

# Annual Operations & Performance Report

FY  
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Town of Manchester, CT



# Annual Operations & Performance Report

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## Manchester Board Members & General Manager



- Jay Moran - Mayor**
- Sarah Jones - Deputy Mayor**
- Yolanda Castillo - Secretary**
- Tim Bergin - Director**
- Dennis Schain - Director**
- Pamela Floyd-Cranford - Director**
- Ellen Dougan - Director**
- Brian Marois - Director**
- Peter Conyers - Director**
- Scott Shanley - General Manager**

The Town of Manchester is organized under the Council-Manager form of government. The legislative function is performed by a bipartisan Board of Directors consisting of nine board members, who are elected biennially for two year terms. The member who gets the highest votes is elected as a Mayor from its membership for the two year term. The Board of Directors appoints the General Manager.



# Annual Operations & Performance Report

## Overview of the Report

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.

Our 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.

The report also includes an annual report from the Manchester Public Schools consisting of the school budget, student performance, professional development, special education, district improvements and other initiatives on education programs.

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 sustainable delivery of core services. An overview of its Financial Statements, Schedule of Revenues, Expenditures, and Changes in Fund Balance (Budget and Actual) for the year ended June 30, 2020 for the General Fund and Fire Fund have also been added to this report.

An updated Town of Manchester Department Directory has also been added on the back cover for key Town officials.

The FY 2020 Annual Operations & Performance Report was designed and prepared by the Office of Budget & Research. For questions, please contact Farhana Azmat, Management Analyst, at [fazmat@manchesterct.gov](mailto:fazmat@manchesterct.gov) or at 860 647-3010.

# A Day in Manchester.....

## Did you know?

**On a typical day, the Town of Manchester provides the following services to town residents:**  
(note: these figures represent pre-Covid service levels)



**17 Firefighters on duty;  
25 calls for Fire/EMS  
service.**



**56 uniformed police  
officers on duty;  
167 calls for police  
service.**

**552 customers served  
at the Town Hall.**



**980 visitors to the Mary  
Cheney Public Library;  
230 visitors to the  
Whiton Public Library.**



**43 meals served at  
the Senior Center.**



**35 trips provided by  
the Senior Center van.**

**16,415 dwellings  
receiving curbside  
trash pickup;  
68 tons of trash  
collected.**



**23 building inspections;  
3 property maintenance  
inspections;  
8 neighborhood inspections;  
13 plan reviews;  
\$272K value of permitted work.**



**15.4 tons of  
recyclables collected.**



**3 work orders  
completed by Building  
Maintenance.**

**4.8 million gallons of drinking  
water treated and delivered;  
4.5 million gallons of waste  
water collected and treated.**



**6 Mark-It resident  
service requests  
completed by Public  
Works.**



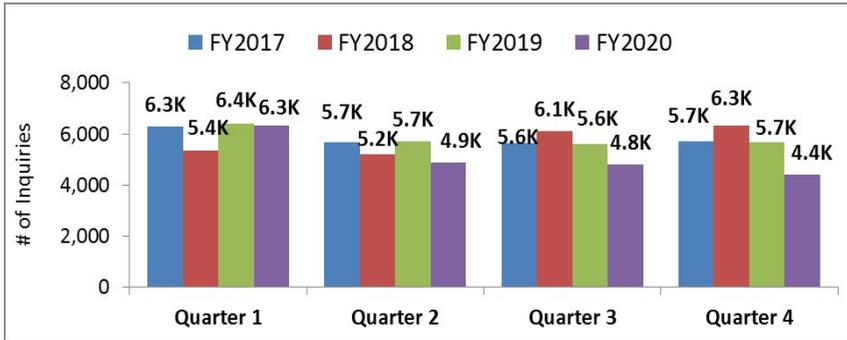


# Effective Governance

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

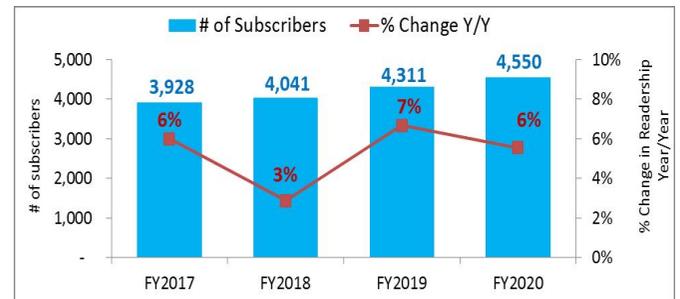


The Customer Service & Information Center responded to approximately 20,500 inquiries from residents, visitors, and businesses during FY 2020.

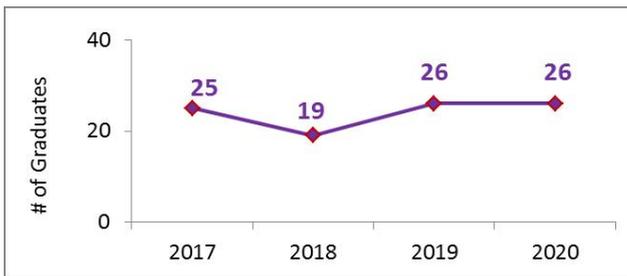
### Manchester Matters Subscribers

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.



