, FAMILIES & RECREATION- RECREATION

Expenditures by Function	Expended 2019/20	Adopted 2020/21	Estimated Expended 2020/21	Manager's Recom. 2021/22	Adopted 2021/22	Change Over	
						2020/21 Adopted	Percent Change
Recreation Administration	949,598.00	1,102,621	948,912	1,092,373		(10,248)	-0.93%
Recreation Facilities	280,750.86	379,343	284,229	422,185		42,842	11.29%
Aquatics	182,261.80	215,267	218,000	263,778		48,511	22.54%
Camp Kennedy	7,407.26	9,732	10,557	10,020		288	2.96%
Summer Camp Program	282,424.34	6,560	24,453	350,989		344,429	5250.44%
IOH Pool	39,212.76	58,100	58,100	58,100		-	0.00%
<b>TOTAL RECREATION</b>	<b>1,741,655.02</b>	<b>1,771,623</b>	<b>1,544,251</b>	<b>2,197,445</b>	<b>-</b>	<b>425,822</b>	<b>24.04%</b>

### Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments to full time staffing.

Full Time Positions	Authorized	Authorized	Funded	Authorized	Funded
	2019/20	2020/21	2020/21	2021/22	2021/22
Director of Leisure, Families and Rec.	1.00	1.00	1.00	1.00	1.00
Assistant Director of Recreation	1.00	0.00	0.00	0.00	0.00
Recreation Supervisor	4.00	3.00	3.00	3.00	3.00
Senior Recreation Supervisor		2.00	2.00	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 RECREATION FT STAFF</b>	<b>9.00</b>	<b>9.00</b>	<b>8.00</b>	<b>9.00</b>	<b>8.00</b>

Part Time Positions	Budgeted		Budgeted		Change in FTE's
	Hours 2020/21	Full Time Equivalents	Hours 2021/22	Full Time Equivalents	
Facilities - Mahoney	6,883	3.31	7,123	3.42	0.12
Facilities - Community Y	7,715	3.71	8,494	4.08	0.37
Facilities - Nathan Hale	5,640	2.71	4,890	2.35	-0.36
Aquatics - Indoor	2,256	1.08	2,256	1.08	0.00
Aquatics - Outdoor	9,147	4.40	10,871	5.23	0.83
Summer Camps	-	0.00	17,836	8.58	8.58
Camp Kennedy	260	0.13	264	0.13	0.00
<b>TOTAL RECREATION PT STAFF</b>	<b>31,901</b>	<b>15.34</b>	<b>51,734</b>	<b>24.87</b>	<b>9.54</b>

Part time wages increase by \$80,556 or 19.6% (excluding the restoration of summer camps) in order to comply with State minimum wage increases.

## LEISURE, FAMILIES & RECREATION- RECREATION

### Purchased Services and Supplies:

Covers the cost of the following:

**Recreation Administration:** office administrative expenses for the Leisure & Family Services main office, irrigation costs for some of the athletic fields, printing of promotional material & program catalogs, rec equipment repairs, program registration software, ACH fees for debit card transactions, and maintenance of staff vehicles & the Rec on the Run van.

**Recreation Facilities:** custodial expenses for the rec centers, program supplies, and water utilities.

**Aquatics:** electricity & water utilities for the pools, cleaning, lifeguard training, and program supplies.

**Camp Kennedy:** transportation costs & program supplies.

**Summer Camp:** activity fees, transportation, food & supplies for camp programs.

**IOH Pool:** utility costs, custodial maintenance, pool treatment chemicals, cleaning and repair.

The budget includes the following adjustments:

- Summer Camp programming is restored in the FY22 budget, for an overall increase of \$344,429.
- An additional \$5,000 is provided for program supplies relating to the Mahoney Rec Center expansion.

### Revenues:

The General Fund receives revenues from the Recreation programs in the form of registration fees & rec pass charges. Restoring the Summer Camp program is projected to increase recreation fee revenues by \$160,000.

Revenues	Collected 2019/20	Budgeted Estimate 2020/21	Revised Estimate 2020/21	Manager's Projected 2021/22	Adopted Projection 2021/22	Change Over Current Year	Percent Change
Recreation Facility Pass	22,104.00	27,000	-	27,000	-	-	0.00%
Summer Camp Fees	4,674.50	40,000	-	200,000	-	160,000	400.00%
Organized Sports Fees	10,665.00	12,000	-	12,000	-	-	0.00%
Aquatics	12,310.00	32,000	-	32,000	-	-	0.00%
<b>TOTAL</b>	<b>\$49,753.50</b>	<b>111,000</b>	<b>-</b>	<b>271,000</b>	<b>-</b>	<b>160,000</b>	<b>144.14%</b>

# LEISURE, FAMILIES & RECREATION- RECREATION

## STATUS OF 2020/21 GOALS

- 1. Work collectively to develop a Parks & Facilities Master Plan** - We are currently working with BerryDunn consultants as well as community members, organizations, business and Town officials, boards and commissions, etc. to formulate a comprehensive Parks and Facilities Master Plan for a June 2021 completion.
- 2. Transition current RecTrac Facility, Program and Membership System to a web base system and offer more regular trainings** - Upgrade completed. All front line staff have been through initial one-on-one RecTrac training. Community has been informed through marketing and communications materials regarding the upgrade and changes of the new online system. New system implemented November 2019. New system has allowed for ease of accessibility during the time of COVID with regards to contactless program and facility reservation.
- 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 - Continuing to move forward with a transitional development for Leisure Labs. A second Neighborhoods and Families office has been added to build upon the successful programming on the Eastside for the Westside. General upgrades for facilities and program spaces have been completed and some are still ongoing.
- 4. Contingent upon approval of capital funds, move forward All-Wheel Park project** - Board approved concept. A sinking capital fund established to fund future build.
- 5. Further develop fee based Rec on the Run programs** – Continued to offer regular standard of programming during summer 2020. However, with the onset of COVID, continued program by modifying to a “grab and go” activity box. This modification led to the development of a delivery order program allowing residents to order individual and/or bulk boxes for family, group, holiday, etc. events.

# LEISURE, FAMILIES & RECREATION- RECREATION

## 2021/22 GOALS

- 1. Continue next phase of implementation of Parks and Facilities Master Plan by prioritizing recommendations and identifying and seeking funding sources, community partners, etc.**
- 2. Plan to expand OurPark Ambassador Program to Northwest Park location and prepare onsite drop-in evening programming. Increase staff presence, community access and cross division collaborative programming.**
- 3. Develop and roll out Water Safety marketing campaign to bring awareness to the dangers of swimming and the resources available to safeguard our community's children and families.**
- 4. Secure funding and consultant services for the future development of a self-sustaining program model at the Leisure Labs at Mahoney Center.**
- 5. Pilot Artist in Residence program to help develop, support and advance art based programming and initiatives for the department throughout the community.**

# LEISURE, FAMILIES & RECREATION- YOUTH SERVICES

## DESCRIPTION

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.

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.

## BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Adopted 2021/22	Change Over 2020/21 Adopted	Percent Change
Personnel Services	461,552.38	488,290	464,118	505,062		16,772	3.43%
Employee Benefits	179,879.49	188,039	195,210	193,915		5,876	3.12%
Purchased Services	21,963.51	26,673	26,673	26,842		169	0.63%
Supplies	9,078.76	14,976	14,976	14,976		-	0.00%
Equipment	-	-	-	-		-	N/A
Other	-	-	-	-		-	N/A
<b>TOTAL YOUTH SERVICES</b>	<b>672,474.14</b>	<b>717,978</b>	<b>700,977</b>	<b>740,795</b>	<b>-</b>	<b>22,817</b>	<b>3.18%</b>

### Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
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 YOUTH SERVICES FT STAFF</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>

Part Time Positions	Budgeted Hours 2020/21	Full Time Equivalent	Budgeted Hours 2021/22	Full Time Equivalent	Change in FTE's
Youth Workers (2)	3,042	1.46	3,042	1.46	0.00
Summer Outreach Worker	420	0.20	420	0.20	0.00
<b>TOTAL YSB PT STAFF</b>	<b>3,462</b>	<b>1.66</b>	<b>3,462</b>	<b>1.66</b>	<b>0.00</b>

## LEISURE, FAMILIES & RECREATION- YOUTH SERVICES

### Purchased Services and Supplies:

Covers office administrative expenses and management & maintenance of the YSB facility, and program supplies for youth services programming, with no significant adjustments.

### STATUS OF 2020/21 GOALS

- 1. Work collaboratively with the Manchester Board of Education to incorporate a substance use prevention program into Iling Middle School** - Although many public initiatives were completed regarding substance use prevention, the Iling Middle School efforts were not completed due to COVID-19.
- 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** - Continuing to move forward with a transitional development for Leisure Labs. A second Neighborhoods and Families office has been added to build upon the successful programming on the Eastside for the Westside. General upgrades for facilities and program spaces have been completed and some are still ongoing.
- 3. Transition current RecTrac Facility, Program and Membership System to a web base system and offer more regular trainings** - Upgrade completed. All front line staff have been through initial one-on-one RecTrac training. Community has been informed through marketing and communications materials regarding the upgrade and changes of the new online system. New system implemented November 2019. New system has allowed for ease of accessibility during the time of COVID with regards to contactless program and facility reservation.

### 2021/22 GOALS

- 1. In light of staff retirement from the YSB Diversion Program, efforts will be made to evaluate existing program and determine necessary enhancements and/or modifications.**
- 2. Build upon and maintain digital resources established during COVID-19 for preschool and school aged children.**
- 3. Evaluate success level of the YSB Teen Center to better determine what aspects of the program are working and what enhancements and/or modifications are needed.**
- 4. Continue and create new opportunities for the YSB and members of the Manchester Police Department to collaborate and develop program(s) to benefit Manchester children and youth.**

# LEISURE, FAMILIES & RECREATION- NEIGHBORHOODS & FAMILIES

## DESCRIPTION

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.

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.

## BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Adopted 2021/22	Change Over 2020/21 Adopted	Percent Change
Personnel Services	88,421.52	132,059	130,674	145,016		12,957	9.81%
Employee Benefits	23,590.48	33,522	32,971	35,553		2,031	6.06%
Purchased Services	8,901.44	8,320	8,416	8,820		500	6.01%
Supplies	3,097.93	4,850	4,850	5,850		1,000	20.62%
Equipment	-	-	-	-		-	N/A
Other	-	-	-	-		-	N/A
<b>TOTAL ONF</b>	<b>124,011.37</b>	<b>178,751</b>	<b>176,911</b>	<b>195,239</b>	<b>-</b>	<b>16,488</b>	<b>9.22%</b>

### Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
Recreation Supervisor	1.00	1.00	1.00	1.00	1.00
<b>TOTAL ONF FT STAFF</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

Part Time Positions	Budgeted Hours 2020/21	Full Time Equivalents	Budgeted Hours 2021/22	Full Time Equivalents	Change in FTE's
ERC Facility Director (LFR3)	1,404	0.68	1,404	0.68	0.00
Market Coordinator (LFR3)	576	0.28	720	0.35	0.07
Market Rec Leader (LFR1)	204	0.10	204	0.10	0.00
Garden Coordinator (LFR3)	825	0.40	840	0.40	0.01
Diversity & Equity Coordinator (LFR4)	1,040	0.50	1,040	0.50	0.00
<b>TOTAL ONF PT STAFF</b>	<b>4,049</b>	<b>1.95</b>	<b>4,208</b>	<b>2.02</b>	<b>0.08</b>

## LEISURE, FAMILIES & RECREATION- NEIGHBORHOODS & FAMILIES

### Purchased Services and Supplies:

Covers the cost of operating the East Side Recreation Center/ Office of Neighborhood & Families, an program supplies & expenses, with the following adjustments:

- An additional \$1,500 is provided to expand programming to the West Side Recreation Center, and expanding the farmer's market to Northwest Park.

### STATUS OF 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 - Continuing to move forward with a transitional development for Leisure Labs. A second Neighborhoods and Families office has been added to build upon the successful programming on the Eastside for the Westside. General upgrades for facilities and program spaces have been completed and some are still ongoing.
- 2. Further develop Mahoney Culture Lab concept as a supportive space for local grassroots groups and organizations doing work around diversity, equity and inclusion** - The third floor of the Mahoney Center is currently being upgraded to accommodate an art gallery, culture lab and permanent art installation. This space is dedicated to our communities' grassroots groups and also houses our DEI Coordinator. A grand opening of these facilities is expected in the summer of 2021.
- 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** - Program levels at the Eastside have been maintained while expanding operations at the Mahoney Center on the Westside to accommodate additional programs, services and meeting spaces.
- 4. Once operational, reinstate Pickleball, Badminton, Family Fun Nights at the Nathan Hale Activity Center** - Code upgrades to Nathan Hale gym, café and locker rooms have been completed and programming has been reestablished fall

## 2021/22 GOALS

1. Identify and complete submissions for grant funding to expand community garden projects to the Westside neighborhood (in model of Spruce Street community garden).
2. Secure funding for the completion and installation of “Luminaries of Change” project on the third floor of the Leisure Labs “Culture Lab”.
3. Introduce a framework and charter for the Town’s reimagined equity and inclusion plan (The Dream), a model based on non-profit professional organization structures with a focus on redefining the Town employee’s role of direct service provision to a position of support in the areas of education, community engagement and advocacy.
4. Expansion of the Community Market season by adding a new fall market at Northwest Park with a focus on prepared foods and food truck vendors.

# MANCHESTER PUBLIC LIBRARIES

## DESCRIPTION

The Manchester Public Libraries provide 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 libraries' collection of materials. The Mary Cheney library building is open 64 hours per week year-round, and Whiton Memorial Library is open 50 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.

Mary Cheney 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 TABLES & COMMENTARY

Expenditures by Object	Expended	Adopted	Estimated	Manager's	Change Over		Percent Change
	2019/20	2020/21	Expend. 2020/21	Recom. 2021/22	Adopted 2021/22	2020/21 Adopted	
Personnel Services	1,882,928.72	2,011,740	1,962,668	2,085,689		73,949	3.68%
Employee Benefits	709,431.67	734,237	716,452	757,530		23,293	3.17%
Purchased Services	195,034.58	237,656	237,656	236,550		(1,106)	-0.47%
Supplies	320,323.71	324,950	324,950	324,950		-	0.00%
Equipment	-	-	-	-		-	N/A
Other	-	-	-	-		-	N/A
<b>TOTAL LIBRARY</b>	<b>3,107,718.68</b>	<b>3,308,583</b>	<b>3,241,726</b>	<b>3,404,719</b>	<b>-</b>	<b>96,136</b>	<b>2.91%</b>

# MANCHESTER PUBLIC LIBRARIES

## Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
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	0.00	1.00	0.00
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 LIBRARY FT STAFF</b>	<b>28.00</b>	<b>28.00</b>	<b>25.00</b>	<b>28.00</b>	<b>25.00</b>

Part Time Positions	Budgeted Hours 2020/21	Full Time Equivalents	Budgeted Hours 2021/22	Full Time Equivalents	Change in FTE's
Library Pages (17)	12,710	6.11	12,710	6.11	0.00
Library Assistants (13)	3,595	1.73	3,679	1.77	0.04
Part Time Librarian I's (10)	675	0.32	736	0.35	0.03
<b>TOTAL LIBRARY PT STAFF</b>	<b>16,980</b>	<b>8.16</b>	<b>17,125</b>	<b>8.23</b>	<b>0.07</b>

## Purchased Services and Supplies:

Covers the cost of operating & maintaining the two branch libraries, book purchases, programming supplies & expenses, book cataloguing & processing technology, vehicle expenses for the Bookmobile, phone line charges, membership fees for the CT Library System, building security services, and professional development & affiliations for librarians, with the following adjustments:

- An additional \$12,000 is provided for multicultural & children's programming.
- Building repairs is reduced by \$10,425 based on historic actual spending.

## STATUS OF 2020/21 GOALS

1. **Organize a 'One Book' reading event where hundreds of people read the same book and meet the author** – Since this was not a year to get hundreds of people together in person to interact with an author, this goal will be carried forward into next year.

## MANCHESTER PUBLIC LIBRARIES

- 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** - Fortunately this had begun before the temporary closure for the pandemic and was accelerated with the addition of self-pickup of books-on-hold, initial online registration for residents to get new library cards, and a variety of grab-and-go offerings in both adult and children's services.
- 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** - Every week during the summer of 2020, library staff delivered customized literacy enrichment packets with books and other materials for each of the 23 children who participated. Children could practice reading at home since no group workshops were held at Squire Village due to Covid.

### 2021/22 GOALS

- 1. Work with the Library Board and community stakeholders while the need for additional library space and services is reviewed.**
- 2. Organize a 'One Book' reading event where hundreds of people read the same book and meet the author.**
- 3. Continue to integrate virtual services with in-person programs, while tracking new demographic performance measures.**
- 4. Since equal access is not necessarily equitable access for all, staff will work with the Library Board to review the range of services and programs, as well as the diversity of the collection, in order to assess gaps and inequities in library policies and services.**



# Education



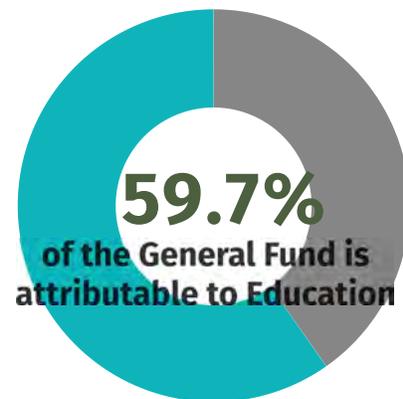
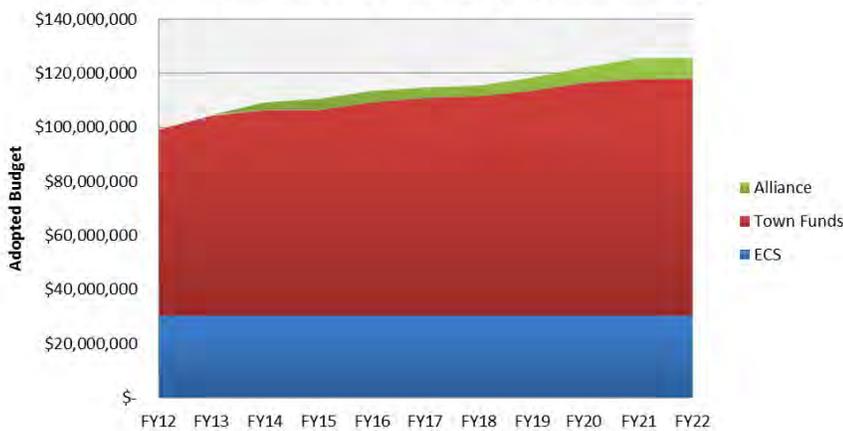
The Board of Education is funded out of the General Fund but operates as a separate governing body. Their budget proposal is detailed in a separate document, available at [mpspride.org](http://mpspride.org)

## Summary of Department Budgets

	Expended 2019/20	Adopted 2020/21	Estimated Expenditure 2020/21	Manager's Recommended 2021/22	Adopted 2021/22	Change Over Current Adopted	Percent Change
<b>EDUCATION</b>							
Board of Education	\$ 116,281,237.00	\$ 117,774,174	\$ 116,774,174	\$ 120,522,676		\$ 2,748,502	2.33%
Redirected- State & Federal Aid				\$ (2,748,502)			
Priv. Sch. Health & Welfare	\$ 410,182.56	\$ 426,145	\$ 426,145	\$ 426,145		\$ -	0.00%
Transitional Living Center	\$ 188,821.00	\$ 68,622	\$ 68,622	\$ 68,622		\$ -	0.00%
<b>TOTAL</b>	<b>\$ 116,880,240.56</b>	<b>\$ 118,268,941</b>	<b>\$ 117,268,941</b>	<b>\$ 118,268,941</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>

The Board of Education budget proposal reflects no increase over the current budget, based on anticipated stimulus funding in the upcoming year.

**Manchester Education Funding- 10 Year History**



Total Recommended <b>\$118,268,941</b>	Increase <b>\$0</b>	Percent Increase <b>0.00%</b>



# Recommended Budget

Town of Manchester,  
Connecticut

FY 2021-22

## Fixed/ Miscellaneous

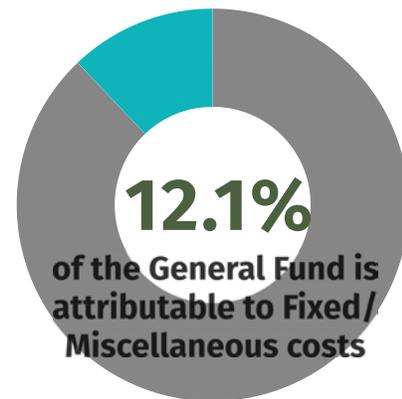
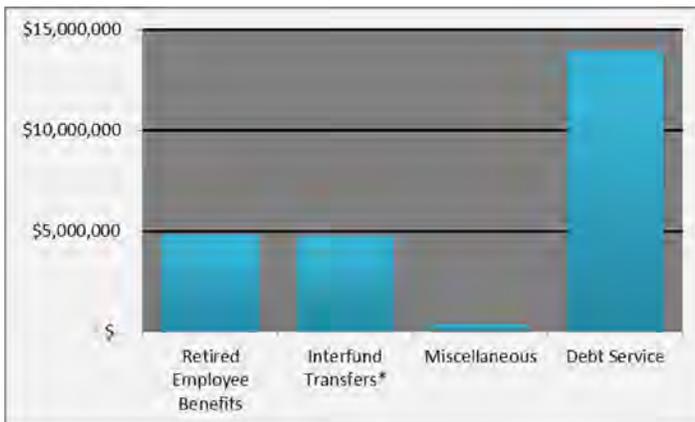


This section of the budget includes all funding for Retirees life insurance, medical insurance and separation benefit payouts, all interfund transfers, the capital budget, debt service, and miscellaneous costs including a contingency account.

### Summary of Department Budgets

	Expended 2019/20	Adopted 2020/21	Estimated Expenditure 2020/21	Manager's Recommended 2021/22	Adopted 2021/22	Change Over Current Adopted	Percent Change
<b>FIXED COSTS AND MISCELLANEOUS</b>							
Retired Employee Benefits	\$ 4,412,069.41	\$ 4,696,647	\$ 4,836,647	\$ 4,833,966		\$ 137,319	2.92%
Interfund Transfers*	\$ 5,008,374.00	\$ 3,984,876	\$ 4,788,892	\$ 4,734,147		\$ 749,271	18.80%
Miscellaneous	\$ 175,376.66	\$ 413,939	\$ 125,519	\$ 375,214		\$ (38,725)	-9.36%
Debt Service	\$ 12,680,934.95	\$ 12,961,935	\$ 12,961,935	\$ 13,961,935		\$ 1,000,000	7.71%
<b>TOTAL</b>	<b>\$ 22,276,755.02</b>	<b>\$ 22,057,397</b>	<b>\$ 22,712,993</b>	<b>\$ 23,905,262</b>	<b>\$ -</b>	<b>\$ 1,847,865</b>	<b>8.38%</b>

\*- Transfer to Paramedics, previously included as interfund transfers, is now shown under Public Safety



Total Recommended  
**\$23,905,262**



Increase  
**\$1,847,865**



Percent Increase  
**8.38%**

## FIXED COSTS AND MISCELLANEOUS

### RETIREE BENEFITS

Expenditures by Object	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Adopted 2021/22	Change Over 2020/21 Adopted	Percent Change
Retirees Medical Insurance	3,057,642.00	3,241,101	3,241,101	3,370,745		129,644	4.00%
Pension Past Service Cost	974,002.00	1,185,746	1,185,746	1,186,324		578	0.05%
Unemployment Comp.	80,671.00	15,000	15,000	15,000		-	0.00%
Termination Benefits	249,103.75	220,000	220,000	220,000		-	0.00%
Social Security	19,056.42	15,300	15,300	15,300		-	0.00%
Prof & Tech Services	30,834.28	18,000	18,000	25,097		7,097	39.43%
Retiree Life Insurance	759.96	1,500	1,500	1,500		-	0.00%
<b>TOTAL RETIREE BENEFITS</b>	<b>4,412,069.41</b>	<b>4,696,647</b>	<b>4,696,647</b>	<b>4,833,966</b>	-	<b>137,319</b>	<b>2.92%</b>

**Retirees Medical Insurance:** reflects the actuarially-determined costs of health coverage for current retirees net of reimbursements paid by retirees to the Town.

**Pension Past Service Cost:** reflects the contribution necessary to maintain adequate funding levels for defined benefit pension plan that is attributable to retirees and adjustments made to benefits already accrued based on adjustments to mortality tables and other actuarial assumptions.

**Unemployment Compensation:** 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.

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

**Social Security:** covers payroll taxes associated with termination benefits payouts.

**Professional & Technical Services:** consists of a fee for the investment management review of the defined contribution plan. This item is increased to reflect actual costs from prior years.

**Retirees Life Insurance:** based on the adjusted actual rates for retiree life insurance policies plus any changes in the number of retirees insured.

## FIXED COSTS AND MISCELLANEOUS

### MISCELLANEOUS

Expenditures by Object	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Adopted 2021/22	Change Over 2020/21 Adopted	Percent Change
Community Services	62,021.21	64,369	64,369	64,369		-	0.00%
Lutz Museum	36,150.00	36,150	36,150	36,150		-	0.00%
Contingency	-	200,000	-	200,000		-	0.00%
Wage and Salary Contingency	15,115.38	155,000	15,000	95,000		(60,000)	-38.71%
Youth Commission	7,475.34	10,000	10,000	10,000		-	0.00%
Community Events	54,614.73	108,420	-	129,695		21,275	19.62%
Vacancy Salary Savings	-	(160,000)	-	(160,000)		-	0.00%
<b>TOTAL MISCELLANEOUS</b>	<b>175,376.66</b>	<b>413,939</b>	<b>125,519</b>	<b>375,214</b>	-	<b>(38,725)</b>	<b>-9.36%</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:** \$200,000 is included as contingency for unanticipated expenses, such as extreme or unusual weather events or unforeseen changes in State reimbursements for local programs.

**Wage and Salary Contingency:** funding available for unforeseen collective bargaining costs, settlements, changes in wage laws, emergency staffing needs, etc.

**Community Events:** Various departments provide support in the form of overtime staffing and direct contributions to the Memorial Day, Pride in Manchester, Cruisin' On Main and Thanksgiving Day Road Race events and celebrations. Funding for the Fourth of July was eliminated from the FY2020/21 budget in response to the Covid-19 crisis, but is restored in the 2021/22 budget.

**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

Expenditures by Object	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Adopted 2021/22	Change Over 2020/21 Adopted	Percent Change
Transfer to Special Grants	182,500.00	183,500	354,000	208,500		25,000	13.62%
Transfer to Capital Projects	140,000.00	-	-	-		-	N/A
Transfer to Capital Reserve	2,009,000.00	1,077,696	1,077,696	1,642,185		564,489	52.38%
Transfer to Info. Sys.	1,168,182.00	1,186,909	1,186,909	1,210,647		23,738	2.00%
Transfer to MSIP	1,525,913.00	1,536,771	1,537,271	1,672,815		136,044	8.85%
<b>TOTAL INTERFUND TRANSFERS</b>	<b>5,025,595.00</b>	<b>3,984,876</b>	<b>4,155,876</b>	<b>4,734,147</b>	-	<b>749,271</b>	<b>18.80%</b>
<b>Transfer to Paramedics</b>	<b>2,312,621.00</b>	<b>2,532,103</b>	<b>2,532,103</b>	<b>2,586,848</b>		<b>54,745</b>	<b>2.16%</b>

**Transfer to Manchester Self-Insurance Program (MSIP) Fund:** The MSIP contribution 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 current year capital budget represented a \$316,304 decrease compared to capital projects funded in the previous year, with an increased utilization of existing reserves to offset the operating budget cost. The FY 2021/22 capital budget restores funding to pre-FY21 levels, and also provides additional funding to address several critical facility needs. Details regarding the capital budget can be found in the Capital Improvement Plan portion of this document.

**Transfer to Special Grants:** consists of the following three components:

- \$145,000 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.
- \$20,000 to add funds to the relocation fund, for assisting residents displaced by fires, natural disasters, serious building code issues, etc.
- \$10,500 to support the operating expenses of Channel 16, Manchester's Public Access television station
- \$3,000 to support the Manchester Arts Commission.

**Transfer to Information Systems:** The General Fund contribution to Information Systems, to cover technical support services for all Town departments.

**Transfer to Paramedics:** 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. *Note: in the Expenditure Summary, this cost is listed under Public Safety and not Interfund Transfers.*

# FIXED COSTS AND MISCELLANEOUS

## GENERAL FUND DEBT SERVICE

### Debt Service Budget:

Expenditures by Object	Expended	Adopted	Estimated	Manager's	Change Over		Percent Change
	2019/20	2020/21	2020/21	2021/22	2020/21	2021/22	
Principal	8,144,000.00	8,425,000	8,425,000	9,425,000	1,000,000		11.87%
Interest	4,536,934.95	4,536,935	4,536,935	4,536,935	-		0.00%
<b>TOTAL DEBT SERVICE</b>	<b>12,680,934.95</b>	<b>12,961,935</b>	<b>12,961,935</b>	<b>13,961,935</b>	<b>-</b>	<b>1,000,000</b>	<b>7.71%</b>

The debt service budget for FY 2021/22 increases by \$1,000,000, or 7.71%, and reflects the net effect of the following:

- Year 1 payments on a 2021 general purpose bond issue for school construction & public works
- Use of anticipated & existing debt premium receipts to offset debt costs
- Savings from issuing a refinancing bond to lower interest costs on existing debt
- Retirement of old debt

The following is a detailed account of the FY22 debt service budget, broken out by bond issue:

Original Debt Issuance Information				FY22 Budget Information		
Issue Date	Issue Amount	Schools	Town/ General Purpose	FY22 Principal	FY22 Interest	FY22 Total
2021 (anticipated)	\$ 10,000,000	\$ 500,000	\$ 9,500,000	\$ 650,000	\$ 450,000	\$ 1,100,000
2/11/2020	\$ 15,000,000	\$ 4,000,000	\$ 11,000,000	\$ 750,000	\$ 493,125	\$ 1,243,125
2/12/2019	\$ 15,000,000	\$ 3,000,000	\$ 12,000,000	\$ 750,000	\$ 531,563	\$ 1,281,563
2/7/2018	\$ 20,000,000	\$ 10,075,000	\$ 9,925,000	\$ 745,000	\$ 652,687	\$ 1,397,687
2/16/2017 A	\$ 14,500,000	\$ 13,500,000	\$ 1,000,000	\$ 500,000	\$ 124,763	\$ 624,763
2/16/2017 B refunding	\$ 4,365,000	\$ 1,102,599	\$ 3,262,401	\$ 725,000	\$ 472,156	\$ 1,197,156
2/10/2016	\$ 17,190,000	\$ 9,200,000	\$ 7,990,000	\$ 860,000	\$ 465,475	\$ 1,325,475
9/23/2015 refunding	\$ 29,965,000	\$ 25,104,677	\$ 4,860,323	\$ 2,620,000	\$ 786,625	\$ 3,406,625
7/3/2014 A	\$ 10,100,000	\$ -	\$ 10,100,000	\$ 560,000	\$ 219,750	\$ 779,750
7/3/2014 B taxable	\$ 2,500,000	\$ -	\$ 2,500,000	\$ 140,000	\$ 64,938	\$ 204,938
6/18/2013	\$ 6,500,000	\$ -	\$ 6,500,000	\$ 345,000	\$ 168,575	\$ 513,575
6/19/2012	\$ 9,505,000	\$ 5,505,000	\$ 4,000,000	\$ 500,000	\$ 173,281	\$ 673,281
7/1/2011 A	\$ 5,990,000	\$ -	\$ 5,990,000	\$ 400,000	\$ 71,594	\$ 471,594
7/1/2011 B refunding	\$ 8,225,000	\$ -	\$ 8,225,000	\$ 820,000	\$ 53,300	\$ 873,300
Use of Premium/Refinance				\$ (940,000)	\$ (190,897)	\$ (1,130,897)
<b>FY22 Budget</b>	<b>\$ 168,840,000</b>	<b>\$ 71,987,276</b>	<b>\$ 96,852,724</b>	<b>\$ 9,425,000</b>	<b>\$ 4,536,935</b>	<b>\$ 13,961,935</b>

## FIXED COSTS AND MISCELLANEOUS

### Debt Issuances & Authorizations:

Debt is issued to cover the cost of projects for which bonding has been authorized by the voters through a referendum. The following are the recent authorizations for which debt service is still being paid, along with the date approved by referendum and a brief description of the projects covered by each authorization.

Referendum Date	Project	Amount Authorized
11/8/2011	Public Works- Roads, Sidewalks, Drainage, Bridges, Ctr Springs Pk Ext	12,000,000
11/6/2012	School Repairs	4,900,000
11/5/2013	Public Works- Roads, Sidewalks, Charter Oak Park, Pedestrian/bike Improv.	10,000,000
11/4/2014	School Construction (SMARTR1)	37,600,000
11/3/2015	Public Works- Roads, Sidewalks, Ctr Springs Pond, Drainage, Traffic Signals	12,000,000
11/7/2017	Public Works- Roads, Sidewalks, Parking Lots, Union Pond Dam, Ctr Springs Pond	13,000,000
11/7/2017	Land Acquisition & Historic Property Investment	4,000,000
6/4/2019	School Construction (SMARTR2)	47,000,000
11/5/2019	Public Works- Roads, Sidewalks, Union Pond Dam, Traffic Signals	16,500,000

Each bond issue typically provides funding towards multiple bonding authorizations, and every bonding authorization is typically spread out over multiple issuances. The matrix below illustrates the years in which funds were borrowed against each recent bonding authorization:

	Amount Authorized	Bond Issue Date										
		2011	2012	2013	2014	2016	2017	2018	2019	2020	2021	
<b>GENERAL FUND (TOWN)</b>												
Public Works 2019/20	\$ 16,500,000											
Public Works 2017/18	\$ 13,000,000											
Land Acq. & Historical Property 2017/18	\$ 4,000,000											
Public Works 2015/16	\$ 12,000,000											
Broad Street Redevelopment 2010	\$ 8,000,000											
Public Works 2013/14	\$ 10,000,000											
Public Works 2011/12	\$ 12,000,000											
Land Acquisition 2004/05	\$ 3,000,000											
Public Works 2009/10	\$ 8,000,000											
Public Works 2007/08	\$ 5,890,000											
<b>GENERAL FUND (SCHOOL)</b>												
School Construction 2019 (SMARTR 2)	\$ 47,000,000											
School Construction 2014 (SMARTR I)	\$ 37,600,000											
School Repairs 2012	\$ 4,900,000											
Highland Park School	\$ 13,100,000											

*Note: refunding issues, which refinance existing debt across multiple past authorizations, are omitted*

## FIXED COSTS AND MISCELLANEOUS

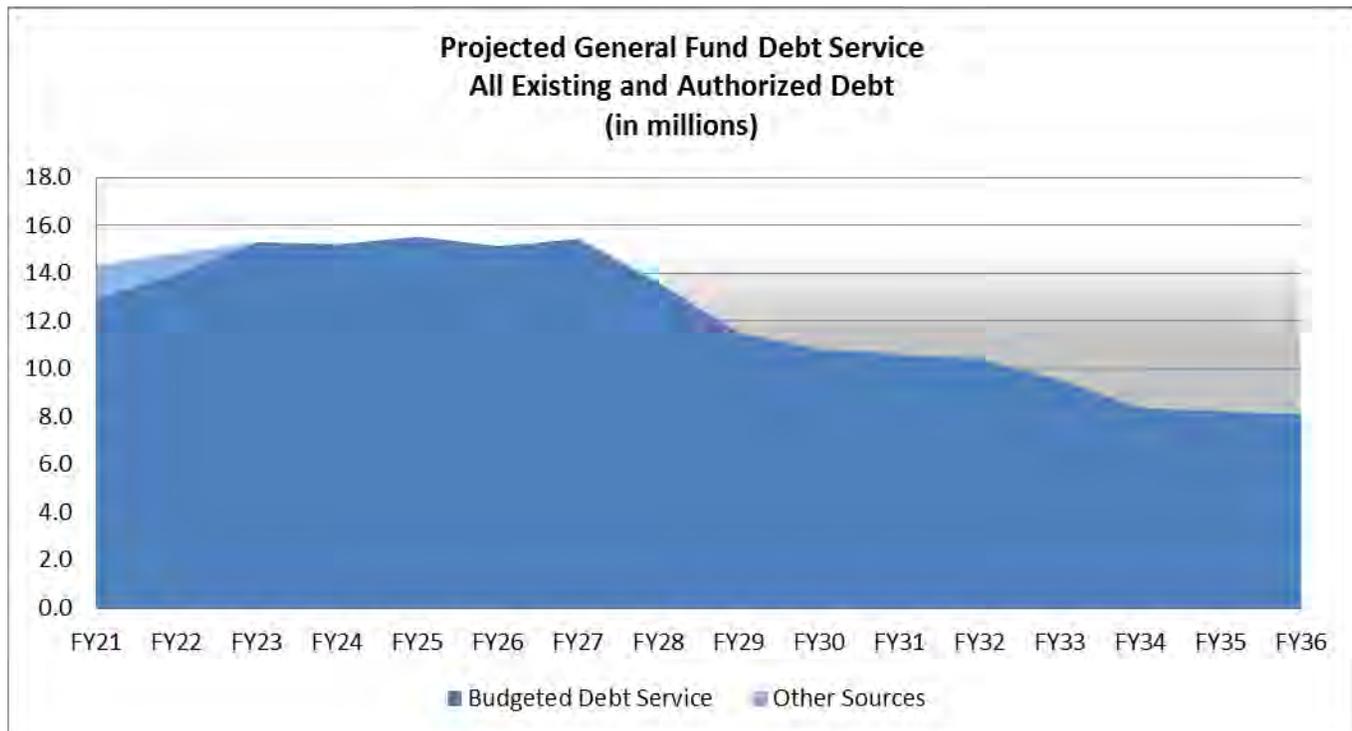
### Authorized/ Unissued Debt:

The following table summarizes authorized/unissued debt; the 2021 bond issue is planned to cover the remaining \$9.5M of the DPW FY20 authorization, plus \$500,000 for SMARTR 2 school reconstruction.

Year	Description	Original Authorization	Issued	Unissued
2014	SMARTR 1	\$ 37,600,000	\$ 32,275,000	\$ 5,325,000
2017	Land Acq	\$ 4,000,000	\$ 2,000,000	\$ 2,000,000
2019	SMARTR 2	\$ 47,000,000	\$ 2,000,000	\$ 45,000,000
2019	DPW FY20	\$ 16,500,000	\$ 7,000,000	\$ 9,500,000
	<b>TOTAL</b>	<b>\$ 130,100,000</b>	<b>\$ 67,998,126</b>	<b>\$ 61,825,000</b>

### Projected Debt Service:

The graph below shows the scheduled debt service payments over the next 15 years, plus authorized but unissued debt. This graph does not account for future debt-funded projects. Typically public works bonds are authorized every other year for road & sidewalk repairs and other large projects.



## FIXED COSTS AND MISCELLANEOUS

### Statement of Limitation on Indebtedness:

From the June 30, 2020 Consolidated Annual Financial Report, Statistical Table 10

**TOWN OF MANCHESTER, CONNECTICUT  
SCHEDULE OF DEBT LIMITATION  
FOR THE YEAR ENDED JUNE 30, 2020  
(In Thousands)**

Total tax collections (including interest and lien fees) for the prior year	\$ 154,069
Revenue under Mashantucket Pequot / Mohegan Fund Grant	412
Reimbursement for revenue loss on:	
State owned and private tax exempt properties	980
Property tax relief	63
	1,025
Base for Debt Limitation Computation	\$ 155,524

	General Purposes	Schools	Sewers	Urban Renewal	Pension Deficit
Debt Limitation:					
2 1/4 times base	\$ 349,929	\$ 699,858	\$ -	\$ -	\$ -
4 1/2 times base			583,215		
3 3/4 times base				505,453	
3 1/4 times base					466,572
3 times base					466,572
Total debt limitation	349,929	699,858	583,215	505,453	466,572
Indebtedness:					
Bonds and serial notes payable	90,517	32,918			
Debt authorized but unissued	13,514	69,991			
Grants receivable		(22,601)			
Total indebtedness	104,031	80,308	-	-	-
Debt Limitation in Excess of Outstanding and Authorized Debt	\$ 245,898	\$ 619,550	\$ 583,215	\$ 505,453	\$ 466,572

Note 1: In no event shall the total debt exceed seven times annual receipts from taxation. The maximum amount permitted would be \$1,088,668.

Note 2: Bonds and serial notes payable do not include Water serial notes of \$904 and Sewer serial notes of \$27,278 as they are self supporting debt.

Note 3: Sewer bonds authorized and unissued of \$2,221 are excluded from the analysis above as they are self supporting debt.



# Recommended Budget

Town of Manchester,  
Connecticut

FY 2021-22

## Water & Sewer Funds



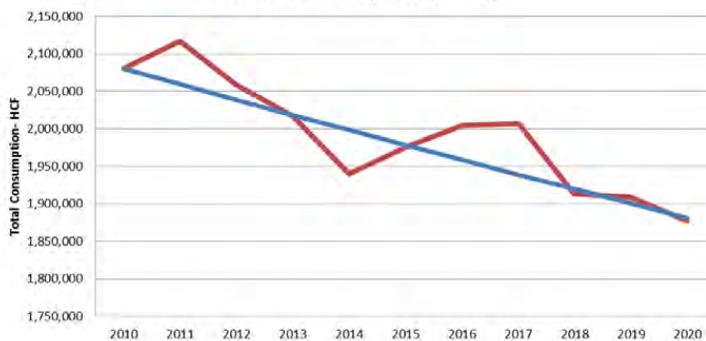
The Town of Manchester operates its own water & sewer utilities. The Water Department oversees the operation of the Globe Hollow Water Treatment Plant, along with the reservoirs & Town-wide distribution system. The Sewer Department oversees the operation of the Hockanum River Wastewater Treatment Plant and the Town-wide sewer system.

### Summary of Department Budgets

	Expended 2019/20	Adopted 2020/21	Estimated Expenditures 2020/21	Manager's Recommended 2021/22	Adopted 2021/22	Change Over Current Adopted	Percent Change
<b>OTHER BUDGETED FUNDS:</b>							
<b>WATER FUND</b>	\$ 7,574,963.78	\$ 8,733,287	\$ 8,463,066	\$ 8,625,217		\$ (108,070)	-1.24%
<b>SEWER FUND</b>	\$ 6,750,681.59	\$ 9,906,854	\$ 9,509,093	\$ 9,817,828		\$ (89,026)	-0.90%

Note: Debt activity related to short-term note financing is budgeted only for interest; the remainder of the associated capital & financing costs take place off-budget against cash balance.