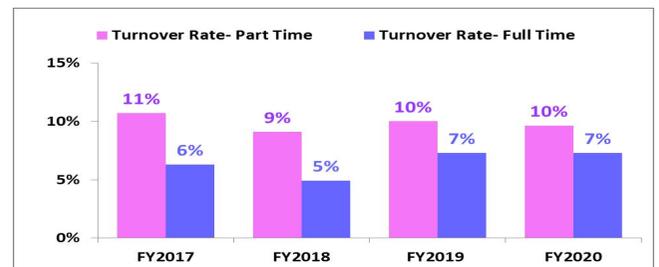
### Government Academy Participation



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.



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?

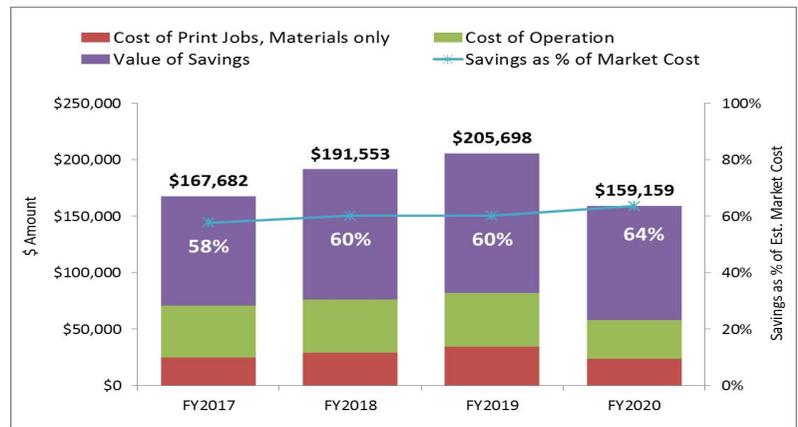
## Purchasing: Bids Prepared



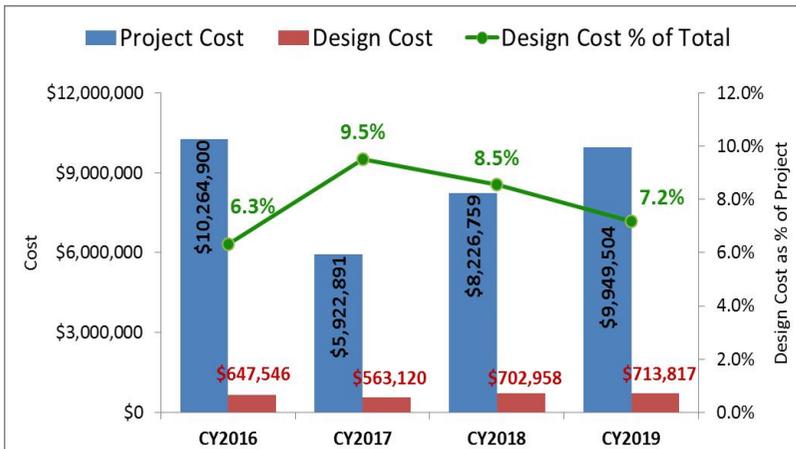
General Services prepares an average of **85** bids for goods and services for Town departments each year and evaluates an average of **765** bid responses per year.

## 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%.

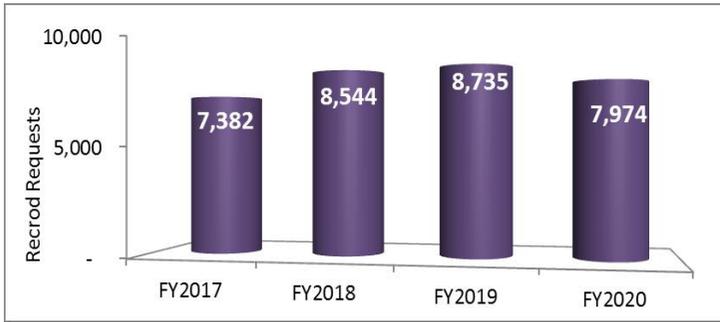
## Engineering: Percent of Projects Meeting/Exceeding Standard

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.



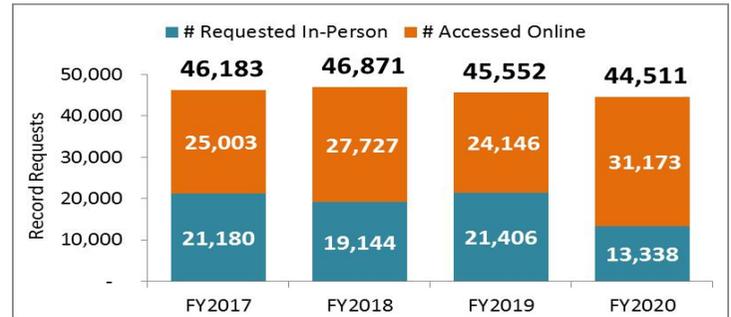
# How are we doing?