Water Consumption History



Both Water and Sewer receive the majority of their revenue from user charges based off of metered household water consumption. The downward trending of water consumption, at roughly -1% per year, results in revenue decreases for these enterprise funds. Most of the operating costs do not change if less water is consumed, so the operating cost per volume of water grows as consumption declines, resulting in the need to adjust rates.

#### Water Fund



Total Recommended  
**\$8,625,217**



Decrease  
**(\$108,070)**



Percent Decrease  
**-1.24%**



Rate Increase  
**3.0%**

#### Sewer Fund



Total Recommended  
**\$9,817,828**



Decrease  
**(\$89,026)**



Percent Decrease  
**-0.90%**



Rate Increase  
**4.0%**

# WATER FUND

## DESCRIPTION

The Manchester Water and Sewer Department operates the water and wastewater treatment facilities for the citizens of Manchester, Connecticut. The Department is pleased to provide information to you about its vital role in Manchester's community.

The Mission of the Water and Sewer Department is to provide the highest possible water quality and customer service at the lowest possible cost, while continuing our commitment to improving the infrastructure and our community's environment.

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 2021/22, a rate increase of 3.0% is recommended based on projections of revenue and expenses in meeting the target of 180 days working capital.

The resulting water rate will be \$3.45 per hundred cubic feet (HCF), up from \$3.35 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 \$2.21 per quarter, or \$8.83 per year.

## BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Adopted 2021/22	Change Over 2020/21 Adopted	Percent Change
Personnel Services	2,071,353.17	2,125,446	2,060,143	2,221,024		95,578	4.50%
Employee Benefits	1,371,761.36	1,440,933	1,437,948	1,529,084		88,151	6.12%
Purchased Services	1,588,415.81	1,983,608	1,873,406	2,009,266		25,658	1.29%
Supplies	507,816.86	633,753	627,022	620,631		(13,122)	-2.07%
Other	1,349.01	-	-	1,415		1,415	N/A
Contingency	-	85,000	-	85,000		-	0.00%
Interfund Transfers	1,705,276.51	1,914,836	1,914,836	1,909,380		(5,456)	-0.28%
Debt Service	328,991.06	548,281	548,281	249,417		(298,864)	-54.51%
<b>TOTAL WATER FUND</b>	<b>7,574,963.78</b>	<b>8,731,857</b>	<b>8,461,636</b>	<b>8,625,217</b>	<b>-</b>	<b>(106,640)</b>	<b>-1.22%</b>

# WATER FUND

Expenditures by Function	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Adopted 2021/22	Change Over 2020/21 Adopted	Percent Change
Water Administration	1,099,916.42	1,142,086	1,124,461	1,229,162		87,076	7.62%
Water Customer Service	326,888.59	311,294	333,338	313,628		2,334	0.75%
Water Meters	104,983.71	109,067	104,501	112,929		3,862	3.54%
Water Source of Supply	302,711.55	335,388	319,134	347,027		11,639	3.47%
Water Power & Pumping	785,320.75	868,484	705,127	853,822		(14,662)	-1.69%
Water Treatment Plant	1,528,148.26	1,846,249	1,847,284	1,878,124		31,875	1.73%
Water Treatment Laboratory	192,328.35	204,137	205,425	205,990		1,853	0.91%
Water Transmission & Distributi	1,108,375.67	1,182,339	1,163,335	1,247,296		64,957	5.49%
Water Existing Mains & Tanks	56,558.16	73,156	79,084	75,745		2,589	3.54%
Water T&D Existing Service	26,839.12	65,403	65,403	70,130		4,727	7.23%
Water T&D Hydrant Maintenanc	8,625.63	47,567	52,856	47,567		-	0.00%
Water Contingency	-	85,000	-	85,000		-	0.00%
Water Interfund Transfers	1,705,276.51	1,914,836	1,914,836	1,909,380		(5,456)	-0.28%
Water Debt Service	328,991.06	548,281	548,281	249,417		(298,864)	-54.51%
<b>TOTAL WATER FUND</b>	<b>7,574,963.78</b>	<b>8,733,287</b>	<b>8,463,065</b>	<b>8,625,217</b>	<b>-</b>	<b>(108,070)</b>	<b>-1.24%</b>

## Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
<b>Water Administration</b>					
Water/Sewer Administrator		0.50	0.50	0.50	0.50
Budget & Research Officer		0.15	0.15	0.15	0.15
Senior Administrative Secretary		1.00	1.00	1.00	1.00
Administrative Secretary		0.50	0.50	0.50	0.50
Safety and Compliance Coordinator		0.50	0.50	0.50	0.50
<b>Subtotal:</b>		<b>2.65</b>	<b>2.65</b>	<b>2.65</b>	<b>2.65</b>
<b>Water Customer Service</b>					
Customer Service Manager		1.00	1.00	1.00	1.00
Account Associate		1.00	1.00	1.00	1.00
Environmental Technician		0.50	0.50	0.50	0.50
<b>Subtotal:</b>		<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>
<b>Water Meters</b>					
Water Meter Technician		1.00	1.00	1.00	1.00
<b>Subtotal:</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

# WATER FUND

## Personnel & Employee Benefits (cont'd):

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
<b>Water Source of Supply</b>					
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
<b>Subtotal:</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>
<b>Water Power &amp; Pumping</b>					
Water Treatment Plant Operator	1.00	1.00	1.00	1.00	1.00
<b>Subtotal:</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Water Treatment Plant</b>					
Project Technical Support 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	4.00	4.00	4.00	4.00	4.00
<b>Subtotal:</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>
<b>Water Treatment Laboratory</b>					
Laboratory Director	0.50	0.50	0.50	0.50	0.50
Chemist II (frozen/unfunded)	0.50	0.50	0.00	0.50	0.00
Chemist	1.00	1.00	1.00	1.00	1.00
<b>Subtotal:</b>	<b>2.00</b>	<b>2.00</b>	<b>1.50</b>	<b>2.00</b>	<b>1.50</b>
<b>Part Time Positions</b>					
	Budgeted Hours 2020/21	Full Time Equivalents	Budgeted Hours 2021/22	Full Time Equivalents	Change in FTE's
Groundskeeping	480	0.23	960	0.46	0.23
Fire Hydrant Painting	480	0.23	480	0.23	0.00
<b>TOTAL WATER PT STAFF</b>	<b>960</b>	<b>0.46</b>	<b>1,440</b>	<b>0.69</b>	<b>0.23</b>

## WATER FUND

### Purchased Services and Supplies:

Covers the cost of the following services relating to the operations of the Water Department:

**Administration:** office administrative costs for the central office at Globe Hollow, cost shares for the Town's financial database and the annual audit, professional memberships & affiliations for key administrators, mandated State water assessments & registrations, building maintenance costs for the Globe Hollow offices, fuel & maintenance for administrative staff vehicles, and real estate taxes paid to Bolton for Water Department property within Bolton's borders.

**Customer Service:** bank lockbox fees, and billing & bill printing costs.

**Water Meters:** vehicles, tools, equipment & repairs associated with the maintenance of all household meters at homes & businesses across town.

**Source of Supply:** costs associated with the maintenance & upkeep of the reservoirs & surrounding forest land, including maintaining & operating trucks & heavy equipment for landscaping & forestry management, inspections, environmental management costs, landscaping & groundskeeping tools & supplies, and maintenance of utility buildings located on reservoir property.

**Power & Pumping:** electricity costs for the Globe Hollow Water Treatment Plant, Town's wells, pump stations, tanks & valve pits; building repairs & equipment for the wells & pump stations.

**Water Treatment General:** sewer use fee paid to the Sewer Fund for water released into the sewer system by the Water Department, heating fuel for the plant, water treatment chemicals, equipment & software used at the Water Plant to control the water treatment & distribution operation, and plant building & equipment repairs.

**Treatment Laboratory:** lab supplies, chemical & microbiological testing costs.

**Transmission & Distribution:** tools, supplies & vehicles used by field staff for maintaining the town-wide water pipe system, as well as the field maintenance garages.

**Existing Mains & Tanks:** repair of water main breaks.

**T&D Existing Service:** pavement & sidewalk repairs & piping.

**T&D Existing Hydrants:** fire hydrant maintenance & replacement.

The following significant adjustments are included in the FY2021/22 budget:

- An additional \$33,000 is budgeted for credit card fees, which were previously impacting Water net assets.
- A decrease of \$10,000 for bank fees
- A decrease of \$26,100 for electricity, based on an assessment of historic actual costs & decreases in consumption
- A decrease of \$11,500 in water control chemicals based on actual costs & decreases in consumption

# WATER FUND

## Capital Budget (Cash Funded)

The following capital projects are funded for the upcoming year:

Water Meters - Annual Purchase - WR 291	\$	50,000
Water Pump Replacement/Well Redevelopment - WR 392	\$	50,000
Filter Media Replacement - WR 413	\$	45,000
Tank Painting - WR 388	\$	200,000
Raw Water Valve Actuator	\$	17,000
Exhaust Fan Replacement GHWTP	\$	25,000
Vehicle Replacement - Meters - WR 329	\$	50,000
Vehicle Replacement - Transmission and Distribution - WR 329	\$	65,000
Vehicle Replacement - Water Treatment - WR 329	\$	40,000
Butterfly Valves Replacement	\$	150,000
Dump Truck - Transmission and Distribution - WR 329	\$	108,750
Charter Oak Asbestos Abatement	\$	25,000
Rate Study	\$	40,000
<b>TOTAL</b>	<b>\$</b>	<b>865,750</b>

*Detailed descriptions are available in the Capital Improvement Plan portion of the budget.*

## Debt Service

- An additional \$74,384 is budgeted for principal payments on a new Clean Water Fund loan for a smokestack (stove pipe) replacement.
- Interest on notes is decreased by \$391,480 due to a sharp drop in interest rates.
- New authorizations anticipated in the upcoming fiscal year includes \$1,200,000 for system improvements and \$85,000 for a pilot study for groundwater synthetic organics removal.

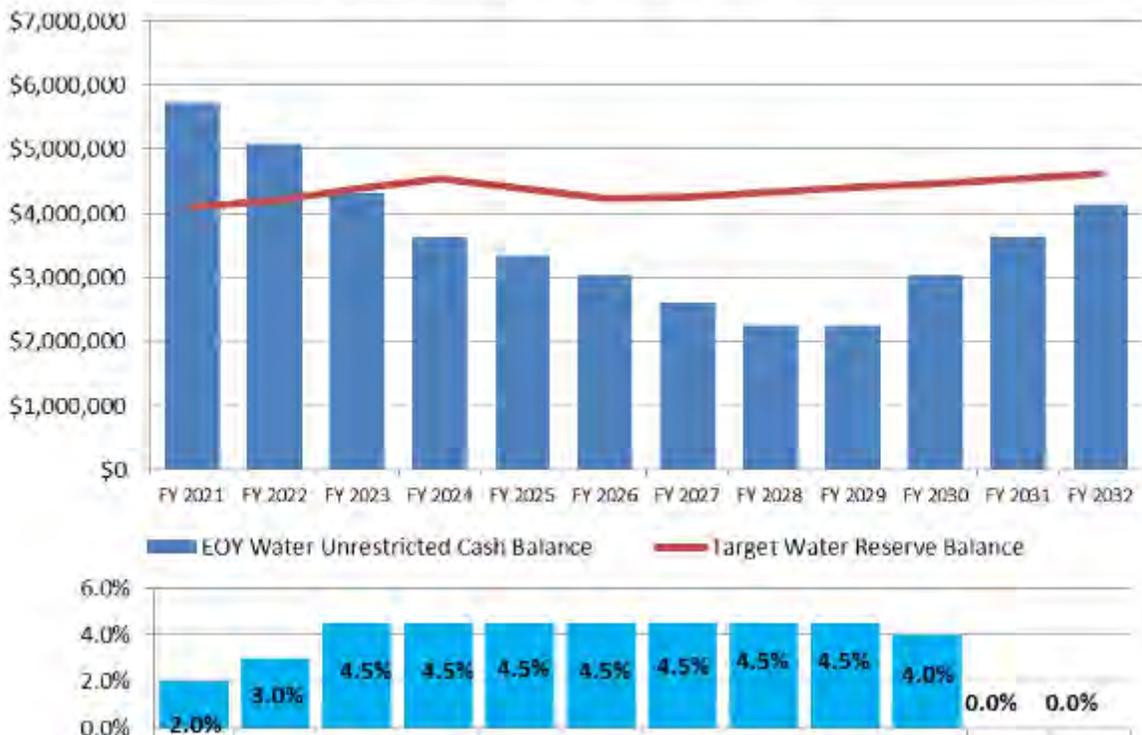
# WATER FUND

## REVENUES

Revenues	Collected 2019/20	Budgeted Estimate 2020/21	Revised Estimate 2020/21	Manager's Projected 2021/22	Adopted Projection 2021/22	Change Over Current Year	Percent Change
Water Service - Regular	6,792,662.03	6,934,626	6,913,001	7,141,724		207,098	2.99%
Fire Service - Private	376,214.62	340,000	340,000	350,200		10,200	3.00%
Fire Service - Towns	1,051,632.00	1,077,653	1,077,653	1,109,983		32,330	3.00%
Interest & Lien Fees	157,723.24	170,000	170,000	72,000		(98,000)	-57.65%
Meter Installation Fees	9,875.00	8,000	8,000	9,000		1,000	12.50%
System Connections	79,600.00	30,000	30,000	50,000		20,000	66.67%
Repairs	14,147.44	8,000	8,000	10,000		2,000	25.00%
Review & Inspection	6,480.00	5,000	5,000	5,700		700	14.00%
Rpd Inspection	60,808.77	60,000	60,000	61,000		1,000	1.67%
Interest	71,682.11	13,000	13,000	-		(13,000)	-100.00%
Premium On Debt Sale	104,428.17	-	-	-		-	N/A
Rent	341,416.53	299,636	299,636	349,778		50,142	16.73%
Sale Of Town Owned Property	12,026.70	-	25,250	-		-	N/A
Timber Sales	150.00	-	-	30		30	N/A
Miscellaneous Revenue	4,411.09	1,500	1,500	4,000		2,500	166.67%
Assessments	11,420.00	-	-	-		-	N/A
<b>TOTAL</b>	<b>\$9,094,677.70</b>	<b>8,947,415</b>	<b>8,951,040</b>	<b>9,163,415</b>	<b>-</b>	<b>216,000</b>	<b>2.41%</b>

Water revenues increase by 2.41% in FY 2021/22, which is primarily attributable to the proposed rate increase. The rate increase is part of a multi-year rate adjustment to maintain the target level of reserves, adjust to decreasing consumption levels, and cover pending infrastructure needs. The graphs below project cash levels assuming a phase-in of rate increases over the next several years.

**End of Year Water Fund Cash Balance**



# WATER FUND

## STATUS OF 2020/21 GOALS

- 1. Provide the highest quality of potable water at the lowest possible cost** - The average turbidity removal for FY20 is 95.0% while finishing FY20 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 15.27%. This is slightly higher than the previous year (14.13%). Maintaining low unaccountable water keeps cost down.
- 3. Implement Infrastructure Improvements (WQIP)** - Complete the stove pipe replacement project and start construction on the Valley Street Project – The stove pipe replacement project was completed in Fall of 2019 and Valley Street Project was completed in the Fall of 2020.
- 4. Decrease % of water account receivables (>120 days delinquent)**. The % of water account receivables (>120 days delinquent) FY20 is 30%. This is a decrease from the previous year (39.6%).
- 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 out for proposal as a design/build project in fall of 2020. Plan is to construct the project in the Spring/Summer of 2021.
- 6. Provide regular material for online consumption** - Have only been able to maintain present online material. More effort needs to be placed in this area.

## 2021/22 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 construction of the Madison/Foster Street replacement project.**
- 4. Decrease % of water account receivables. (>120 days delinquent)**
- 5. Complete New State Road Chlorine Conversion Project construction.**

# SEWER FUND

## DESCRIPTION

The Sewer Department oversees the operation of the Hockanum River Wastewater Treatment Plant and the Town-wide sewer system.

Based on current projections, the Sewer Fund will maintain the required minimum amount of working capital through the upcoming years with relatively modest rate adjustments. For FY 2021/22, a rate increase of 4.0% is recommended based on projections of revenue and expenses in meeting the target of 180 days working capital.

The resulting sewer rate will be \$5.61 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 water bill increase of about \$4.75 per quarter, or \$18.98 per year.

The Eighth Utilities District Rate is calculated to be \$4.46 per hundred cubic feet, based on the formula set out in the service agreement between the Town and the district.

## BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended	Adopted	Estimated	Manager's	Adopted	Change Over	Percent Change
	2019/20	2020/21	Expend. 2020/21	Recom. 2021/22	2021/22	2020/21 Adopted	
Personnel Services	1,838,674.28	2,026,707	1,765,471	2,116,130		89,423	4.41%
Employee Benefits	1,116,851.96	1,170,811	1,130,032	1,196,156		25,345	2.16%
Purchased Services	1,430,927.69	1,558,154	1,527,236	1,640,178		82,024	5.26%
Supplies	315,966.78	394,978	415,150	400,415		5,437	1.38%
Other	-	-	-	-		-	N/A
Contingency	-	85,000	-	85,000		-	0.00%
Interfund Transfers	1,330,861.00	1,454,335	1,454,335	1,338,169		(116,166)	-7.99%
Debt Service	717,399.88	3,216,869	3,216,869	3,041,780		(175,089)	-5.44%
<b>TOTAL SEWER FUND</b>	<b>6,750,681.59</b>	<b>9,906,854</b>	<b>9,509,093</b>	<b>9,817,828</b>	<b>-</b>	<b>(89,026)</b>	<b>-0.90%</b>

Expenditures by Function	Expended	Adopted	Estimated	Manager's	Adopted	Change Over	Percent Change
	2019/20	2020/21	Expend. 2020/21	Recom. 2021/22	2021/22	2020/21 Adopted	
Sewer Administration	950,939.91	1,029,869	1,058,390	1,099,432		69,563	6.75%
Sewer Customer Service	95,154.65	148,774	117,382	154,270		5,496	3.69%
Sewer Collection System Maint.	781,209.32	797,505	662,288	805,908		8,403	1.05%
Sewer Lines Maint.	12,805.45	50,101	50,101	42,800		(7,301)	-14.57%
Sewer Manhole Maint.	19,302.27	39,300	39,300	30,435		(8,865)	-22.56%
Sewer Pumping Stations	6,440.86	10,243	10,026	10,243		-	0.00%
Wastewater Treatment Plant	1,387,553.94	1,551,505	1,383,926	1,657,315		105,810	6.82%
Wastewater Primary Building	1,273,180.31	1,341,575	1,326,105	1,363,485		21,910	1.63%
Sewer Treatment Laboratory	175,834.00	181,778	190,372	188,991		7,213	3.97%
Sewer Contingency	-	85,000	-	85,000		-	0.00%
Sewer Interfund Transfers	1,330,861.00	1,374,335	1,454,335	1,338,169		(36,166)	-2.63%
Sewer Debt Service	717,399.88	3,216,869	3,216,869	3,041,780		(175,089)	-5.44%
<b>TOTAL SEWER FUND</b>	<b>6,750,681.59</b>	<b>9,826,854</b>	<b>9,509,093</b>	<b>9,817,828</b>	<b>-</b>	<b>(9,026)</b>	<b>-0.09%</b>

# SEWER FUND

## Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
<b><u>Sewer Administration</u></b>					
Water/Sewer Administrator	0.50	0.50	0.50	0.50	0.50
Senior Account Associate	1.00	1.00	1.00	1.00	1.00
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
<b>Subtotal:</b>	<b>2.65</b>	<b>2.65</b>	<b>2.65</b>	<b>2.65</b>	<b>2.65</b>
<b><u>Sewer Customer Service</u></b>					
Account Associate	1.00	1.00	1.00	1.00	1.00
Environmental Technician	0.50	0.50	0.50	0.50	0.50
<b>Subtotal:</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>
<b><u>Sewer Collection System</u></b>					
Field Maintenance Manager	0.50	0.50	0.50	0.50	0.50
W&S Maint. Equip. Op. I	5.00	5.00	5.00	5.00	5.00
W&S Maint/Equip. Op. II	1.00	1.00	1.00	1.00	1.00
Field Maintenance Supervisor	0.50	0.50	0.50	0.50	0.50
<b>Subtotal:</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b><u>Sewer Treatment Plant</u></b>					
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
Project Technical Support Manager	0.50	0.50	0.50	0.50	0.50
Wastewater Treatment Plant Operator	10.00	10.00	10.00	10.00	10.00
<b>Subtotal:</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>
<b><u>Sewer Treatment Laboratory</u></b>					
Laboratory Director	0.50	0.50	0.50	0.50	0.50
Chemist II (frozen/unfunded)	0.50	0.50	0.00	0.50	0.00
Chemist	1.00	1.00	1.00	1.00	1.00
<b>Subtotal:</b>	<b>2.00</b>	<b>2.00</b>	<b>1.50</b>	<b>2.00</b>	<b>1.50</b>
<b>TOTAL SEWER FUND FT STAFF</b>	<b>25.65</b>	<b>25.65</b>	<b>25.15</b>	<b>25.65</b>	<b>25.15</b>

## SEWER FUND

### Personnel & Employee Benefits (cont'd):

Part Time Positions	Budgeted		Budgeted		Change in FTE's
	Hours 2020/21	Full Time Equivalents	Hours 2021/22	Full Time Equivalents	
Groundskeeping	480	0.23	480	0.23	0.00
<b>TOTAL SEWER PT STAFF</b>	<b>480</b>	<b>0.23</b>	<b>480</b>	<b>0.23</b>	<b>0.00</b>

### Purchased Services and Supplies:

Covers the cost of the following services relating to the operations of the Sewer Department:

**Administration:** office administrative costs for the central office at Globe Hollow, payments to South Windsor Sewer for flow into their neighboring system, payments to Vernon for a portion of their wastewater treatment plant since some bordering parts of Manchester are on their system, safety & compliance programs, cost shares for the Town's financial database and the annual audit, professional memberships & affiliations for key administrators, NPDES sewer permit, building maintenance costs for the Globe Hollow offices, and fuel & maintenance for administrative staff vehicles

**Customer Service:** bank lockbox fees, and billing & bill printing costs.

**Sewer Collection System Maintenance:** sewer line maintenance equipment maintenance & software, road repair, maintenance & operating costs for the field staff vehicles & equipment.

**Sewer Lines Maintenance:** sewer pipe repair & cleaning costs, supplies & equipment.

**Sewer Manhole Maintenance:** costs for repairing & rebuilding access ways to sewer lines.

**Sewer Pumping Stations:** utilities, equipment & repairs for sewer pumping stations.

**Sewer Treatment Plant General:** equipment, building systems & computer systems costs at the Wastewater Treatment Plant, training & certification for plant operators, supplies & tools.

**Sewer Treatment Primary Building:** electricity & natural gas, sludge disposal, building repairs, repair of major equipment, backup generators, and treatment chemicals.

**Treatment Laboratory:** lab supplies, chemical & microbiological testing costs.

The following significant adjustments are included in the FY2021/22 budget:

- An additional \$33,000 is budgeted for credit card fees, which were previously impacting Water net assets.
- A decrease of \$10,000 for bank fees
- An increase of \$36,433 for the sewer flow to South Windsor based on rate increases
- A \$15,000 increase for new equipment needed at the treatment plant (grit chain & JWC grinder)

# SEWER FUND

## Capital Budget (Cash Funded)

The following capital projects are funded for the upcoming year:

Water Meters - Annual Purchase	\$	50,000
Aeration Blower Service Plan	\$	75,000
Vehicles Replacement - Wastewater	\$	50,000
SLM Equipment Replacement	\$	75,000
Oversized Pipe - SR 391	\$	20,000
Dump Truck Replacement	\$	195,000
Rate Study	\$	40,000
<b>TOTAL</b>	<b>\$</b>	<b>505,000</b>

*Detailed descriptions are available in the Capital Improvement Plan portion of the budget.*

Of this, \$85,000 will be funded with a use of unallocated reserves, for a total budgetary CIP of \$420,000.

## Debt Service

The majority of debt service in the Sewer Fund relates to Clean Water Fund loans for the large-scale Hockanum River Wastewater Treatment Plant upgrade in 2015.

- Interest on notes is decreased by \$175,000 due to a sharp drop in interest rates.
- New authorizations anticipated in the upcoming fiscal year includes \$1,200,000 for system improvements.

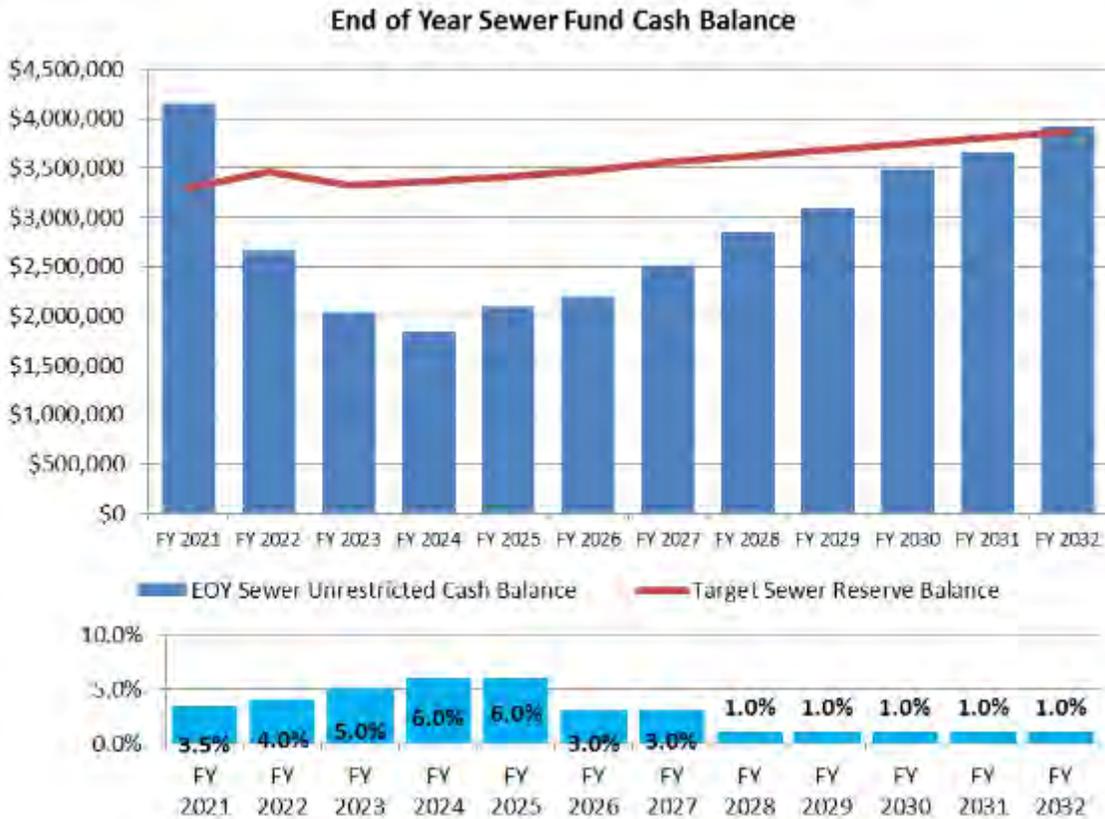
## REVENUES

Revenues	Collected 2019/20	Budgeted Estimate 2020/21	Revised Estimate 2020/21	Manager's Projected 2021/22	Adopted Projection 2021/22	Change Over Current Year	Percent Change
Sewer Service - Regular	6,809,061.37	7,123,931	7,271,832	7,414,703		290,772	4.08%
Eighth Utilities District	1,590,136.93	1,546,316	1,551,129	1,649,897		103,581	6.70%
Bolton Lakes Regional Sewer	69,144.71	62,012	62,012	64,543		2,531	4.08%
Interest & Lien Fees	166,075.47	160,000	160,000	83,800		(76,200)	-47.63%
Water Department Usage	444,800.00	671,810	671,810	671,810		-	0.00%
Outlet Charges	35,000.00	-	23,400	-		-	N/A
Repairs	10,601.37	5,000	13,458	5,000		-	0.00%
Review & Inspection	5,000.00	3,500	3,500	3,500		-	0.00%
Interest	55,177.75	100,000	100,000	-		(100,000)	-100.00%
Premium On Debt Sale	46,354.01	-	-	-		-	N/A
Miscellaneous Revenue	2,400.00	-	-	2,000		2,000	N/A
Nitrogen Credits-Revenue	31,114.00	1,500	1,500	-		(1,500)	-100.00%
Assessments	20,872.00	15,000	15,000	-		(15,000)	-100.00%
<b>TOTAL</b>	<b>\$9,285,737.61</b>	<b>9,689,069</b>	<b>9,873,641</b>	<b>9,895,253</b>	<b>-</b>	<b>206,184</b>	<b>2.13%</b>

# SEWER FUND

## Revenues (cont'd)

Sewer revenues increase by 2.13% in FY 2021/22, which is primarily attributable to the proposed rate increase. The rate increase is part of a multi-year rate adjustment to maintain the target level of reserves, adjust to decreasing consumption levels, and cover pending infrastructure needs. The graphs below project cash levels assuming a phase-in of rate increases over the next several years.



## STATUS OF 2020/21 GOALS

- 1. Provide the highest quality of treated discharge at the lowest possible cost** - Our removal of nitrogen has increased to 84% (FY20) from 79% (FY19). Our removal rate of phosphorus is 86% for FY20 an increase removal over 84% (FY19). All of this while finishing FY20 within allocated budget and meeting our discharge permit.
- 2. Decrease % of sewer account receivables (>120 days delinquent)** - FY20 finished at 32.6%, which is lower than FY19 (39.6%).
- 3. Implement infrastructure improvements (SSIP)** - The Valley Street area sewer main replacement was completed in 2020.

## SEWER FUND

- 4. Automate billing functions such as producing shut off notices and lien process.** Some work has been done in this area, such as online payments, more effort needs to be placed in this area.
- 5. Increase the miles of sanitary sewer pipe cleaned** - FY20 finished at 82.15 miles cleaned, which is up from FY19 (77.46 miles).

### 2021/22 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 Madison/Foster Street replacement project.**
- 4. Increase the miles of sanitary sewer pipe cleaned.**
- 5. Make operational/reporting changes necessary to meet our new National Pollution Discharge Elimination System Permit.**



# Recommended Budget

Town of Manchester,  
Connecticut

FY 2021-22

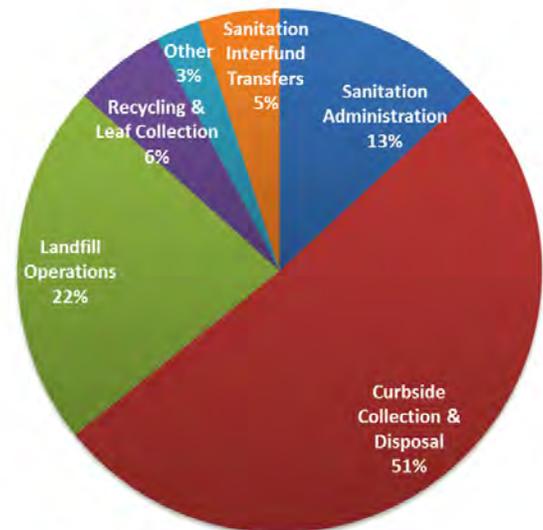
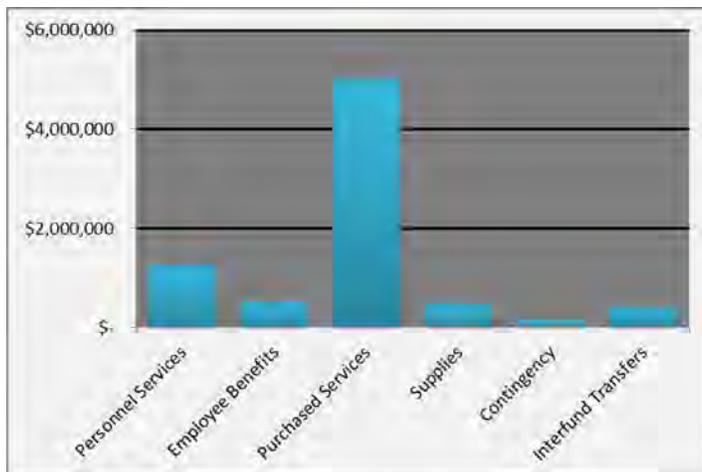
## Sanitation Fund



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).

### Budget Summary

Expenditures by Function	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Adopted 2021/22	Change Over 2020/21 Adopted	Percent Change
Sanitation Administration	567,334.26	982,427	868,436	1,023,082		40,655	4.14%
Curbside Collection & Disposal	3,389,082.81	3,758,485	3,760,400	3,996,932		238,447	6.34%
Landfill Operations	1,560,054.89	1,759,727	1,712,607	1,750,675		(9,052)	-0.51%
Recycling & Leaf Collection	312,791.80	435,174	508,669	440,080		4,906	1.13%
Hazardous Waste Disposal	45,679.84	75,000	75,000	65,000		(10,000)	-13.33%
Sanitation Contingency	-	150,000		150,000		-	0.00%
Sanitation Interfund Transfers	350,283.00	380,279	380,279	390,335		10,056	2.64%
<b>TOTAL SANITATION FUND</b>	<b>6,225,226.60</b>	<b>7,541,092</b>	<b>7,305,391</b>	<b>7,816,104</b>	<b>-</b>	<b>275,012</b>	<b>3.65%</b>



Total Recommended  
**\$7,816,104**



Increase  
**\$275,012**



Percent Increase  
**3.65%**

# SANITATION FUND

## 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 TABLES & COMMENTARY

Expenditures by Object	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Adopted 2021/22	Change Over 2020/21 Adopted	Percent Change
Personnel Services	1,028,245.02	1,206,780	1,164,880	1,255,140		48,360	4.01%
Employee Benefits	386,256.37	497,692	450,301	518,412		20,720	4.16%
Purchased Services	4,150,607.70	4,841,441	4,845,031	5,026,717		185,276	3.83%
Supplies	309,834.51	464,900	464,900	475,500		10,600	2.28%
Contingency	-	150,000	-	150,000		-	0.00%
Interfund Transfers	350,283.00	380,279	380,279	390,335		10,056	2.64%
<b>TOTAL SANITATION FUND</b>	<b>6,225,226.60</b>	<b>7,541,092</b>	<b>7,305,391</b>	<b>7,816,104</b>	<b>-</b>	<b>275,012</b>	<b>3.65%</b>

Expenditures by Function	Expended 2019/20	Adopted 2020/21	Estimated Expend. 2020/21	Manager's Recom. 2021/22	Adopted 2021/22	Change Over 2020/21 Adopted	Percent Change
Sanitation Administration	567,334.26	982,427	868,436	1,023,082		40,655	4.14%
Curbside Collection & Disposal	3,389,082.81	3,758,485	3,760,400	3,996,932		238,447	6.34%
Landfill Operations	1,560,054.89	1,759,727	1,712,607	1,750,675		(9,052)	-0.51%
Recycling & Leaf Collection	312,791.80	435,174	508,669	440,080		4,906	1.13%
Hazardous Waste Disposal	45,679.84	75,000	75,000	65,000		(10,000)	-13.33%
Sanitation Contingency	-	150,000	-	150,000		-	0.00%
Sanitation Interfund Transfers	350,283.00	380,279	380,279	390,335		10,056	2.64%
<b>TOTAL SANITATION FUND</b>	<b>6,225,226.60</b>	<b>7,541,092</b>	<b>7,305,391</b>	<b>7,816,104</b>	<b>-</b>	<b>275,012</b>	<b>3.65%</b>

Total expenditures increase by \$275,012, or 3.65%, compared to the current year adopted budget.

# SANITATION FUND

## Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
<b>Sanitation Administration</b>					
Director of Public Works	0.15	0.15	0.15	0.15	0.15
Deputy Director of Public Works	0.00	0.95	0.95	0.95	0.95
Management Analyst	0.00	0.95	0.95	0.95	0.95
Director of Operations (frozen/unfunded)	0.50	0.50	0.00	0.50	0.00
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 Svcs. Mgr. (position eliminated)	1.00	0.00	0.00	0.00	0.00
Work Coordinator	1.00	1.00	1.00	1.00	1.00
<b>Subtotal:</b>	<b>3.10</b>	<b>4.00</b>	<b>3.50</b>	<b>4.00</b>	<b>3.50</b>
<b>Landfill Operations</b>					
Maintainer I	0.00	1.00	1.00	1.00	1.00
Maintainer II	3.00	3.00	3.00	3.00	3.00
Maintainer III	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
Clerical Assistant	2.00	2.00	2.00	2.00	2.00
Mechanic II (reimbursement to Fleet Mgmt)	1.00	1.00	1.00	1.00	1.00
Working Foreman (position eliminated)	1.00	0.00	0.00	0.00	0.00
<b>Subtotal:</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>
<b>TOTAL SANITATION FUND FT STAFF</b>	<b>12.60</b>	<b>13.50</b>	<b>13.00</b>	<b>13.50</b>	<b>13.00</b>

Part Time Positions	Budgeted Hours 2020/21	Full Time Equivalents	Budgeted Hours 2021/22	Full Time Equivalents	Change in FTE's
Quality of Life Officer	1,664	0.80	1,664	0.80	0.00
<b>TOTAL SANITATION PT STAFF</b>	<b>1,664</b>	<b>0.80</b>	<b>1,664</b>	<b>0.80</b>	<b>0.00</b>

## SANITATION FUND

### Purchased Services and Supplies:

Covers the cost of the following services relating to the operations of the Sanitation Fund:

**Administration:** technical landfill management costs such as engineering services, environmental testing, State permits, mapping, mandated reporting expenses, and testing; office costs, building maintenance & utilities for the scalehouse office at the landfill.

**Curbside Collection & Disposal:** covers the cost of the Town-wide curbside garbage collection contract, tipping fees paid to MIRA for the disposal of household waste collected, reimbursements to condos in lieu of service provision, refuse collection at Town buildings & grounds, and roll-off containers for use at the transfer station.

**Landfill Operations:** contracted construction & terraforming work on the landfill, engineering costs, heavy equipment rentals, landscaping & hydroseeding costs, supplies, equipment repairs, fuel for heavy equipment used on the landfill.

**Transfer Station & Recycling:** contracted costs for the Town curbside leaf collection program, wood & yard waste grinding services, asphalt processing, leaf bags, garbage & recycling bins, waste management services.

**Hazardous Waste:** processing & disposal of hazardous wastes brought to the transfer station.

The following significant adjustments are included in the FY2021/22 budget:

- An increase of \$191,815 (14%) for the cost of household waste disposal at the regional waste facility, based on revised tipping fees levied by MIRA.
- An increase of \$38,132 (1.8%) for inflationary contract cost increases for Town-wide curbside collection.
- A decrease of \$45,000 in grass hydroseeding costs for the surface of the landfill, based on re-assessment of the level of need.

# SANITATION FUND

## Capital Projects

The capital needs of the Sanitation Fund are handled through Board action as needs arise through use of available reserves.

	Projected FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026
LFG Expansion			\$ 1,000,000		
Expansion Phase 2			\$ 7,300,000		
Equipment	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Scrubbing System	\$ 250,000	\$ 250,000			
<b>TOTAL</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 8,550,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>

The landfill expansion project will increase the capacity of the landfill, thereby allowing it to operate and cover service costs for Manchester residents for a longer period of time.

Equipment purchases include bulldozers, compactors, and dump trucks.

The scrubbing system removes contaminants released from the landfill gas collection system to reduce air pollution and odor issues.

## REVENUES

Revenues	Collected 2019/20	Budgeted Estimate 2020/21	Revised Estimate 2020/21	Manager's Projected 2021/22	Adopted Projection 2021/22	Change Over Current Year	Percent Change
Tipping Fees - Commercial	7,383,155.63	7,500,000	8,500,000	7,500,000		-	0.00%
Residential User Fees	382.00	50,000	107,000	50,000		-	0.00%
Creoc	58.00	20,000	20,000	20,000		-	0.00%
Miscellaneous Sales	105.00	1,500	-	1,500		-	0.00%
Compost	22,797.70	10,000	44	15,000		5,000	50.00%
Leaf Bags	107.00	7,000	-	7,000		-	0.00%
Trash & Recycling Toters	150.00	-	-	4,000		4,000	N/A
Metal Recycle Revenue	12,353.75	30,000	3,569	-		(30,000)	-100.00%
Leaf Bags-Sr Ctr/Comm Y	3,661.60	5,000	-	5,000		-	0.00%
Leaf Bags-Cust Service	4,230.00	6,000	-	6,000		-	0.00%
Sludge Disposal	375,000.00	400,000	400,000	400,000		-	0.00%
Interest	298,503.79	20,000	20,000	20,000		-	0.00%
Sale Of Town Owned Property	0.00	-	-	-		-	N/A
Miscellaneous Revenue	6,705.33	-	2,570	2,600		2,600	N/A
Recycling Rebates	46,928.53	70,000	115,000	115,000		45,000	64.29%
Mattress Recycling Rebate	16,017.00	15,000	-	-		(15,000)	-100.00%
Credit Card Fees Collected	0.00	2,500	-	-		(2,500)	-100.00%
Mid-Ct Project Surplus	93,533.46	-	-	-		-	N/A
Notices Of Violation	230.00	-	-	-		-	N/A
<b>TOTAL</b>	<b>\$8,263,918.79</b>	<b>8,137,000</b>	<b>9,168,183</b>	<b>8,146,100</b>	<b>-</b>	<b>9,100</b>	<b>0.11%</b>

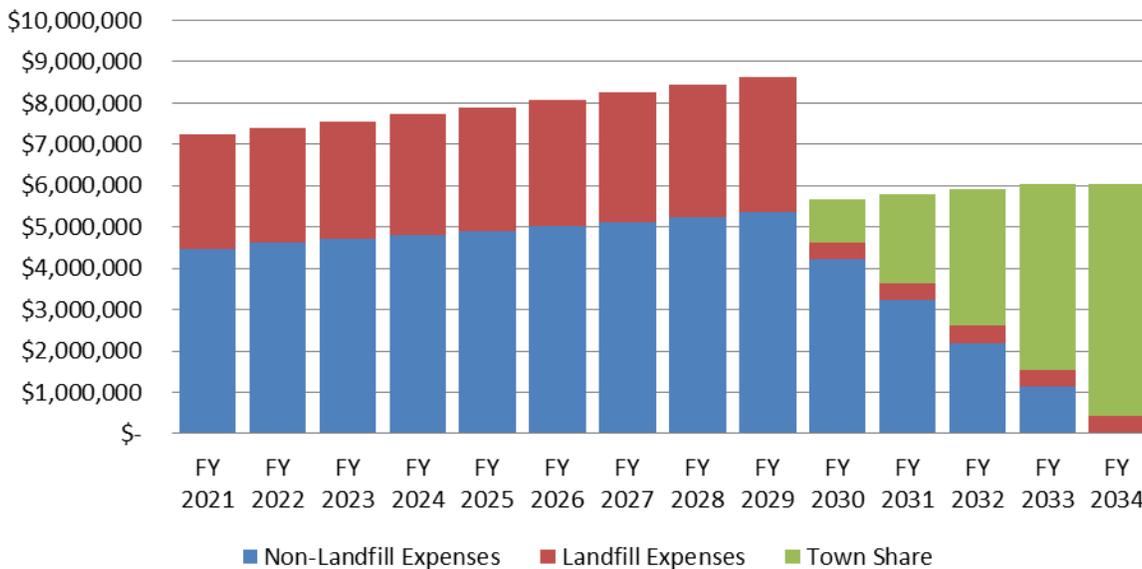
# SANITATION FUND

## Revenues (cont'd)

Sanitation revenues increase by 0.11% in FY 2021/22. The Town will look to explore fee adjustments in the upcoming year in order to build up reserves to fund a phase-in of curbside collection & other costs. These costs are currently covered by landfill revenues, but once the landfill closes in 10 or so years, these costs will no longer be supported.