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

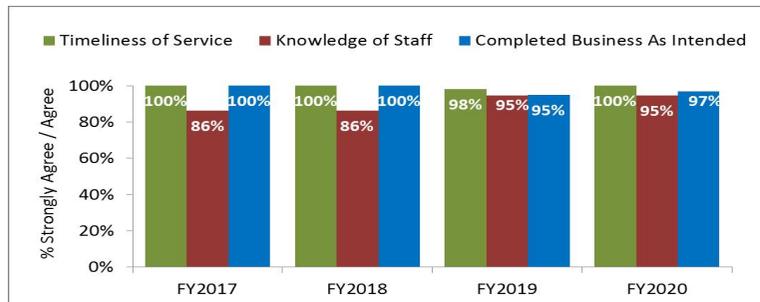


In FY 2020, the Town Clerk processed **7,974** requests for vital records.

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



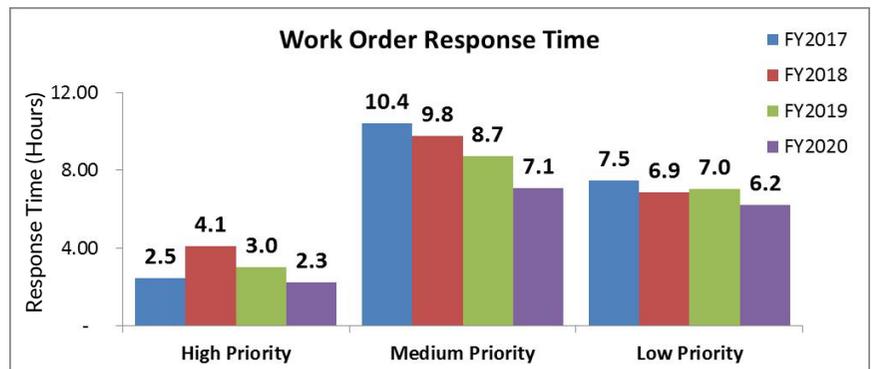
## Town Clerk: Satisfaction Survey Results



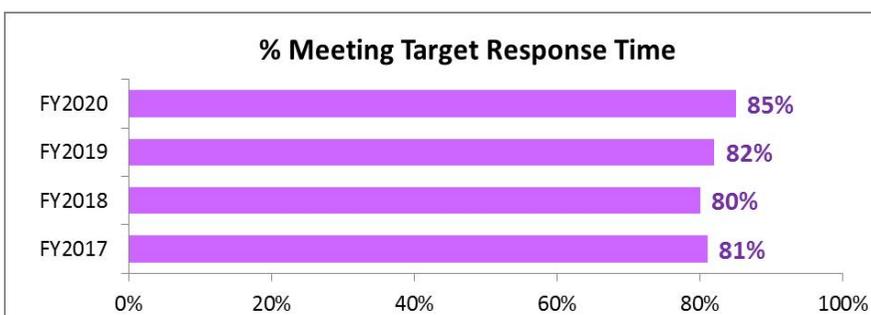
The Town Clerk offers an online survey to measure customer satisfaction. The great majority of customers are satisfied with the timeliness of service received and the knowledge of staff.

## 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.

# What are we doing? .....

## Customer Service & Information Center

The Customer Service & Information Center (CSIC) is Manchester's one-stop municipal resource center. The CSIC handles a wide variety of service requests from the public, in addition to assisting other Town departments with seasonal programs.

During FY 2020, the routine operations shifted to responding to inquiries related to COVID-19, and distributing important information via media channels (Manchester Matters, Town website, Channel 16). Topics of interest included closings/reopenings of local businesses, recreational facilities, and libraries; food drives and distribution sites; unemployment benefits; virus testing; mask & sanitizer giveaways; stimulus checks; and the modified operations of Town Departments.

Prior to operational changes due to COVID 19, the CSIC generated revenue for non-profit agencies through its gift shop and collected donations for various programs. It also provided publicity for a variety of Recreation, Health, and Library programs, as well as a number of annual events. Additional routine business in FY 2020 included processing 186 passport applications; collecting current tax payments in July & January; and providing information about the leaf collection program which ran through Jan. 8, 2020 due to several December snowstorms.

## Human Resources

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 benefit counseling and administration.

In FY 2020, Human Resources negotiated collective bargaining agreements with the Teamsters. The Department continues to oversee the benefits administration and workers' compensation of the Town workforce. In conjunction with the Health Department, Human Resources continued to offer many Employee Wellness programs. There were 69 programs offered with 1,104 employee participants.

## Purchasing

The Purchasing Division is responsible for the purchasing of all supplies, materials, equipment and services used by the Town. The purchase of these items is achieved through the use of formal sealed Invitations to Bid, Request for Proposals, informal written quotes, verbal quotes and cooperative contract agreements. The Division is also responsible for print and mail room services. In July of 2020, the General Services Department rebranded as the Purchasing Department, to reflect its primary responsibility.

In FY 2020, Due to COVID-19, the Purchasing Department was responsible for procuring and supplying PPE for Town staff, and developed procedures to allow to continue moving forward with bidding while keeping vendor, community and staff safe. Significant projects bid during FY 2020 included: Architectural Services, Construction Manager and Independent Commissioning services for renovations at Buckley, Bowers, and Keeney Elementary Schools, Safety Improvements at Buckland Road, Water Treatment Services, Park Planning Consultant for Parks & Recreation Master Plan, Pond Aeration System at Center Springs Park, and Online Permitting.