The graph below depicts Sanitation Fund expenses both before and after the closure of the landfill, and a phasing-in of costs to other revenue sources (taxes, charges for service, etc).

**Sanitation Expenditures- 15 Year Projection**



## STATUS OF 2020/21 GOALS

- 1. Complete design, contracting, and initiate construction of MSE Berm Wall Phase-1** - Re-evaluated phasing and have begun contract specification preparation.
- 2. Assess both Commercial and Residential fee structure** - Ongoing
- 3. Work with CREOC to reduce wait times for HHW disposal events** - Ongoing. Pandemic related issues impacted the 2020 collection schedule.

# SANITATION FUND

## 2021/22 GOALS

- 1. Assess additional opportunities to improve the diversion rate.**
- 2. Update and automate work flow processes for acceptance of landfill materials.**
- 3. Obtain non-minor permit modifications for Landfill Gas Collection System NSR and Title V permits.**

Six Year

# Capital Improvement Plan

- Introduction & Summary
  - Public Infrastructure
  - Parks & Recreation
  - Facilities
  - Vehicles, Equipment & Other
  - Fire Fund
  - Water Fund
  - Sewer Fund
  - Information Systems Fund
- 



# Capital Improvement Plan



**This section of the budget details capital projects, which includes transfers to capital projects budgeted in General Fund-Fixed/Miscellaneous, as well as Fire, Water, Sewer, and Information Systems. Planned debt-financed projects are also included in the CIP.**

## Summary of Capital Budgets

CASH FUNDED						
GENERAL FUND	FY22	FY23	FY24	FY25	FY26	FY27
Public Infrastructure	\$ 500,000	\$ 1,520,000	\$ 1,285,000	\$ 1,020,000	\$ 350,000	\$ 570,000
Parks & Recreation	\$ 497,000	\$ 1,052,000	\$ 202,000	\$ 227,000	\$ 167,000	\$ 177,000
Facilities Maintenance	\$ 1,202,000	\$ 752,000	\$ 502,000	\$ 435,000	\$ 435,000	\$ 435,000
Equipment, Vehicles & Other	\$ 780,000	\$ 955,000	\$ 880,000	\$ 880,000	\$ 880,000	\$ 880,000
Net Other Funding Sources	\$ (1,336,815)	\$ (420,000)	\$ (420,000)	\$ (420,000)	\$ (420,000)	\$ (420,000)
<b>Total General Fund CIP</b>	<b>\$ 1,642,185</b>	<b>\$ 3,859,000</b>	<b>\$ 2,449,000</b>	<b>\$ 2,142,000</b>	<b>\$ 1,412,000</b>	<b>\$ 1,642,000</b>
FIRE FUND	\$ 221,000	\$ 422,000	\$ 223,000	\$ 84,000	\$ 85,000	\$ 55,000
WATER FUND	\$ 825,750	\$ 1,153,750	\$ 1,318,750	\$ 893,750	\$ 460,000	\$ 360,000
SEWER FUND	\$ 505,000	\$ 145,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000
INFORMATION SYSTEMS FUND	\$ 230,000	\$ 230,000	\$ 230,000	\$ 230,000	\$ 230,000	\$ 230,000
DEBT FINANCED						
GENERAL FUND	\$ 17,050,000	\$ -	\$ 21,300,000	\$ -	\$ 14,800,000	\$ -
FIRE FUND	\$ 675,000	\$ -	\$ 700,000	\$ -	\$ 1,400,000	\$ -
WATER FUND	\$ 1,285,000	\$ 1,975,000	\$ 12,200,000	\$ 6,550,000	\$ 3,610,000	\$ 3,550,000
SEWER FUND	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 5,200,000	\$ 1,200,000	\$ 1,200,000
<b>TOTAL</b>	<b>\$ 23,633,935</b>	<b>\$ 8,984,750</b>	<b>\$ 39,715,750</b>	<b>\$ 15,194,750</b>	<b>\$ 23,292,000</b>	<b>\$ 7,132,000</b>

# CAPITAL IMPROVEMENT PLAN

## DESCRIPTION

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.

# CAPITAL IMPROVEMENT 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.

## 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-

## CAPITAL IMPROVEMENT PLAN

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 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- PUBLIC INFRASTRUCTURE

## SUMMARY- CASH/GRANT FUNDED

PUBLIC INFRASTRUCTURE	FY22	FY23	FY24	FY25	FY26	FY27
1 Town-wide Bridge Safety and Repair Program	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
2 Enhanced Pedestrian Crossings	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000		
3 Traffic Signal Vehicle Detection	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
4 Case Pond Dams Masonry Repairs (LoCIP)	\$ 50,000	\$ 50,000				
5 Sidewalk Extensions	\$ 75,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
6 LED Street Light Conversion (designated FB/performance contracting)	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000		
7 Small Bridge Replacements		\$ 200,000		\$ 200,000		\$ 200,000
8 Light Pole Replacement		\$ 100,000		\$ 100,000		
9 Bus Shelter Installation & Replacement		\$ 20,000		\$ 20,000		\$ 20,000
10 Lincoln Center Improvements		\$ 100,000				
11 Welcome Signs		\$ 50,000	\$ 50,000			
12 Hilliard Bridge Replacement		\$ 400,000				
13 Cemetery Paving		\$ 75,000		\$ 75,000		
14 Culvert Replacement - East Eldridge St to Porter Brook			\$ 160,000			
15 Slope Stabilization and Sedimentation Removal- Hockanum River			\$ 350,000			
16 Probate Court Parking Lot Rehabilitation			\$ 150,000			
17 Flood Hazard Mitigation Projects			\$ 50,000	\$ 100,000	\$ 100,000	\$ 100,000
<b>TOTAL</b>	<b>\$ 500,000</b>	<b>\$ 1,520,000</b>	<b>\$ 1,285,000</b>	<b>\$ 1,020,000</b>	<b>\$ 350,000</b>	<b>\$ 570,000</b>

## PROJECT DESCRIPTIONS

### CASH OR GRANT FUNDED PROJECTS

*NOTE: some projects are funded through multiple funding sources; please refer to the Capital Improvement Plan summary for details on funding sources*

#### 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 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. 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.



# CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE

## 3. 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.

## 4. 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.



## 5. 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.

## 6. LED Street Light Conversion

**PROJECT DESCRIPTION:** In 2003, the Town purchased and now owns, the nearly 5,000 street lights that illuminate our roadways. Over the past several years, there has been a systematic effort to convert the old high pressure sodium lights to new energy efficient LEDs.

**JUSTIFICATION:** Energy costs associated with the operation of the street lights are in excess of \$350,000 annually. LED technology is more efficient resulting in energy savings of 50-60% over while improving light quality and reducing maintenance.

**IMPACT ON OPERATION:** 50-60% savings in energy cost and reduced maintenance and re-lamping requirements.

## 7. Small Bridge Replacements

**PROJECT DESCRIPTION:** This project consists of the replacement of Town owned bridges under 20' in length.

**JUSTIFICATION:** The Town owns 19 bridges under 20' in length. These small bridges typically do not qualify for federal or state bridge funding. A thorough inspection of these bridges was completed in 2018. Some of the bridges are reaching the end of their useful life, including Summit Street over Bigelow Brook (1920), Parker Street over Bigelow Brook (1939) and Birch Mountain Road over Birch Mountain Brook (1950).

**IMPACT ON OPERATIONS:** no impact.

## 8. 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 provide the necessary funding to continue year two pole replacement of deteriorating older wooden and decorative metal poles. A typical pole replacement will cost \$3,000 to \$4,000.

**IMPACT ON OPERATION:** No anticipated impact.

# CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE

## 9. 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.

## 10. 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.

## 11. Town of Manchester Welcome Signs

**PROJECT DESCRIPTION:** Replace aging Town Welcome signs at highway off-ramps.

**JUSTIFICATION:** There are 11 welcome signs that provide visitors with a 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.

## 12. 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.

## 13. Cemetery Roadway Paving

**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. 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.



# CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE

## **15. 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 River 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.

## **16. 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.

## **17. Flood Hazard Mitigation Projects**

**PROJECT DESCRIPTION:** This project consists of the construction of engineered flood hazard improvements at various locations to mitigate damages caused by short duration, high intensity rain events. Examples include detention basins, additional catch basins and pipe, berm construction and infiltration systems.

**JUSTIFICATION:** Flash flooding during short duration, high intensity rain events is common at several locations throughout Town. While stormwater drainage systems are not designed to handle flash floods, there are some mitigation measures at particular locations that can provide improved protection against such events. An example is the construction of a detention basin on Town owned property near Riverside Drive that would attenuate storm water flows thereby providing increased capacity in the large underground piped network downstream during these events.

**IMPACT ON OPERATIONS:** no impact.



# CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE

## SUMMARY- BOND FUNDED

BOND FUNDED	FY22	FY23	FY24	FY25	FY26	FY27
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 Dry Brook Culvert Improvements			\$ 4,000,000			
5 Upgrade Porter St Neighborhood Drainage System			\$ 1,500,000			
6 Traffic Signal Upgrades	\$ 500,000		\$ 500,000		\$ 500,000	
7 Globe Hollow Parking Lot Improvements	\$ 450,000					
8 Town Hall Parking Lot Resurfacing	\$ 300,000					
9 Bennet Field - upgrades with lights	\$ 500,000		\$ 500,000			
<b>TOTAL</b>	<b>\$ 17,050,000</b>	<b>\$ -</b>	<b>\$ 21,300,000</b>	<b>\$ -</b>	<b>\$ 14,800,000</b>	<b>\$ -</b>

## PROJECT DESCRIPTIONS

### BOND FUNDED PROJECTS

#### 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 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

# CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE

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.

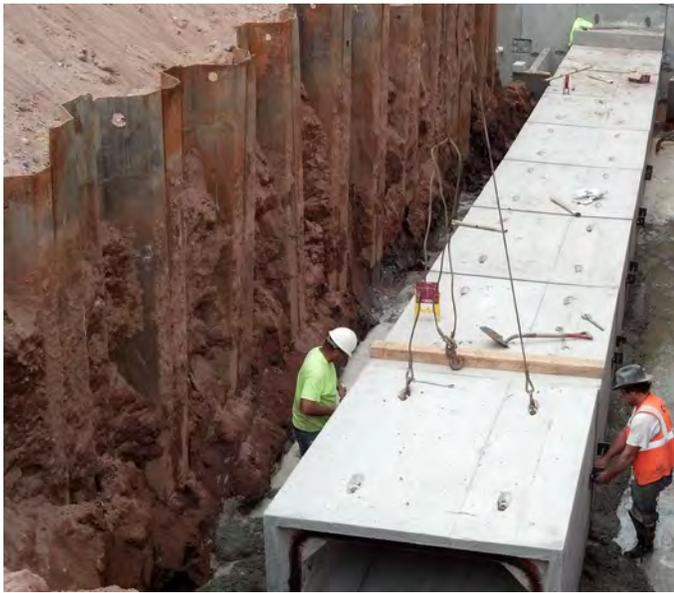
**IMPACT ON OPERATION:** No impact.

## 4. Dry Brook Culvert Improvements

**PROJECT DESCRIPTION:** Install additional culverts along the Dry Brook culvert to increase capacity between Bissell Street and Maple Street.

**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.



## 5. 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.

## 6. 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.

## 7. 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.

## **8. 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.

## **9. 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- PARKS & RECREATION

## SUMMARY

PARKS AND RECREATION	FY22	FY23	FY24	FY25	FY26	FY27
1 Outdoor Court Construction	\$ 90,000	\$ 225,000				
2 Park Upgrades	\$ 60,000	\$ 60,000	\$ 60,000	\$ 75,000	\$ 75,000	\$ 75,000
3 Skate Park	\$ 75,000	\$ 200,000				
4 Passive Recreation Oversight	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
5 Outdoor Hard Surface Repairs	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
6 Swimming Pool Upgrades and Major Repairs Program	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
7 Case Mountain Summit Vista Landscaping (LoCIP)	\$ 25,000	\$ 25,000				
8 Artificial Turf Field	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
9 Center Springs/Center Memorial Connection (LoCIP)	\$ 125,000	\$ 125,000				
10 Cheney Rail Trail Gateway Signage	\$ 30,000					
11 Center Springs Amphitheatre		\$ 250,000				
12 Trail Fence and Wood Rail Replacement		\$ 25,000		\$ 10,000		\$ 10,000
13 Park Pavilion Upgrades		\$ 50,000	\$ 50,000	\$ 50,000		
<b>TOTAL</b>	<b>\$ 497,000</b>	<b>\$ 1,052,000</b>	<b>\$ 202,000</b>	<b>\$ 227,000</b>	<b>\$ 167,000</b>	<b>\$ 177,000</b>

## PROJECT DESCRIPTIONS

### 1. 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.

### 2. 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.

### 3. 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 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.

### 4. Passive Recreation Oversight

**PROJECT DESCRIPTION:** Feasibility, oversight, development and maintenance of sites, structures and facilities.

# CAPITAL IMPROVEMENT PLAN- PARKS & RECREATION

**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.

## **5. 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.

## **6. 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.

## **7. 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.

## **8. 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.

## **9. 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.

## **10. Cheney Rail Trail Gateway Signage**

**PROJECT DESCRIPTION:** Install gateway artwork signage on the Park Street overpass

**JUSTIFICATION:** The Park Street overpass acts as a gateway to the recently constructed Cheney Rail Trail. This project will install informative artwork and signage to the overpass and bridge abutment wall that will identify the historical significance of the rail corridor.

**IMPACT ON OPERATION:** No operating impact anticipated.

# CAPITAL IMPROVEMENT PLAN- PARKS & RECREATION

## 11. 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.

## 12. 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.

## 13. Park Pavilion Upgrades

**PROJECT DESCRIPTION:** Renovate and upgrade park pavilions

**JUSTIFICATION:** There are many pavilions located throughout the park system. These pavilions vary in size and features and were built over the years and need updating and renovations to continue to meet the needs of programming.

**IMPACT ON OPERATION:** Reduced maintenance cost of aging structures



# CAPITAL IMPROVEMENT PLAN- FACILITIES

## SUMMARY

FACILITIES MAINTENANCE	FY22	FY23	FY24	FY25	FY26	FY27
1 Mechanical Systems	\$ 140,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000
2 Exterior Building	\$ 100,000	\$ 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	\$ 25,000	\$ 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
8 Office Renovations	\$ 67,000	\$ 67,000	\$ 67,000			
9 Lincoln Center Window Replacement (LoCIP)	\$ 250,000	\$ 250,000				
10 Police Department Locker Room Renovation (50% fund balance)	\$ 500,000					
<b>TOTAL</b>	<b>\$ 1,202,000</b>	<b>\$ 752,000</b>	<b>\$ 502,000</b>	<b>\$ 435,000</b>	<b>\$ 435,000</b>	<b>\$ 435,000</b>

## PROJECT DESCRIPTIONS

### 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

**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).

**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.

# CAPITAL IMPROVEMENT PLAN- FACILITIES

## 5. Life Safety Systems

**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.

## 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.

## 8. Lincoln Center Window Replacement



**PROJECT DESCRIPTION:** Replace exterior windows with high efficiency and period appropriate windows.

**JUSTIFICATION:** The Lincoln Center is a historic school located at the corner of Main Street and Center Street as part of the municipal campus that also includes Town Hall, The Weiss Center, and Fire Station #2 Headquarters. The building is home to many municipal functions including the Board of Directors Hearing Room and is visited as a resource for services by residents, businesses, and developers alike. In its prominent location at the top of Main Street, the Lincoln Center is seen by thousands of passersby each day. This project will replace the outdated windows with ones that are more period-appropriate more energy efficient.

**IMPACT ON OPERATION:** Reduced energy costs anticipated due higher efficient windows.

## **9. Police Department Locker Room Renovation**

**PROJECT DESCRIPTION:** Renovate the existing men's and women's locker rooms at the police station.

**JUSTIFICATION:** The Police Department has seen an increase in female officers joining their ranks requiring more space for the women's locker room. This project will reconfigure the men's and women's locker room layout to accommodate this changing staff need and will also provide upgrades to meet current and future equipment demands.

**IMPACT ON OPERATION:** No operating impact anticipated.

## **10. Workspace/ Office Renovations**

**PROJECT DESCRIPTION:** Renovate town offices.

**JUSTIFICATION:** The success of Work Space has led to an increased demand for work stations on the second floor. Staff has identified several areas that can be reconfigured and renovated to provide additional work stations to serve the growing need. Other Town offices have security and public health needs that require renovations in the upcoming years.

**IMPACT ON OPERATION:** No operating impact anticipated.

# CAPITAL IMPROVEMENT PLAN- EQUIPMENT, VEHICLES & OTHER

## SUMMARY

EQUIPMENT AND VEHICLES		FY22	FY23	FY24	FY25	FY26	FY27
1	Equipment & Vehicles Replacement (partly funded w/ fund balance)	\$ 750,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000
2	Washbay Equipment Replacement and Upgrades		\$ 75,000				
<b>TOTAL</b>		<b>\$ 750,000</b>	<b>\$ 925,000</b>	<b>\$ 850,000</b>	<b>\$ 850,000</b>	<b>\$ 850,000</b>	<b>\$ 850,000</b>
OTHER		FY22	FY23	FY24	FY25	FY26	FY27
1	Sustainability & Green Energy Services	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
<b>TOTAL</b>		<b>\$ 30,000</b>					

## PROJECT DESCRIPTIONS

### EQUIPMENT & VEHICLES

#### 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. Wash Bay Equipment Replacement and Upgrades

**PROJECT DESCRIPTION:** Replace steel stations supporting wash equipment, installation of concrete pad exiting the wash bay, and upgrades to wash equipment.

**JUSTIFICATION:** The wash bay facility is used to wash large vehicles and equipment that are exposed to salt and other materials that reduce their life. The wash bay is an integral part of the Town's winter maintenance program. The facility is approximately 20-years old and showing signs of wear that requires equipment replacement and upgrades.

**IMPACT ON OPERATION:** Frequent washing of equipment will prolong the life of the equipment reducing maintenance costs and help to extend the overall life of the vehicles and equipment.

### OTHER

#### 1. 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- SOUTH MANCHESTER FIRE DISTRICT

## SUMMARY

<b>FIRE FUND- CASH FUNDED</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>
1 Fire Department Roof Replacements	\$ 140,000	\$ 140,000	\$ 140,000			
2 Replacement of Staff Vehicles	\$ 50,000	\$ 51,000	\$ 52,000	\$ 53,000	\$ 54,000	\$ 55,000
3 LifePak-15 Cardiac Monitor	\$ 31,000	\$ 31,000	\$ 31,000	\$ 31,000	\$ 31,000	
4 Radio Tower Replacement		\$ 200,000				
<b>TOTAL</b>	<b>\$ 221,000</b>	<b>\$ 422,000</b>	<b>\$ 223,000</b>	<b>\$ 84,000</b>	<b>\$ 85,000</b>	<b>\$ 55,000</b>

<b>FIRE FUND- FINANCED</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>
5 Apparatus Replacement	\$ 675,000		\$ 700,000		\$ 1,400,000	

## PROJECT DESCRIPTIONS

### 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. Replacement of the roof at Station 2 is the largest and most complicated project. It is scheduled for FY22.

**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. The requested amount includes the costs for the vehicle, radio equipment, emergency lighting system and a pick-up bed cap and accessories.

**IMPACT ON OPERATION:** Reduced maintenance costs associated with an aging fleet of vehicles; improved safety for personnel.