## Town Clerk

The Office of the Town Clerk serves as the official keeper for Manchester's public records, and provides a variety of services for residents and customers. Each year nearly 100,000 people are served in person, by mail, by telephone and online. There are many different records that can be found in the office, including Land Records, Survey Maps, Vital Records (Birth, Death and Marriage), Board of Directors and Selectmen Minutes (back to 1823), Trade Name Registrations, Election Results, and Military Discharges. Copies of these documents can be obtained in accordance with Statutory and Freedom of Information laws.

In FY 2020, the Office of the Town Clerk dealt with the challenges of remaining productive in the COVID-19 environment. It found new ways to be creative with workflow and yet to maintain quality and expedient services for the citizens and customers. Although work activity has been affected by the pandemic, it has seen an increase in the number of transactions and requests have increased. During the course of this fiscal year, staff members have continued to participate in virtual classes sponsored by the Connecticut Town Clerks Association.

## Information Systems

Services provided by the Information Systems Department include: installation and support of all computers, servers and related hardware; application selection, development and support; project management; web hosting of Town department web pages; web and mobile application development and support; and providing a secure wide area network including wireless. In FY 2020, major projects included:

- Cyber security improvements.
- Cemetery software development and implementation
- Distribution of equipment and training to enable town departments to work remotely
- Building network improvements.
- Implementation of Health Department software.
- General Services Bid Page application rebuild.
- Improvements to Parking Tickets Software
- Kronos software upgrade to include electronic time off requests.

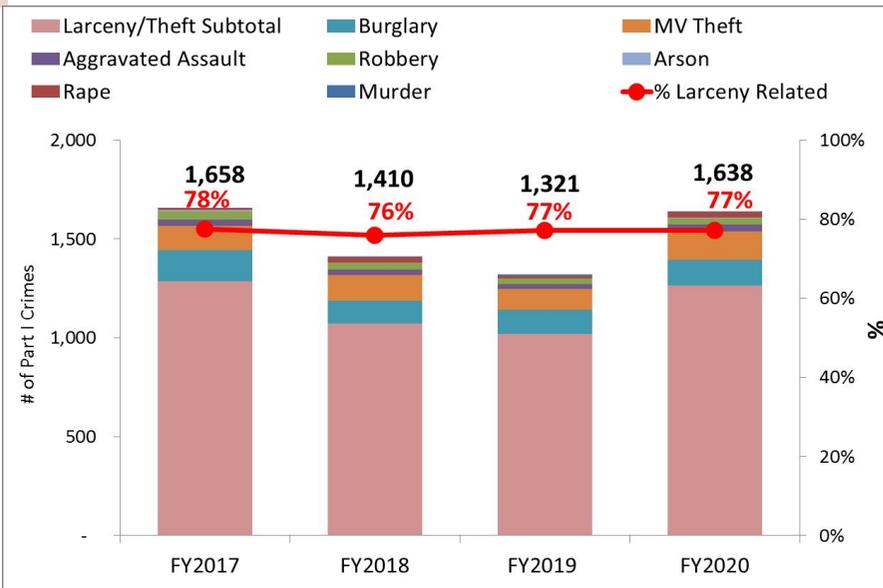


# Safe Community

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.

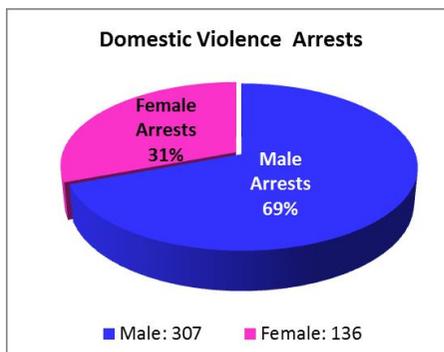
In FY 2020, Part I offences increased by 24% to 1,638 and 88% of these resulted in arrest.

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.

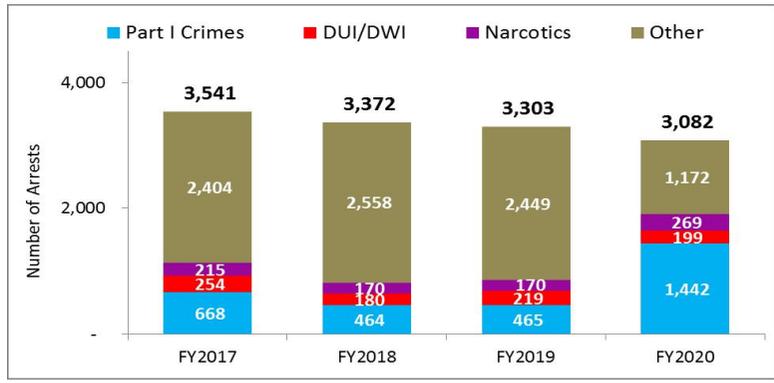
The percent of Part I Crimes that are larceny-related have been averaged around 77% over the last four fiscal years. For these larceny-related, Part I Crimes, approximately 80% are attributable to shoplifting.

### Number of Arrests

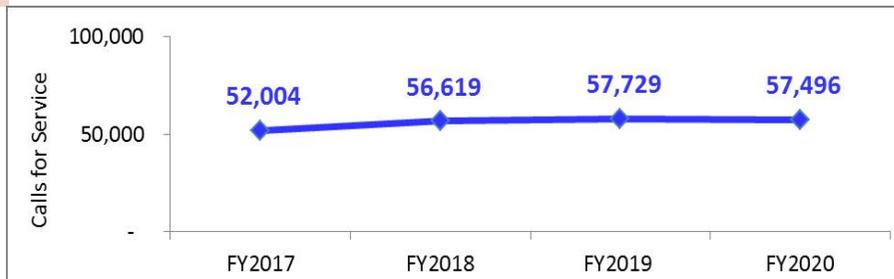


On average, **23%** of arrests each year are for Part I offenses.