# CAPITAL IMPROVEMENT PLAN- SOUTH MANCHESTER FIRE DISTRICT

## 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 (FY22 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.



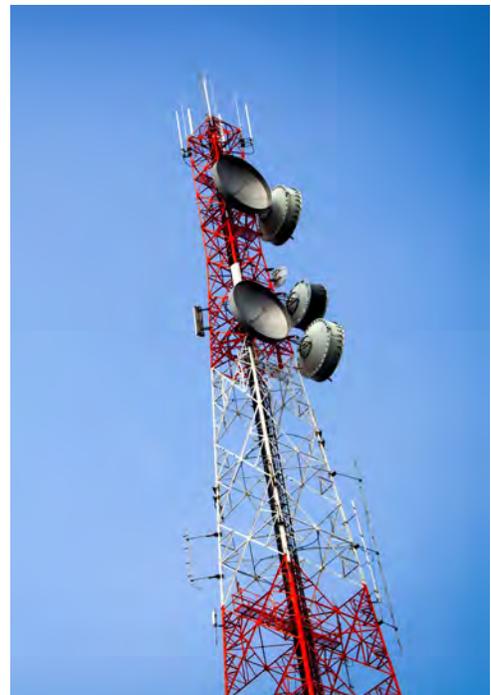
**IMPACT ON OPERATION:** Emergency services operations in Manchester rely on effective, dependable radio reception in all areas of town for safe and efficient service. Topography/reception issues on lower Main St. and to the South West require an elevated tower in the area of the Center.

**NOTE:** This project requires extensive research and engineering. The new communications tower might provide benefit to MPD, DPW, BOE and other public and private agencies. There is potential for some funding coming from a commercial enterprise leasing space on the tower. The dollar amount provided is a ballpark figure.

## 4. Emergency Communications Tower

**DESCRIPTION:** This project provides funding for the replacement and relocation of an aged and deteriorating communications tower built on the roof of Fire Headquarters.

**JUSTIFICATION:** The current tower's deteriorating condition necessitates replacement. Its integral nature as a component of the Station 2 roof creates significant roof maintenance challenges. Any significant work done on the current tower would require an upgrade to today's codes which would be cost prohibitive. The unknown load bearing capacity of the Station 2 roof structure (due to a lack of original engineering specifications) would likely require significant reinforcement prior to repair/replacement of the roof top structure. This project most likely will consist of installation of a new communications tower attached to the exterior wall of the station with a ground-level base.



## 5. 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- WATER FUND

## SUMMARY

<b>WATER FUND- CASH FUNDED</b>		<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>
1	Water Meters - Annual Purchase - WR 291	\$ 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	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
5	Raw Water Valve Actuator	\$ 17,000					
6	Exhaust Fan Replacement GHWTP	\$ 25,000	\$ 25,000				
7	Vehicle Replacement - Meters - WR 329	\$ 50,000					
8	Vehicle Replacement - Transmission and Distribution - WR 329	\$ 65,000	\$ 120,000	\$ 40,000			
9	Vehicle Replacement - Water Treatment - WR 329	\$ 40,000					\$ 50,000
10	Butterfly Valves Replacement	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	
11	Dump Truck - Transmission and Distribution - WR 329	\$ 108,750	\$ 108,750	\$ 108,750	\$ 108,750		
12	Charter Oak Asbestos Abatement	\$ 25,000					
13	Heavy Equipment Replacement - T&D - WR 386		\$ 110,000	\$ 60,000			
14	Vehicle Replacement - Source of Supply - WR 329		\$ 45,000				
15	Cooper Hill Treatment Building Abatement and Demolition		\$ 100,000	\$ 100,000	\$ 100,000		
16	Paving Charter Oak		\$ 135,000	\$ 135,000			
17	Oversized Pipe - WR 326		\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
18	Well 2A Site Remediation			\$ 90,000			
19	Water Audit - WR 411			\$ 50,000			
20	Articulating Tractor Replacement			\$ 125,000			
21	Globe Hollow Gate House Removal				\$ 225,000		
22	Reservoir Vegetative Control - WR 414			\$ 100,000			
<b>TOTAL</b>		<b>\$ 825,750</b>	<b>\$ 1,153,750</b>	<b>\$ 1,318,750</b>	<b>\$ 893,750</b>	<b>\$ 460,000</b>	<b>\$ 360,000</b>

<b>WATER FUND- DEBT FUNDED</b>		<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>
1	Infrastructure Improvements- WQIP	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
2	Infrastructure Improvements- DPW Coordination	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
3	New State Road Pilot Study - WR 408	\$ 85,000	\$ 100,000	\$ 5,000,000			
4	Well 6 Replacement		\$ 200,000				
5	Highland Street Pump Station Renovation		\$ 75,000	\$ 600,000			
6	Dam Repairs/Modifications		\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	
7	Low Zone Booster Pump Station		\$ 100,000	\$ 100,000	\$ 800,000		
8	Organic Compound Reduction at Wells 5, 10 and 11			\$ 5,000,000			
9	Water Meter and Reading System Redevelopment - WR 329				\$ 4,000,000		
10	New Bolton Road Well Reactivation				\$ 50,000	\$ 75,000	\$ 2,000,000
11	Charter Oak Improvements - WC 527				\$ 200,000	\$ 2,000,000	
12	Globe Hollow Clearwell Overflow Piping					\$ 35,000	\$ 350,000
<b>TOTAL</b>		<b>\$ 1,285,000</b>	<b>\$ 1,975,000</b>	<b>\$12,200,000</b>	<b>\$ 6,550,000</b>	<b>\$ 3,610,000</b>	<b>\$ 3,550,000</b>

# CAPITAL IMPROVEMENT PLAN- WATER FUND

## PROJECT DESCRIPTIONS

### CASH FUNDED PROJECTS

#### 1. Water Meters

**PROJECT DESCRIPTION:** Purchase Water Meters and related meter reading equipment.

**JUSTIFICATION:** Provide for an inventory for replacement meters, batteries and transmitters for meter reading transmitters. 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).

**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. Presently working with engineer to remove and replace media in both filters. Underdrains should be inspected and any deficiencies will be repaired

**IMPACT ON OPERATIONS:**

#### 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

# CAPITAL IMPROVEMENT PLAN- WATER FUND

## 5. Raw Water Valve Actuator

**PROJECT DESCRIPTION:** Install actuator to contactor #1 to modulate raw water flow at GHWTP

**JUSTIFICATION:** In 2018 we installed modulating valve on contactor #2 because of main raw water valve failure. Presently the raw water valve for contactor #1 does not modulate. By making this a modulating valve, it will give us redundancy should the other fail.

**IMPACT ON OPERATIONS:** None

## 6. Exhaust Fan Replacement

**PROJECT DESCRIPTION:** Replace Exhaust Fan at GHWTP

**JUSTIFICATION:** The exhaust fans at the GHWTP are original from 1985. They have become no longer serviceable and are failing.

**IMPACT ON OPERATIONS:** None

## 7. Vehicle Replacement – Meters - WR 329

**PROJECT DESCRIPTION:** Vehicle replacement in the Water Treatment Division.

**JUSTIFICATION:** replace Vehicle #366, a 2010 4x4 ¾ ton utility truck. Vehicle used for meter installation and water meter related work. The age, condition, mileage and history of mechanical failures of this vehicles warrant their replacement.

**IMPACT ON OPERATIONS:** Reduction of on-going maintenance, expenses and repairs.

## 8. Vehicle Replacement – Transmission & Distribution - WR 329

**PROJECT DESCRIPTION:** Provides funding for the replacement of Transmission and Distribution vehicles.

**JUSTIFICATION:**

Year 1: replace Vehicle #357 a 2012 Chevy 2500 utility van body

Year 2: replace Vehicle #309 a 2012 F-350 dually 4x4 utility body with plow

Year 2: replace Vehicle #311 a 2012 F-350 dually 4x4 with plow

Year 3 - replace Vehicle #301 a 2012 F-250 4x4 pickup truck with plow and rear lift gate. 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.

## 9. Vehicle Replacement – Water Treatment - WR 329



**PROJECT DESCRIPTION:** Vehicle replacement in the Water Treatment Division.

**JUSTIFICATION:**

Year 1: replace Vehicle #323, a 2012 short bed F150 4WD pickup.

Out year- replace Vehicle #324, a 2015 long bed F 350 4WD pickup.

**IMPACT ON OPERATIONS:** Reduction of on-going maintenance, expenses and repairs.

## 10. 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.

## 11. Dump Truck – Transmission & Distribution - WR 329



# CAPITAL IMPROVEMENT PLAN- WATER FUND

**PROJECT DESCRIPTION:** Replace T&D Dump Trucks.

**JUSTIFICATION:**

Year 1- replace Vehicle #344 a 2005 Sterling tri-axle dump truck.

Year 2- replace Vehicle #306 a 2010 International 6-wheel dump truck

Year 2- replace Vehicle #407, a 2011 International 10-wheel dump truck

Cost to be split with sewer – shared use

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.

## **12. Charter Oak Furnace Asbestos Abatement and Removal**

**PROJECT DESCRIPTION:** Asbestos Abatement Removal of the obsolete Charter Oak furnace.

**JUSTIFICATION:** The furnace is no longer in use at the Charter Oak facility and is covered with asbestos.

Asbestos is a hazardous material and furnace which is no longer in use.

**IMPACT ON OPERATIONS:** None.

## **13. Heavy Equipment Replacement – Transmission & Distribution – WR 386**

**PROJECT DESCRIPTION:** Replace Heavy Equipment.

**JUSTIFICATION:**

Year 2- replace Vehicle #2702, a WACH valve maintenance .

Out year- 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

## **14. Vehicle Replacement – Source of Supply WR 329**

**PROJECT DESCRIPTION:** Source of Supply vehicle replacement.

**JUSTIFICATION:**

Year 2- replace Vehicle #325, a 2012 pickup 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.

## **15. Cooper Hill Treatment Building Abatement and Demolition**

**PROJECT DESCRIPTION:** Cooper Hill Treatment Building Abatement and Demolition

**JUSTIFICATION:** Complete demolition of walls, sedimentation basins, clear wells and underground structures. Engineering firm to provide inspection and design of hazardous waste sampling, removal for the project.

**IMPACT ON OPERATIONS:** None

## **16. Paving Charter Oak Garage Parking Lot**

**PROJECT DESCRIPTION:** Pave Charter Oak Garage Parking Lot.

**JUSTIFICATION:** Pavement is severely cracked with a large amount of potholes throughout the entire area. Remove and replace existing pavement.

**IMPACT ON OPERATIONS:** Reduction of maintenance, expenses and repairs.

## **17. 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.

## **18. Well 2A Site Remediation – WC 525**

**PROJECT DESCRIPTION:** Licensed Environmental Professional (LEP) Services for Charter Oak Well #2A

**JUSTIFICATION:** for a 3 year LEP Services contract for bio-remediation monitoring, data collection and process control recommendations.

**IMPACT ON OPERATIONS:** None

# CAPITAL IMPROVEMENT PLAN- WATER FUND

## 19. Water Audit – WR 411

**PROJECT DESCRIPTION:** Comprehensive Study to find unaccounted water.

**JUSTIFICATION:** to perform a leak study to investigate possible lost water in the distribution system.

**IMPACT ON OPERATIONS:** Decrease the amount of non-revenue water.

## 20. Articulating Tractor Replacement

**PROJECT DESCRIPTION:** Replace Vehicle #312.

**JUSTIFICATION:** 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.

## 21. Globe Hollow Gate House Removal

**PROJECT DESCRIPTION:** Globe Hollow Gate House Removal

**JUSTIFICATION:** Remove existing concrete gate house, replace valves appurtenances and install new concrete flat top structure.

**IMPACT ON OPERATIONS:** This project will provide equipment access to the top of the dam to improve required maintenance procedures.

## 22. 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. Prepare a survey to track the movement and to prepare possible strategies to combat the vegetative issues (previously funded). Funding requested to implement control strategies.

**IMPACT ON OPERATIONS:** May reduce amount of chemicals required for water treatment.

## 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.

**IMPACT ON OPERATIONS:** The water quality improvement program minimizes repair and pumping costs. Undersized and unlined mains result in increased water quality problems, increased 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:** The water quality improvement program minimizes repair and pumping costs. Undersized and unlined mains result in increased water quality problems, increased pumping costs, the restriction of flow capacity and the limitation of fire protection capabilities.

### 3. New State Road Pilot Study – WR 408

**PROJECT DESCRIPTION:** To pilot test process and design treatment for contaminant removal.

**JUSTIFICATION:** pilot test process to remove contaminants from the water. Initial investment is to

# CAPITAL IMPROVEMENT PLAN- WATER FUND

design a modification for the treatment modification at the New State Road facility. This would be followed by the larger investment to construct the treatment modifications.

**IMPACT ON OPERATIONS:** Operating costs would rise because of operational and process requirements

## 4. Well #6 Replacement



**PROJECT DESCRIPTION:** Replace Well#6 at the New State Road Treatment Facility.

**JUSTIFICATION:** Well #6 has been in service since the early 1960s. The amount of water that can be obtained from the well has been greatly diminished. It no longer can be effectively cleaned. In FY19/20, funds were appropriated to acquire permits and design and install a new well. Future funding is to complete the project by installing a new pump, motor, motor control center and piping.

**IMPACT ON OPERATIONS:** may impact power & pumping costs depending on design of well.

## 5. Highland Street Pump Station Renovation

**PROJECT DESCRIPTION:** Total renovation of pump station, pumps, piping and controls.

**JUSTIFICATION:** to design and create drawings and prepare bid documents. Requested funding is to 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. 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. The request funds a study to site and size for a booster pump station from the low zone to the middle zone, to purchase land and design a booster station, and finally to construct a booster station. This project will allow us to purchase water from other utilities in times of drought conditions.

**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, This will reduce that we ask for voluntary conservation or mandatory restrictions which result in a reduction of revenue.

## 8. 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, which the compounds currently 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.

An engineering firm was hired 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. Future funding is to construct treatment facilities and pump stations.

**IMPACT ON OPERATIONS:**

## CAPITAL IMPROVEMENT PLAN- WATER FUND

### **9. Water Meter and Reading System Replacement – WR 329**

**PROJECT DESCRIPTION:** Water 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 radio transmitters. The last complete change out had a cost \$4 million. Current estimates are about \$8 million for the project, half of which will be funded in Sewer.

**IMPACT ON OPERATIONS:** Older displacement meters lose accuracy over time thus reducing the amount of revenue.

### **10. 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. First year funding is to retain a consultant to study the New Bolton Road aquifer to confirm the safe yield possibilities. In second year, retain a consultant to obtain a diversion permit and design a facility. The larger funding request is to then 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.

### **11. Charter Oak Improvements – WC 527**

**PROJECT DESCRIPTION:** Charter Oak Wellfield Repairs and Improvements.

**JUSTIFICATION:** Initial funding is to provide engineering services to design a treatment facility consolidating the treatment of Wells #2A, #3 and #4 at one location. The major funding request is to construct a 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.

### **12. Globe Hollow Clearwell Overflow Piping – WR 390**

**PROJECT DESCRIPTION:** Install clearwell overflow at the Globe Hollow Water Treatment Plant.

**JUSTIFICATION:** initial funding is to design a clearwell overflow piping per Department of Public Health's recommendation. Subsequent funding is to construct clearwell overflow piping.

**IMPACT ON OPERATIONS:** No impact

### **13. Rate Study**

**PROJECT DESCRIPTION:** Engage a consulting firm to assess the rates & financing options for the water & sewer funds.

**JUSTIFICATION:** rate studies are conducted periodically to determine what rates & financing options will yield the best results for the operations and their corresponding funds. A number of factors have changed since the last study, particularly the declines in water consumption, the potential need for costly environmental mitigation efforts in the coming years, and changes to the interest & lending environment. The model currently used to project rates is based on old assumptions; a new rate study would revisit those assumptions and assist with building a model that will guide sound financial decisionmaking for the next 6-8 years.

**IMPACT ON OPERATIONS:** The outcome of the study will guide future budget & financial decisions for the water & sewer operations.

# CAPITAL IMPROVEMENT PLAN- SEWER FUND

## SUMMARY

SEWER FUND- CASH FUNDED		FY22	FY23	FY24	FY25	FY26	FY27
1	Water Meters - Annual Purchase	\$ 50,000	\$ 50,000				
2	Aeration Blower Service Plan	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
3	Vehicles Replacement - Wastewater Treatment	\$ 50,000					
4	SLM Equipment Replacement	\$ 75,000					
5	Oversized Pipe - SR 391	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
6	Dump Truck Replacement	\$ 195,000					
7	Rate Study	\$ 40,000					
<b>TOTAL</b>		<b>\$ 505,000</b>	<b>\$ 145,000</b>	<b>\$ 95,000</b>	<b>\$ 95,000</b>	<b>\$ 95,000</b>	<b>\$ 95,000</b>
<b>Use of Unallocated Reserves</b>		<b>\$ (85,000)</b>					
<b>NET TOTAL- WATER FUND OPERATING</b>		<b>\$ 420,000</b>	<b>\$ 145,000</b>	<b>\$ 95,000</b>	<b>\$ 95,000</b>	<b>\$ 95,000</b>	<b>\$ 95,000</b>

SEWER FUND- DEBT FUNDED		FY22	FY23	FY24	FY25	FY26	FY27
1	Infrastructure Improvements- SSIP	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
2	Infrastructure Improvements- DPW Coordination	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
3	Water Meter and Reading System Redevelopment				\$ 4,000,000		
<b>TOTAL</b>		<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>	<b>\$ 5,200,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>

## PROJECT DESCRIPTIONS

### CASH FUNDED PROJECTS

#### 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 is 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. Vehicle Replacement – Wastewater Treatment

**PROJECT DESCRIPTION:** Vehicle Replacement.

**JUSTIFICATION:**

Year 1- replace Vehicle #401, a 2010 Ford Escape.

Year 2- replace Vehicle #446, a 2008 a Ford F350 with a similar vehicle.

**IMPACT ON OPERATIONS:** Reduction of ongoing maintenance, expenses and repairs.

# CAPITAL IMPROVEMENT PLAN- SEWER FUND

## 4. SLM Equipment Replacement



PROJECT

**DESCRIPTION:** Sewer Line Maintenance Equipment Replacement.

**JUSTIFICATION:**

Year 1- replace Vehicle #409, a 2004, Aqua Trailer Jet with similar.

Year 2- replace Vehicle #2810, a 2008 SRECO trailer mounted pipe rodder.

**IMPACT ON OPERATIONS:** Reduction of ongoing maintenance, expenses and repairs.

## 5. Oversized Pipe – SR 391

**PROJECT DESCRIPTION:** Reimbursement for the installation of oversized sewer pipe.

**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.

**IMPACT ON OPERATIONS:** This project has the potential increase revenue through development activity.

## 6. Dump Truck Replacement

**PROJECT DESCRIPTION:** Replace Dump Trucks.

**JUSTIFICATION:** replace Vehicle #407 a 2011 International 10 wheel dump truck. Cost to be split with Water – shared use. 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.

## 7. Rate Study

**PROJECT DESCRIPTION:** Engage a consulting firm to assess the rates & financing options for the water & sewer funds.

**JUSTIFICATION:** rate studies are conducted periodically to determine what rates & financing options will yield the best results for the operations and their corresponding funds. A number of factors have changed since the last study, particularly the declines in water consumption, the potential need for costly environmental mitigation efforts in the coming years, and changes to the interest & lending environment. The model currently used to project rates is based on old assumptions; a new rate study would revisit those assumptions and assist with building a model that will guide sound financial decisionmaking for the next 6-8 years.

**IMPACT ON OPERATIONS:** The outcome of the study will guide future budget & financial decisions for the water & sewer operations.

# CAPITAL IMPROVEMENT PLAN- SEWER FUND

## 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 – Public Works Coordination – SC 534**

**PROJECT DESCRIPTION:** Sewer main replacement/rehabilitation for public works.

**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.

**IMPACT ON OPERATIONS:**

### **3. 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- INFORMATION SYSTEMS

## SUMMARY

INFORMATION SYSTEMS	FY22	FY23	FY24	FY25	FY26	FY27
1 PC Replacement	\$ 30,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
2 Server Replacement	\$ 20,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000
3 Switch Replacement	\$ 20,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
4 Network & Security Upgrades	\$ 10,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000
5 Production Software Upgrades	\$ 30,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
6 Major Software Upgrades	\$ 100,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000
7 Network Engineering Study	\$ 20,000					
<b>TOTAL</b>	<b>\$ 230,000</b>					

## PROJECT DESCRIPTIONS

### 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.

### 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

# CAPITAL IMPROVEMENT PLAN- INFORMATION SYSTEMS

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. Major Software Upgrades**

**PROJECT DESCRIPTION:** Annual contribution to funds set aside for major software upgrades, transitions to new platforms, or adoption of new tools for providing services and communicating with the public.

**JUSTIFICATION:** The Town utilizes a number of major systems and data services throughout the organization. These systems periodically require either updating or replacement & transitioning to a new system, as technology changes, as service needs change, and as IT service providers go in and out of business. These transitions are often costly and in some cases these needs arise with little notice and are critical to continuity of operations.

**IMPACT ON OPERATION:** Major systems typically have annual license & maintenance fees; replacing systems or adding new ones will have an annual cost to the IS fund and/or other operating departments.

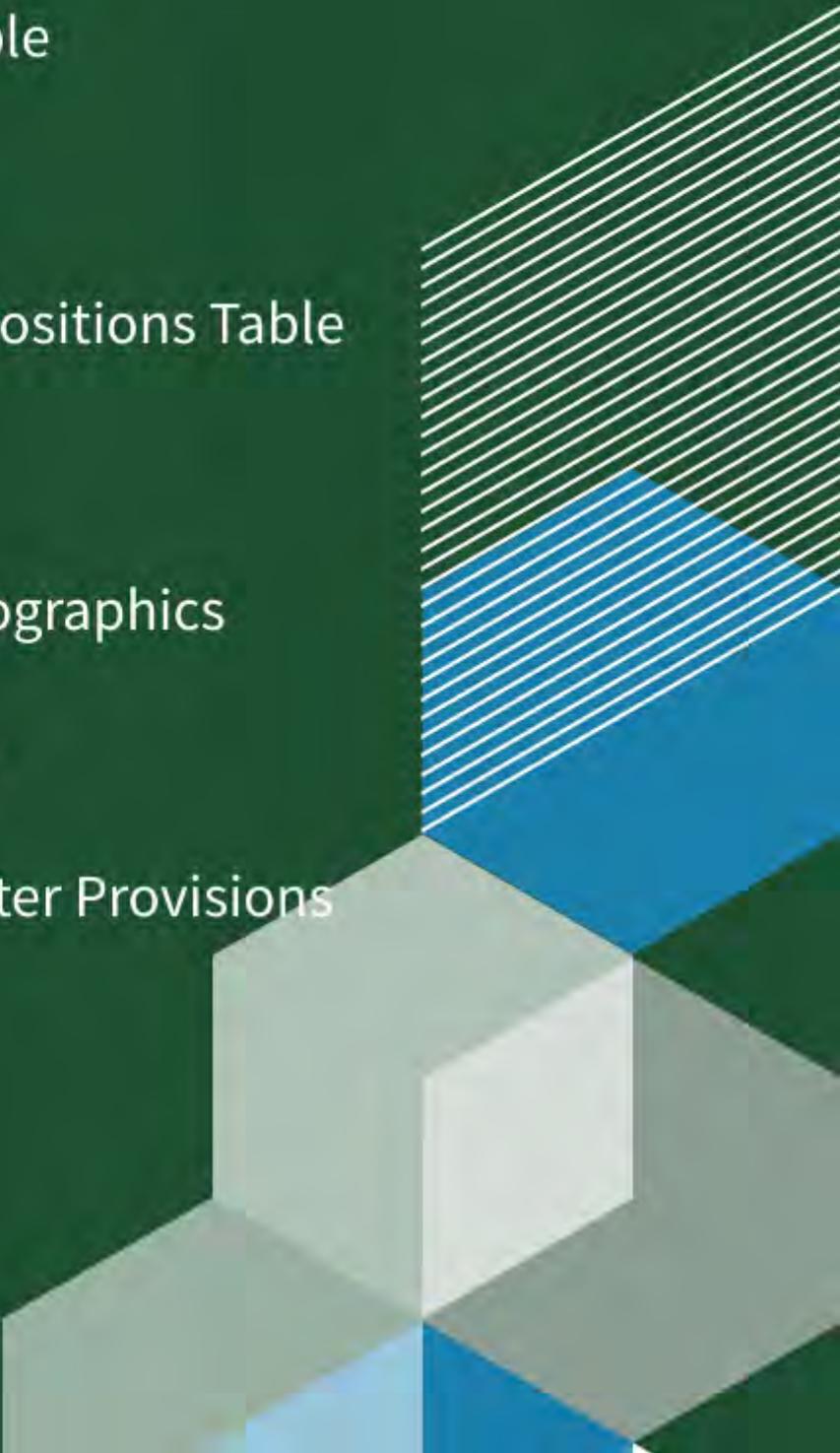
## **7. Network Engineering Study**

**PROJECT DESCRIPTION:** Explore potential re-wiring options for the Town's fiber network

**JUSTIFICATION:** Efficiency improvements to the fiber network will improve the performance of the Town system, which is under heavier use with new technology and increasing reliance on remote and online operations.

**IMPACT ON OPERATION:** Potential operating efficiencies may be derived from the project.

# Reference Tables & Appendices

- Expenditure Summary Table
  - Revenue Summary Table
  - Mill Rate Calculation
  - Authorized & Funded Positions Table
  - Organization Chart
  - Town Statistics & Demographics
  - Economic Information
  - Budget Policies & Charter Provisions
  - Glossary
- 

## EXPENDITURE SUMMARY

	Expended 2019/20	Adopted 2020/21	Estimated Expenditures 2020/21	Manager's Recommended 2021/22	Adopted 2021/22	Change Over Current Adopted	Percent Change
<b>GENERAL GOVERNMENT</b>							
Board of Directors	\$ 297,352.04	\$ 341,031	\$ 341,616	\$ 361,672		\$ 20,641	6.05%
General Manager	\$ 489,194.60	\$ 638,572	\$ 650,733	\$ 678,631		\$ 40,059	6.27%
Budget & Research Office	\$ 254,485.01	\$ 222,541	\$ 223,725	\$ 235,626		\$ 13,085	5.88%
Human Resources	\$ 511,818.62	\$ 430,197	\$ 438,110	\$ 431,200		\$ 1,003	0.23%
Customer Service/Info Office	\$ 152,322.97	\$ 163,209	\$ 163,103	\$ 171,606		\$ 8,397	5.14%
Finance Administration	\$ 210,051.56	\$ 212,005	\$ 213,970	\$ 214,582		\$ 2,577	1.22%
Accounting	\$ 537,123.47	\$ 555,477	\$ 561,753	\$ 574,756		\$ 19,279	3.47%
Assessment & Collection	\$ 992,395.61	\$ 1,054,519	\$ 992,780	\$ 1,070,462		\$ 15,943	1.51%
Purchasing	\$ 568,294.52	\$ 610,437	\$ 605,304	\$ 636,721		\$ 26,284	4.31%
Planning and Economic Devel.	\$ 737,296.48	\$ 771,487	\$ 769,054	\$ 784,511		\$ 13,024	1.69%
Town Clerk	\$ 437,399.00	\$ 491,357	\$ 460,286	\$ 492,920		\$ 1,563	0.32%
Registrars	\$ 253,583.34	\$ 308,030	\$ 321,442	\$ 277,417		\$ (30,613)	-9.94%
Town Attorney	\$ 348,463.16	\$ 408,681	\$ 406,231	\$ 404,497		\$ (4,184)	-1.02%
Probate Court	\$ 37,588.13	\$ 42,568	\$ 38,095	\$ 42,568		\$ -	0.00%
<b>TOTAL</b>	<b>\$ 5,827,368.51</b>	<b>\$ 6,250,111</b>	<b>\$ 6,186,202</b>	<b>\$ 6,377,169</b>	<b>\$ -</b>	<b>\$ 127,058</b>	<b>2.03%</b>
<b>DEPARTMENT OF PUBLIC WORKS</b>							
DPW Administration	\$ 776,540.69	\$ 830,932	\$ 833,396	\$ 819,620		\$ (11,312)	-1.36%
Engineering	\$ 2,212,678.76	\$ 2,296,508	\$ 2,270,927	\$ 2,337,046		\$ 40,538	1.77%
Field Services	\$ 6,360,716.58	\$ 7,649,130	\$ 7,002,825	\$ 7,521,206		\$ (127,924)	-1.67%
Facilities	\$ 2,218,867.19	\$ 2,313,472	\$ 2,296,472	\$ 2,369,857		\$ 56,385	2.44%
Building Inspection	\$ 916,030.64	\$ 988,711	\$ 975,537	\$ 993,285		\$ 4,574	0.46%
<b>TOTAL</b>	<b>\$ 12,484,833.86</b>	<b>\$ 14,078,753</b>	<b>\$ 13,379,157</b>	<b>\$ 14,041,014</b>	<b>\$ -</b>	<b>\$ (37,739)</b>	<b>-0.27%</b>
<b>PUBLIC SAFETY</b>							
Police	\$ 20,607,318.46	\$ 21,990,599	\$ 22,057,018	\$ 23,022,953		\$ 1,032,354	4.69%
Paramedic Services	\$ 2,312,621.00	\$ 2,532,103	\$ 2,532,103	\$ 2,586,848		\$ 54,745	2.16%
Emergency Management	\$ 53,706.84	\$ 60,971	\$ 60,971	\$ 60,971		\$ -	0.00%
<b>TOTAL</b>	<b>\$ 22,973,646.30</b>	<b>\$ 24,583,673</b>	<b>\$ 24,650,092</b>	<b>\$ 25,670,772</b>	<b>\$ -</b>	<b>\$ 1,087,099</b>	<b>4.42%</b>
<b>DEPARTMENT OF HUMAN SERVICES</b>							
Human Services Administration	\$ 819,373.87	\$ 854,429	\$ 858,811	\$ 857,461		\$ 3,032	0.35%
Health	\$ 820,846.87	\$ 874,951	\$ 886,381	\$ 917,168		\$ 42,217	4.83%
Senior, Adult and Family Services	\$ 622,125.52	\$ 653,719	\$ 648,038	\$ 665,401		\$ 11,682	1.79%
Senior Center	\$ 640,180.82	\$ 766,515	\$ 575,201	\$ 738,825		\$ (27,690)	-3.61%
<b>TOTAL</b>	<b>\$ 2,902,527.08</b>	<b>\$ 3,149,614</b>	<b>\$ 2,968,431</b>	<b>\$ 3,178,855</b>	<b>\$ -</b>	<b>\$ 29,241</b>	<b>0.93%</b>
<b>LEISURE SERVICES</b>							
Recreation	\$ 1,741,655.02	\$ 1,771,623	\$ 1,544,251	\$ 2,197,445		\$ 425,822	24.04%
Neighborhood & Families	\$ 124,011.37	\$ 178,751	\$ 176,911	\$ 195,239		\$ 16,488	9.22%
Youth Services Bureau	\$ 672,474.14	\$ 717,978	\$ 700,977	\$ 740,795		\$ 22,817	3.18%
Library	\$ 3,107,718.68	\$ 3,308,583	\$ 3,241,726	\$ 3,404,719		\$ 96,136	2.91%
<b>TOTAL</b>	<b>\$ 5,645,859.21</b>	<b>\$ 5,976,935</b>	<b>\$ 5,663,865</b>	<b>\$ 6,538,198</b>	<b>\$ -</b>	<b>\$ 561,263</b>	<b>9.39%</b>
<b>FIXED COSTS AND MISCELLANEOUS</b>							
Retired Employee Benefits	\$ 4,412,069.41	\$ 4,696,647	\$ 4,836,647	\$ 4,833,966		\$ 137,319	2.92%
Interfund Transfers*	\$ 5,008,374.00	\$ 3,984,876	\$ 4,788,892	\$ 4,734,147		\$ 749,271	18.80%
Miscellaneous	\$ 175,376.66	\$ 413,939	\$ 125,519	\$ 375,214		\$ (38,725)	-9.36%
Debt Service	\$ 12,680,934.95	\$ 12,961,935	\$ 12,961,935	\$ 13,961,935		\$ 1,000,000	7.71%
<b>TOTAL</b>	<b>\$ 22,276,755.02</b>	<b>\$ 22,057,397</b>	<b>\$ 22,712,993</b>	<b>\$ 23,905,262</b>	<b>\$ -</b>	<b>\$ 1,847,865</b>	<b>8.38%</b>
<b>TOTAL NON-EDUCATIONAL</b>	<b>\$ 72,110,989.98</b>	<b>\$ 76,096,483</b>	<b>\$ 75,560,740</b>	<b>\$ 79,711,270</b>	<b>\$ -</b>	<b>\$ 3,614,787</b>	<b>4.75%</b>

\*- Transfer to Paramedics, previously included as interfund transfers, is now shown under Public Safety

## EXPENDITURE SUMMARY

EDUCATION							
Board of Education	\$ 116,281,237.00	\$ 117,774,174	\$116,774,174	\$ 117,774,174	\$	-	0.00%
Priv. Sch. Health & Welfare	\$ 410,182.56	\$ 426,145	\$ 426,145	\$ 426,145	\$	-	0.00%
Transitional Living Center	\$ 188,821.00	\$ 68,622	\$ 68,622	\$ 68,622	\$	-	0.00%
<b>TOTAL</b>	<b>\$ 116,880,240.56</b>	<b>\$ 118,268,941</b>	<b>\$117,268,941</b>	<b>\$ 118,268,941</b>	<b>\$</b>	<b>-</b>	<b>0.00%</b>
GENERAL FUND TOTAL							
	\$ 188,991,230.54	\$ 194,365,424	\$192,829,681	\$ 197,980,211	\$	-	3,614,787 1.86%
OTHER BUDGETED FUNDS:							
FIRE FUND	\$ 16,514,263.73	\$ 18,039,719	\$ 17,455,944	\$ 18,541,172	\$	501,453	2.78%
INFORMATION SYSTEMS FUND	\$ 1,843,040.20	\$ 2,290,799	\$ 2,225,022	\$ 2,281,993	\$	(8,806)	-0.38%
WATER FUND	\$ 7,574,963.78	\$ 8,733,287	\$ 8,463,066	\$ 8,625,217	\$	(108,070)	-1.24%
SEWER FUND	\$ 6,750,681.59	\$ 9,906,854	\$ 9,509,093	\$ 9,817,828	\$	(89,026)	-0.90%
SANITATION FUND	\$ 6,225,226.60	\$ 7,541,092	\$ 7,305,391	\$ 7,816,104	\$	275,012	3.65%
<b>GRAND TOTAL</b>	<b>\$ 227,899,406.44</b>	<b>\$ 240,877,175</b>	<b>\$237,788,197</b>	<b>\$ 245,062,525</b>	<b>\$</b>	<b>-</b>	<b>4,185,350 1.74%</b>

## REVENUE SUMMARY

GENERAL RELATED	Collected 2019/20	Adopted Budget 2020/21	Estimated Revenues 2020/21	Manager's Recommended 2021/22	Adopted 2021/22	Change Over FY21 Adopted	Percent Change
<b>Property Taxes</b>							
Taxes - Current Year	\$ 144,307,585.86	\$ 145,448,689	\$ 145,448,689	\$ 149,364,793		\$ 3,916,104	2.69%
Motor Vehicle Supplement	\$ 1,857,945.18	\$ 1,654,000	\$ 1,550,000	\$ 1,729,000		\$ 75,000	4.53%
Taxes - Prior Years	\$ 2,057,901.56	\$ 2,250,000	\$ 2,137,500	\$ 2,250,000		\$ -	0.00%
Suspense Collection	\$ 124,704.42	\$ 120,000	\$ 126,705	\$ 120,000		\$ -	0.00%
Interest and Liens	\$ 1,238,668.80	\$ 1,230,000	\$ 900,000	\$ 1,230,000		\$ -	0.00%
<b>Total</b>	<b>\$ 149,586,805.82</b>	<b>\$ 150,702,689</b>	<b>\$ 150,162,894</b>	<b>\$ 154,693,793</b>	<b>\$ -</b>	<b>\$ 3,991,104</b>	<b>2.65%</b>
<b>Permits, Licenses, Fees</b>							
Town Clerk Fees	\$ 1,405,145.11	\$ 1,030,000	\$ 900,000	\$ 1,180,000		\$ 150,000	14.56%
Town Clerk Land Record Fees	\$ 14,514.00	\$ 16,000	\$ 16,000	\$ 13,000		\$ (3,000)	-18.75%
Citizen Services Fees	\$ 6,510.00	\$ 10,000	\$ -	\$ 8,000		\$ (2,000)	-20.00%
Building Inspection	\$ 1,089,819.46	\$ 930,000	\$ 1,000,000	\$ 1,030,000		\$ 100,000	10.75%
Engineering	\$ 900.00	\$ 2,000	\$ 2,000	\$ 2,000		\$ -	0.00%
Road Cut Permits	\$ 19,900.00	\$ 25,000	\$ 25,000	\$ 20,000		\$ (5,000)	-20.00%
Health	\$ 78,331.35	\$ 66,000	\$ 66,000	\$ 74,000		\$ 8,000	12.12%
Planning and Zoning	\$ 12,333.00	\$ 15,000	\$ 15,000	\$ 15,000		\$ -	0.00%
Police - Permits	\$ 27,155.80	\$ 35,000	\$ 35,000	\$ 35,000		\$ -	0.00%
Bingo Proceeds	\$ 4,981.71	\$ 4,000	\$ 4,000	\$ 4,000		\$ -	0.00%
Dog Licenses	\$ 7,706.50	\$ 10,000	\$ 10,000	\$ 10,000		\$ -	0.00%
Dog Warden	\$ 1,686.11	\$ 2,500	\$ 2,500	\$ 1,500		\$ (1,000)	-40.00%
Police - Fines	\$ 12,220.00	\$ 20,000	\$ 20,000	\$ 20,000		\$ -	0.00%
Library - Fines	\$ 21,263.99	\$ 30,000	\$ 30,000	\$ 20,000		\$ (10,000)	-33.33%
<b>Total</b>	<b>\$ 2,702,467.03</b>	<b>\$ 2,195,500</b>	<b>\$ 2,125,500</b>	<b>\$ 2,432,500</b>	<b>\$ -</b>	<b>\$ 237,000</b>	<b>10.79%</b>
<b>Charges for Services</b>							
Cemetery Fees	\$ 173,195.00	\$ 225,000	\$ 200,000	\$ 200,000		\$ (25,000)	-11.11%
Fleet Maintenance	\$ 111,213.57	\$ 100,000	\$ 50,000	\$ 100,000		\$ -	0.00%
Grocery Bags	\$ -	\$ 100	\$ -	\$ 100		\$ -	0.00%
Health - Flu Clinic		\$ -	\$ -	\$ -		\$ -	N/A
Senior Center Activities	\$ 10,854.00	\$ 14,500	\$ 100	\$ 14,500		\$ -	0.00%
Welfare Clients	\$ -	\$ 500	\$ 500	\$ 500		\$ -	0.00%
Recreation - General Facility Pass	\$ 22,104.00	\$ 27,000	\$ 500	\$ 27,000		\$ -	0.00%
Recreation - Organized Sports	\$ 10,665.00	\$ 12,000	\$ 12,000	\$ 12,000		\$ -	0.00%
Recreation - Aquatics	\$ 12,310.00	\$ 32,000	\$ 32,000	\$ 32,000		\$ -	0.00%
Recreation - Summer Camp	\$ 4,674.50	\$ 40,000	\$ 40,000	\$ 200,000		\$ 160,000	400.00%
<b>Total</b>	<b>\$ 345,016.07</b>	<b>\$ 451,100</b>	<b>\$ 335,100</b>	<b>\$ 586,100</b>	<b>\$ -</b>	<b>\$ 135,000</b>	<b>29.93%</b>
<b>State and Federal Grants</b>							
PILOT State Property	\$ 428,017.00	\$ 428,017	\$ 428,017	\$ 428,017		\$ -	0.00%
PILOT Tax Exempt Property	\$ 552,286.00	\$ 552,286	\$ 552,286	\$ -		\$ (552,286)	-100.00%
M. Pequot/Mohegan Fund Grant	\$ 412,450.00	\$ 412,450	\$ 412,450	\$ 412,450		\$ -	0.00%
PILOT - Phone Company	\$ 80,450.23	\$ 86,441	\$ 86,441	\$ 86,441		\$ -	0.00%
Municipal Stabilization Grant	\$ 780,354.00	\$ 780,354	\$ 780,354	\$ 780,354		\$ -	0.00%
Veterans Exemption Reimburse	\$ 51,938.06	\$ 60,000	\$ 60,000	\$ 52,000		\$ (8,000)	-13.33%
Disability Reimbursement	\$ 8,012.02	\$ 9,000	\$ 9,000	\$ 8,000		\$ (1,000)	-11.11%
State Historic Preservation Grant	\$ 7,500.00	\$ -	\$ -	\$ -		\$ -	N/A
Controlling Interest Transfer Tax	\$ 9,691.36	\$ 5,500	\$ 5,500	\$ 10,500		\$ 5,000	90.91%
Town Aid Roads	\$ 643,680.68	\$ 643,681	\$ 643,841	\$ 643,681		\$ -	0.00%
Federal Highway Safety	\$ 4,742.21	\$ 16,000	\$ 16,000	\$ 16,000		\$ -	0.00%
Emergency Management	\$ 29,053.00	\$ 28,195	\$ 28,195	\$ 28,195		\$ -	0.00%
Youth Service Bureau	\$ 22,750.00	\$ 32,000	\$ 32,000	\$ 32,000		\$ -	0.00%
E-911 Dispatch Grant	\$ 136,155.09	\$ 129,500	\$ 129,500	\$ 129,500		\$ -	0.00%
Health - Per Capita Grant	\$ 61,523.79	\$ 61,000	\$ 62,306	\$ 61,000		\$ -	0.00%
Library Support/Connecticard	\$ 29,286.00	\$ 28,000	\$ 28,000	\$ 28,000		\$ -	0.00%
Grant for Municipal Projects	\$ 1,506,098.00	\$ 1,506,098	\$ 1,506,098	\$ 1,506,098		\$ -	0.00%
<b>Total</b>	<b>\$ 4,763,987.44</b>	<b>\$ 4,778,522</b>	<b>\$ 4,779,989</b>	<b>\$ 4,222,236</b>	<b>\$ -</b>	<b>\$ (556,286)</b>	<b>-11.64%</b>