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.

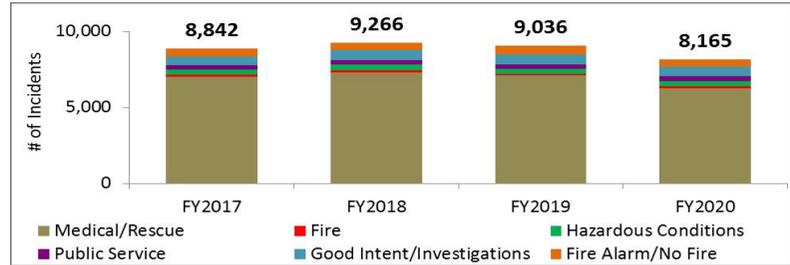
Note: The abbreviation "FY" is used to denote fiscal year. FY 2020 is the period from July 1, 2019 to June 30, 2020

# How are we doing?

## Manchester Fire Rescue EMS: Incident Types

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

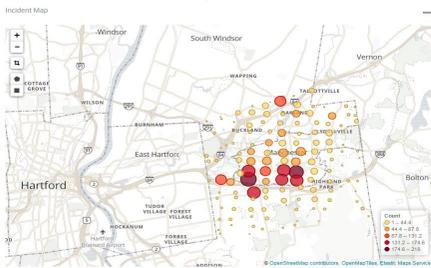
In FY 2020, approximately 77% of responses were for medical/rescue incidents.



In FY 2020, 26 structure fires were extinguished

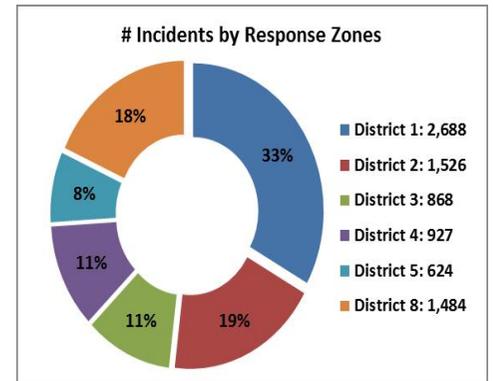
## Total Response Time and Incidents by Response Zones

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.

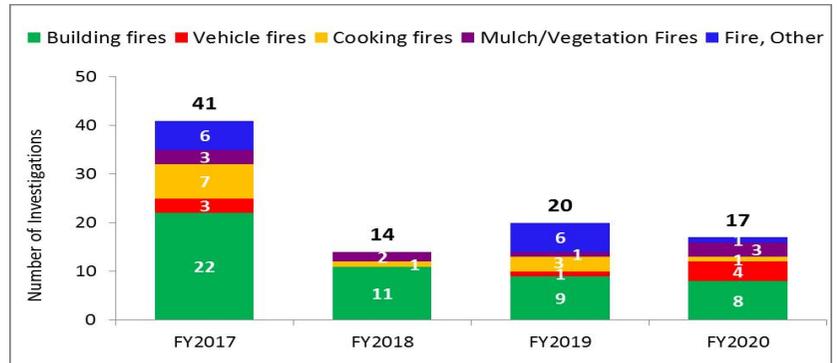
|                           |                 |     |                        |                 |      |
|---------------------------|-----------------|-----|------------------------|-----------------|------|
| Total Response Time (Min) | Average of EMS  | 5.1 | Total Event Time (Min) | Average of EMS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



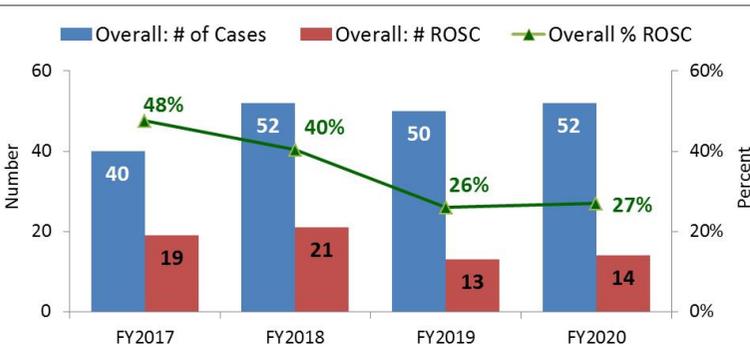
Analytics, provides MFRE with the real time data useful in performance assessment and improvement.

## 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.

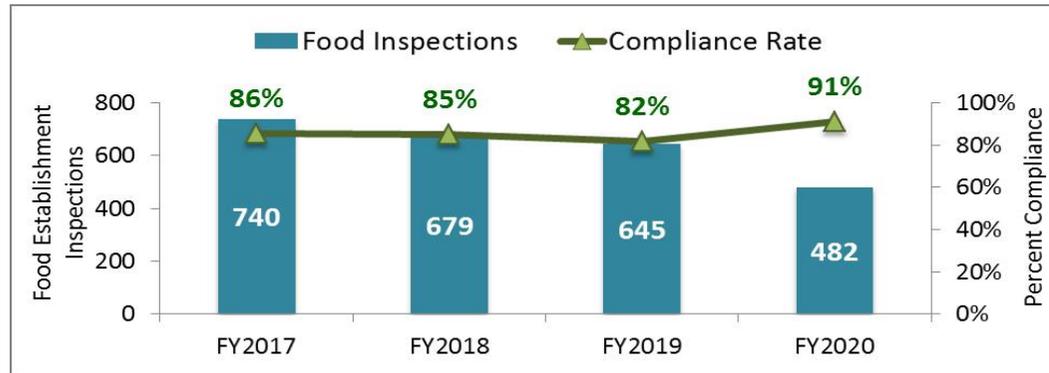
Manchester Fire Rescue EMS adopted a High Performance CPR approach to cardiac arrest resuscitation. This method ensures that all patient care priorities are addressed by the most appropriate provider at the right time.

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# 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

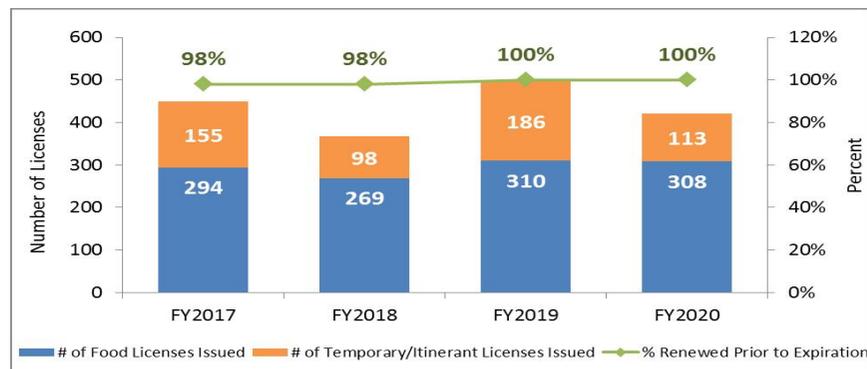


In FY 2020, 4 enforcement orders were issued.

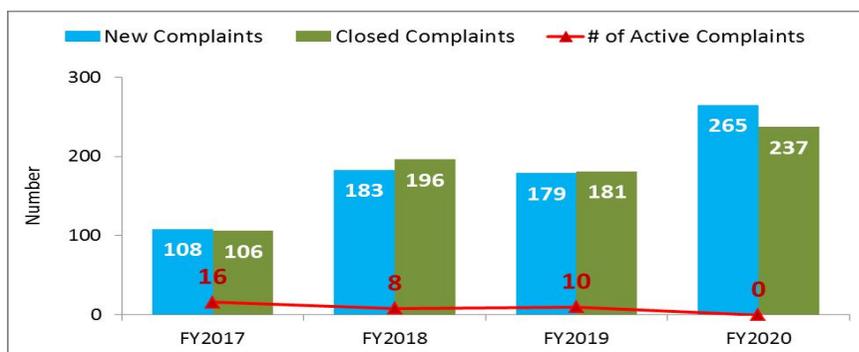
After a health inspection has failed, a re-inspection is scheduled. If the issue(s) have not been addressed, an enforcement order is issued.

## Environmental Health: Licenses Issued

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



## Environmental Health: Complaint Inspections

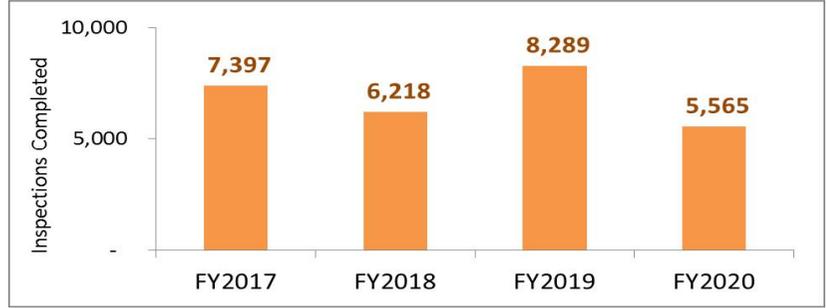


This FY 2020, Manchester Health Department conducted 291 complaint inspections, 44% more than the last fiscal year.

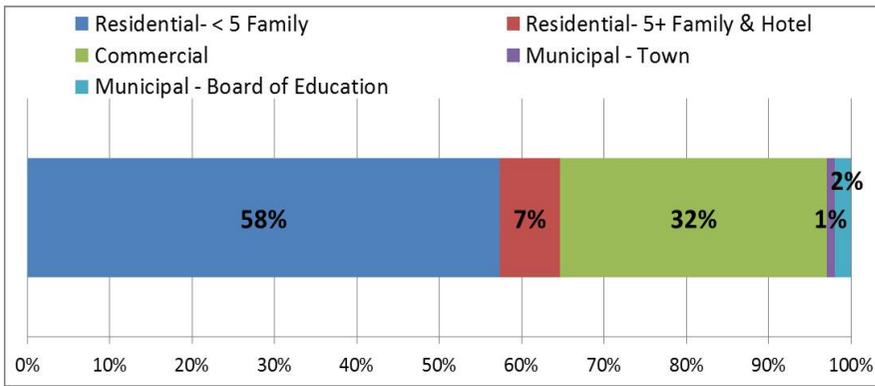
# How are we doing?