## REVENUE SUMMARY

GENERAL RELATED	Collected 2019/20	Adopted Budget 2020/21	Estimated Revenues 2020/21	Manager's Recommended 2021/22	Adopted 2021/22	Change Over FY21 Adopted	Percent Change
<b>Income from Assets</b>							
Interest on Investments	\$ 871,672.37	\$ 410,000	\$ 200,000	\$ 210,000		\$ (200,000)	-48.78%
Rent	\$ 221,494.49	\$ 250,000	\$ 250,000	\$ 225,000		\$ (25,000)	-10.00%
Sale of Town-Owned Property	\$ 41,338.11	\$ 130,000	\$ 130,000	\$ 130,000		\$ -	0.00%
<b>Total</b>	<b>\$ 1,134,504.97</b>	<b>\$ 790,000</b>	<b>\$ 580,000</b>	<b>\$ 565,000</b>	<b>\$ -</b>	<b>\$ (225,000)</b>	<b>-28.48%</b>
<b>Interfund Transfers</b>							
Fire	\$ 330,923.00	\$ 337,541	\$ 337,541	\$ 344,292		\$ 6,751	2.00%
Police Special Services	\$ -	\$ -	\$ 60,000	\$ -		\$ -	N/A
Capital Projects	\$ 13,560.31	\$ -	\$ -	\$ -		\$ -	N/A
Water	\$ 167,245.03	\$ 166,584	\$ 166,584	\$ 169,916		\$ 3,332	2.00%
Sewer	\$ 128,264.00	\$ 128,264	\$ 128,264	\$ 130,830		\$ 2,566	2.00%
Sanitation Fund	\$ 110,777.00	\$ 112,993	\$ 112,993	\$ 115,253		\$ 2,260	2.00%
Trust Funds	\$ 32,000.00	\$ 32,000	\$ 32,000	\$ 32,000		\$ -	0.00%
Water/Sewer Transfer for Engin.	\$ 903,031.00	\$ 903,031	\$ 903,031	\$ 921,091		\$ 18,060	2.00%
PILOT Housing Authority	\$ 98,484.61	\$ 98,000	\$ 111,796	\$ 98,000		\$ -	0.00%
PILOT Bennet Housing	\$ 69,022.80	\$ 68,000	\$ 68,000	\$ 68,000		\$ -	0.00%
<b>Total</b>	<b>\$ 1,853,307.75</b>	<b>\$ 1,846,413</b>	<b>\$ 1,920,209</b>	<b>\$ 1,879,382</b>	<b>\$ -</b>	<b>\$ 32,969</b>	<b>1.79%</b>
<b>Miscellaneous Income</b>							
Unclassified Revenue	\$ 162,111.93	\$ 75,000	\$ 75,000	\$ 75,000		\$ -	0.00%
Camp Kennedy Donations	\$ 540.00	\$ 600	\$ 600	\$ 600		\$ -	0.00%
ISO-NE Demand Response	\$ 436.26	\$ -	\$ -	\$ -		\$ -	N/A
Subdivision Inspections	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
OTB Revenue	\$ 35,976.16	\$ 60,000	\$ 20,000	\$ 60,000		\$ -	0.00%
Citizen Service Sales	\$ 3,508.40	\$ 4,500	\$ 1,200	\$ 4,500		\$ -	0.00%
Main Street Banner Sales	\$ 2,125.00	\$ 2,000	\$ 1,000	\$ 2,000		\$ -	0.00%
<b>Total</b>	<b>\$ 204,697.75</b>	<b>\$ 142,100</b>	<b>\$ 97,800</b>	<b>\$ 142,100</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Non-Education</b>	<b>\$ 160,590,786.83</b>	<b>\$ 160,906,324</b>	<b>\$ 160,001,491</b>	<b>\$ 164,521,111</b>	<b>\$ -</b>	<b>\$ 3,614,787</b>	<b>2.25%</b>
EDUCATION RELATED	Collected 2019/20	Adopted Budget 2020/21	Estimated Revenues 2020/21	Manager's Recommended 2021/22	Adopted 2021/22	Change Over FY21 Adopted	Percent Change
<b>Charges for Services</b>							
Tuition - High School	\$ 90,418.15	\$ 200,000	\$ 200,000	\$ 200,000		\$ -	0.00%
<b>Total</b>	<b>\$ 90,418.15</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
<b>State and Federal Grants</b>							
General State Aid (ECS)*	\$ 30,659,955.00	\$ 30,619,100	\$ 30,619,100	\$ 30,619,100		\$ -	0.00%
Private School Health & Welfare	\$ 150,080.00	\$ 140,000	\$ 162,934	\$ 140,000		\$ -	0.00%
<b>Total</b>	<b>\$ 30,810,035.00</b>	<b>\$ 30,759,100</b>	<b>\$ 30,782,034</b>	<b>\$ 30,759,100</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Education Revenue</b>	<b>\$ 30,900,453.15</b>	<b>\$ 30,959,100</b>	<b>\$ 30,982,034</b>	<b>\$ 30,959,100</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Use of Fund Balance</b>	<b>\$ -</b>	<b>\$ 2,500,000</b>	<b>\$ -</b>	<b>\$ 2,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
<b>GENERAL FUND TOTAL</b>	<b>\$ 191,491,239.98</b>	<b>\$ 194,365,424</b>	<b>\$ 190,983,525</b>	<b>\$ 197,980,211</b>	<b>\$ -</b>	<b>\$ 3,614,787</b>	<b>1.86%</b>
FIRE FUND	\$ 16,592,514.44	\$ 17,869,719	\$ 17,784,719	\$ 18,541,172		\$ 671,453	3.76%
INFORMATION SYSTEMS FUND	\$ 1,941,214.05	\$ 2,290,799	\$ 2,290,799	\$ 2,123,528		\$ (167,271)	-7.30%
WATER FUND	\$ 9,094,677.70	\$ 8,947,415	\$ 8,951,040	\$ 9,163,415		\$ 216,000	2.41%
SEWER FUND	\$ 9,285,737.61	\$ 9,689,069	\$ 9,873,641	\$ 9,895,253		\$ 206,184	2.13%
SANITATION FUND	\$ 8,464,204.79	\$ 8,307,000	\$ 9,220,200	\$ 8,146,100		\$ (160,900)	-1.94%
<b>GRAND TOTAL</b>	<b>\$ 236,869,588.57</b>	<b>\$ 241,469,426</b>	<b>\$ 239,103,924</b>	<b>\$ 245,849,679</b>	<b>\$ -</b>	<b>\$ 4,380,253</b>	<b>1.81%</b>

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

## AUTHORIZED & FUNDED POSITIONS

Full Time Positions	Authorized 2019/20	Authorized 2020/21	Funded 2020/21	Authorized 2021/22	Funded 2021/22
<b>GENERAL GOVERNMENT</b>					
Board of Directors	1.25	1.25	1.25	1.25	1.25
General Manager	3.25	4.25	3.75	4.25	3.75
Budget and Research	3.50	3.00	2.00	3.00	2.00
Human Resources	5.00	4.00	4.00	4.00	4.00
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
Assessment/Collection	10.00	10.00	9.00	10.00	9.00
Purchasing	4.00	4.00	4.00	4.00	4.00
Planning and Economic Development	7.00	7.00	7.00	7.00	7.00
Town Clerk	6.00	6.00	5.00	6.00	5.00
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
<b>Total General Government</b>	<b>70.00</b>	<b>69.50</b>	<b>62.00</b>	<b>69.50</b>	<b>62.00</b>
<b>PUBLIC WORKS</b>					
Administration	1.85	1.95	1.95	1.95	1.95
Engineering	23.00	23.00	19.00	23.00	19.00
Field Services	57.25	57.25	55.25	57.25	55.25
Facilities Management	8.00	8.00	8.00	8.00	8.00
Building Inspection	9.00	9.00	8.00	9.00	8.00
Water	26.65	26.65	26.15	26.65	26.15
Sewer	25.65	25.65	25.15	25.65	25.15
Sanitation	12.60	13.50	13.00	13.50	13.00
<b>Total Public Works</b>	<b>164.00</b>	<b>165.00</b>	<b>156.50</b>	<b>165.00</b>	<b>156.50</b>
<b>PUBLIC SAFETY</b>					
Police-Sworn Officers	124.00	124.00	117.00	124.00	117.00
Police-Civilians	37.50	37.50	35.50	37.50	35.50
Emergency Management	1.00	2.00	3.00	4.00	5.00
Fire	86.00	86.00	85.00	86.00	85.00
<b>Total Public Safety</b>	<b>248.50</b>	<b>249.50</b>	<b>240.50</b>	<b>251.50</b>	<b>242.50</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>LEISURE SERVICES</b>					
Library	28.00	28.00	25.00	28.00	25.00
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
<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>TOTAL TOWN EMPLOYEES</b>	<b>547.00</b>	<b>548.50</b>	<b>519.50</b>	<b>550.50</b>	<b>521.50</b>

## MILL RATE CALCULATION

### GENERAL FUND

A. Adjusted Net Taxable Assessment \$4,131,586,220

**THEREFORE, 1 MILL = \$4,131,586**

B. Tax Dollars Required \$149,364,793

C. To allow for approximately 97.8% collection rate, mill rate should be calculated on a higher requirement; divide Item B by 97.8% \$152,724,737

D. Item C Amount, \$152,724,737 36.97  
divided by mill value \$4,131,586  
equals mill rate

### FIRE DISTRICT SPECIAL FUND

A. Adjusted Net Taxable Assessment \$2,737,074,804

**THEREFORE, 1 MILL = \$2,737,075**

B. Tax Dollars Required \$14,979,324

C. Item B Amount, \$14,979,324 5.47  
divided by mill value \$2,737,075  
equals mill rate

### SPECIAL TAXING DISTRICT

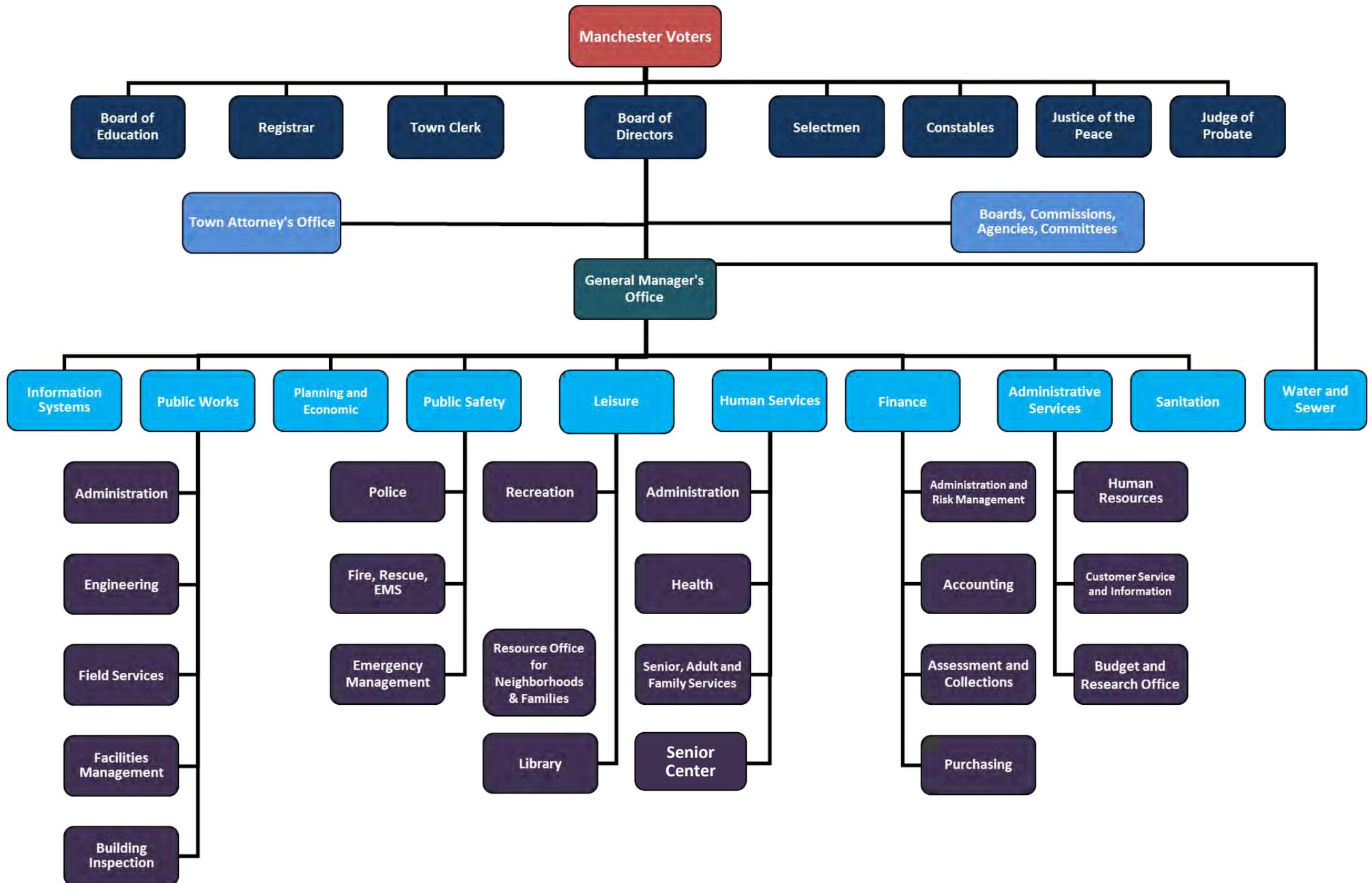
A. Net Taxable Assessment \$26,589,590

**THEREFORE, 1 MILL = \$26,590**

B. Tax Dollars Required \$76,650

C. Item B Amount, \$76,650 2.88  
divided by mill value \$26,590  
equals mill rate

# ORGANIZATION CHART

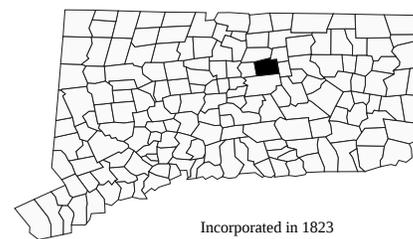


# Manchester, Connecticut

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

	Town	County	State
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%

	Town	County	State
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

	Town	State
Veterans (2013-2017)	2,674	180,111

### Age Distribution (2013-2017)

	0-4		5-14		15-24		25-44		45-64		65+		Total	
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)

	Town	County	State
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

	Town	County	State
Poverty Rate (2013-2017)	11.1%	11.2%	10.1%

### Educational Attainment (2013-2017)

	Town	County	State	
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)

Sector	Units	Employment
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)

	Amount
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/ Aspen Woods & Highlands	\$43,334,210
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

	Grades	Enrollment
Manchester School District	PK-12	6251

### 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)

	2018-2019
Manchester School District	287

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

Connecticut	All	10.7%
Manchester School District		19.2%

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

	All	Female	Male
Connecticut	88.3%	91.8%	85.1%
Manchester School District	82.2%	87.8%	77.8%

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

	Town	County	State
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)

	Town	County	State
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)

	Town	County	State
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)

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

## Labor Force

	Town	County	State
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)

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

## Quality of Life

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

	Town	State
Property	2,584	1,777
Violent	187	228

### Disengaged Youth (2013-2017)

	Town	State
Female	7.9%	4.2%
Male	7.2%	5.6%

	Town
Library circulation per capita	11.38

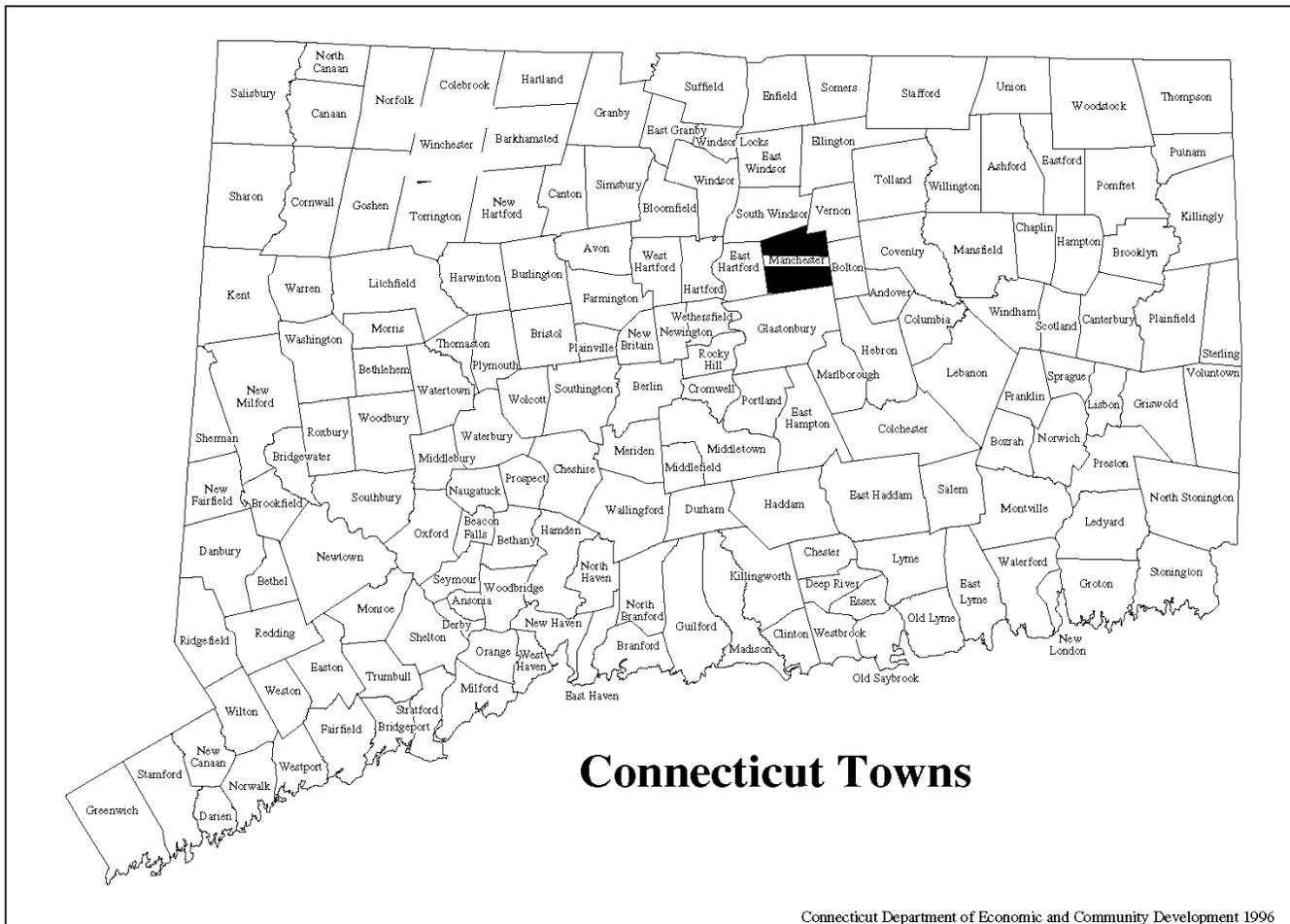
### Distance to Major Cities

	Miles
Hartford	8
Providence	57
Boston	86
New York City	107
Montreal	266

### Residential Utilities

<b>Electric Provider</b>
Eversource Energy (800) 286-2000
<b>Gas Provider</b>
Eversource Energy (800) 989-0900
<b>Water Provider</b>
Connecticut Water Company (800) 286-5700
<b>Cable Provider</b>
Comcast, Manchester (800) 266-2278

## ECONOMIC INFORMATION



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

## ECONOMIC INFORMATION

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.

### Overview of the 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 & 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.

### Budget Additions, Amendments & Transfers

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.

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.

### Budget Preparation & Adoption

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).

## Investment of Town 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.

### Description 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
  - a) Board of Directors
  - b) General Manager
  - c) Budget & Research
  - d) Human Resources
  - e) Customer Service & Information
  - f) Finance
  - g) Accounting
  - h) Assessment/Collection
  - i) General Services
  - j) Planning and Economic Development
  - k) Town Clerk
  - l) Treasurer
  - m) Registrar of Voters
  - n) Town Attorney
  - o) Probate Court
- 2) Public Works
  - a) Administration
- b) Engineering
- c) Field Services
- d) Facilities Management
- e) Building Inspection
- 3) Public Safety
  - a) Police
  - b) Emergency Management
- 4) Human Services
  - a) Administration
  - b) Health
  - c) Senior, Adult and Family Services
  - d) Senior Center
- 5) Leisure, Families and Recreation
  - a) Recreation
  - b) Youth Service Bureau
  - c) Neighborhoods and Families
- 6) Library
- 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

# GLOSSARY OF TERMS

## A

**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.

## B

**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.

## C

**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.

**CRRRA:** 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.

## D

**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.

## E

**ECS:** Education Cost Share. The Education Cost Sharing (ECS) grant has been in existence since 1989-90. It continues to be Connecticut's primary education equalization aid program and accounts for well over 50 percent of the total state contribution to public elementary and secondary education.

**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.

## F

**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.

## G

**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.

## H

**HUD:** The U.S. Department of Housing and Urban Development.

## I

**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.

## L

**LoCIP:** Local Capital Improvement Program. Used in reference to a State grant to municipalities for non-education related capital projects.

## M

**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.

## N

**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.

## O

**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.

## R

**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.

## S

**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.

## T

**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.

## U

**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.

## V

**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.

## Y

**YSB:** Youth Services Bureau; a division of the Leisure, Families & Recreation department which oversees youth programming.