## 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

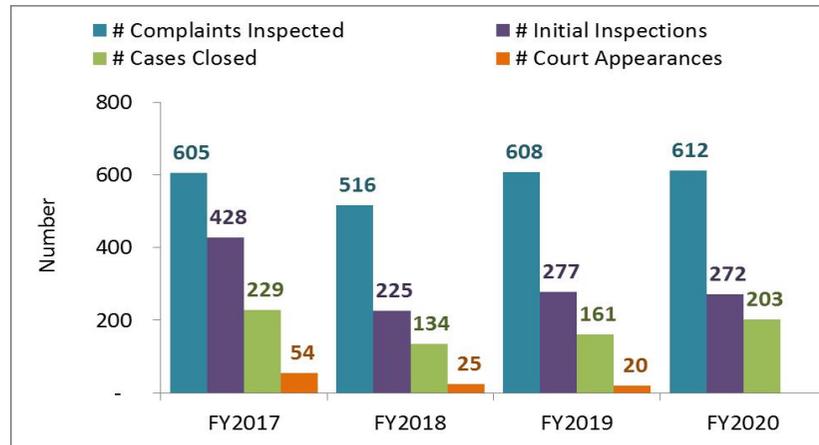


Over the past four fiscal years, 58% of building inspections conducted were for smaller residential units. Whereas, 32% of inspections were attributable to commercial activity.

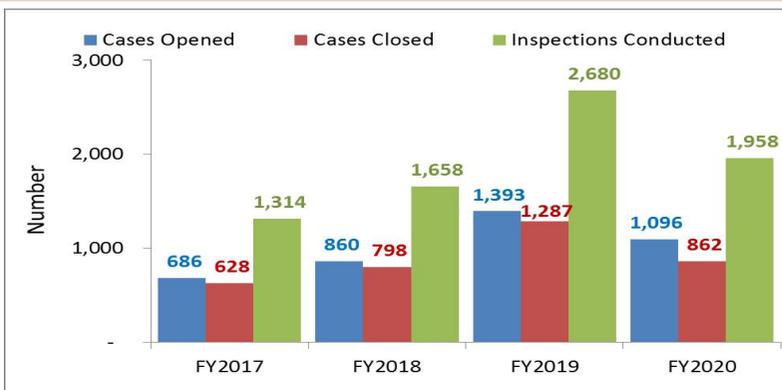
## Property Maintenance Inspections

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.

# What are we doing? .....

## Police Department

In FY 2020, the Manchester Police Department promoted one Lieutenant and one Sergeant. The Police Department has hired seventeen (17) new officers.

The Manchester Police Department successfully completed the yearly "On Line" review of 25% of proofs of department files and policies for CALEA to assure that the department is performing to standard.

In 2017, the FBI mandated that law enforcement agencies begin transitioning from Uniform Crime Reporting (UCR) to NIBRS Reporting and that this transition be completed by 2020. By implementing the NEXGEN RMS System the Police Department not only gets a new case management system it also brings the department in compliance with the FBI Standards. The Police Department has successfully completed this transitioning during FY 2020.

## Manchester Fire Rescue EMS

The last half of FY 2020 has presented significant challenges to the Fire Department in the form of a viral pandemic. On short notice and with minimal information, the Department established a program to respond safely and effectively to fire and medical emergencies that minimized the risk of exposure to COVID-19 for citizens and first responders. The response protocols evolved rapidly as more information about the behavior of the virus became known.

The Fire Marshal's Office has been charged with the responsibility of monitoring and enforcing Public Health guidelines for protective measures designed to reduce the spread of COVID-19 at Manchester's retail, food and commercial businesses and schools.

In FY 2020, the Fire Department continued the development of the Standard Operating Practices and Policies Manual. This multi-year project consists of creating an electronic, searchable, operations manual containing policies, procedures, and guidelines covering all aspects of Department operations and administration.

## Building Inspection

Despite the challenges that came with COVID in the last two quarters, FY 2020 brought revenues that exceeded our 4-year running average. To facilitate this level of activity during the pandemic, we transitioned processes from being primarily paper driven to electronic format. As a result, all permit applications, payments and construction documents are submitted electronically thru our online portal. PDF mark-up software specifically geared to the AEC industry had been implemented that allows us to review, comment and collaborate with design professionals electronically. Tablets have been implemented that allow for remote video inspections in locations not otherwise possible due to the pandemic while giving inspectors ability to access and respond to email. These tablets also provide secure network access for retrieval of design documents during inspections as well.

Beyond this we will be implementing new permit management software that will bring opportunities to further refine our processes and make property information available online which we believe carries significant value, especially in the commercial sector.

Significant projects that are still in progress include building out the balance of Winstanley's 1.9 million square foot warehouse and Calamar's 120+ unit complex on Spencer Street. In the new-year we anticipate continued increase in activity in single-family residential construction, the start of the Broad Street Parkade Development project and the start of the Buckley School remodel.

## Health Department

In FY 2020 the Health Department was instrumental in ensuring that the town was adequately responding to the COVID-19 crisis. The Department worked to ensure that town policy and practice were in line with rapidly and constantly evolving Federal and State guidance. The Health Department also continued to perform essential functions, such as the Cosmetology Inspection policy created in FY 2019, working to ensure a safe and sanitary community.

In fiscal year 2020, the Health Director served as the President of the Connecticut Association of Directors of Health (CADH) and participated in the development of the Connecticut Reopening guidelines for businesses and licensed facilities in Connecticut. As, President of CADH, the Health Director was able to engage in policy change across Connecticut and keep Manchester on the cutting edge of news and resource development.

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# Healthy Community and Environment

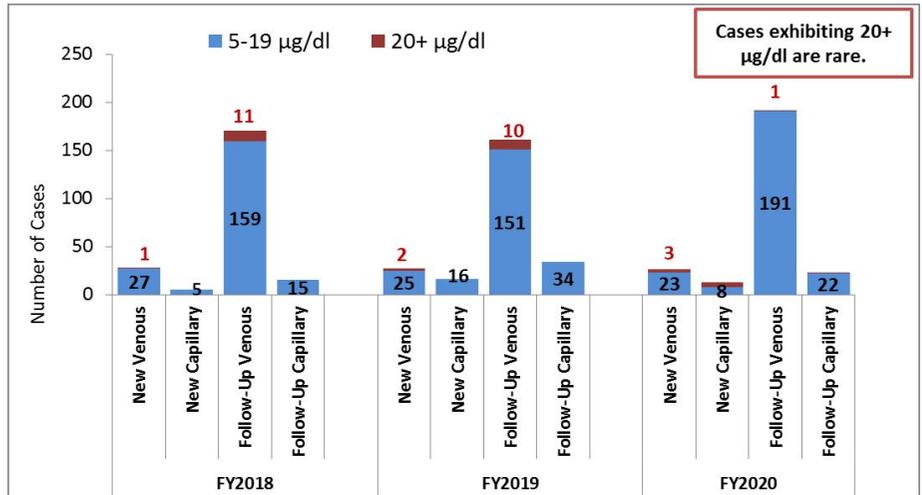
The Town of Manchester aims to promote a healthy community and environment for residents and visitors.

## How are we doing?

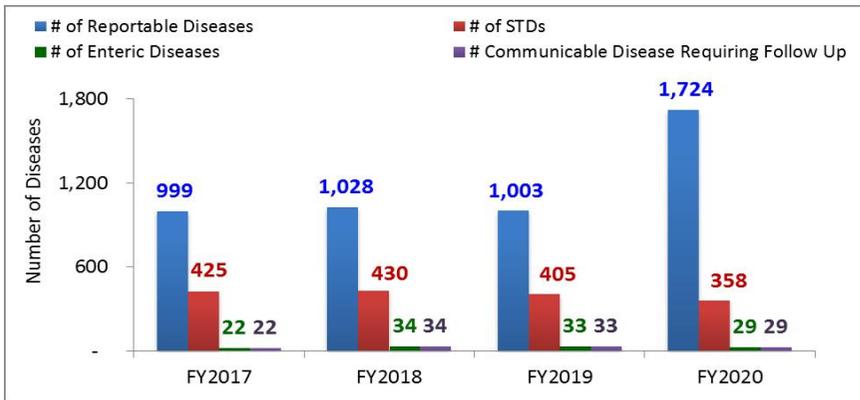
### Health Department: Lead Cases

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



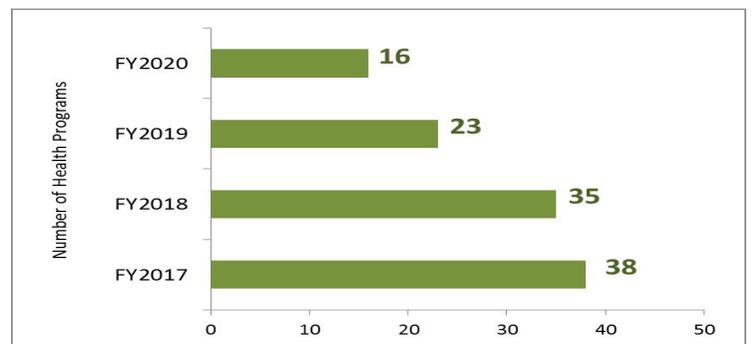
Specific communicable diseases are required to be reported to the CT Department of Public Health and Local Health Department.

In FY 2020, there were 1,724 such cases in Manchester. Of these, 21% were STDs.

### Senior Health Programs

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

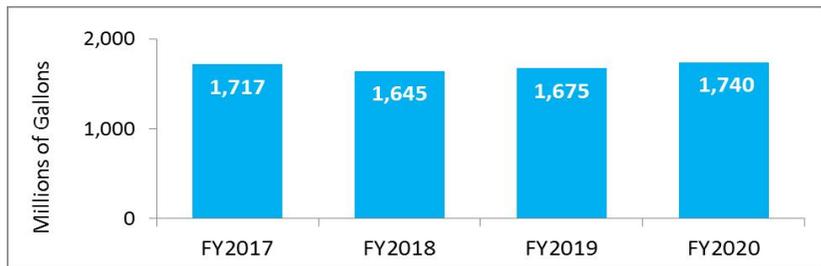
These programs are typically held at the Senior Center, including Diabetes screening, memory loss, and fall prevention education etc.



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# How are we doing?

## Water Production



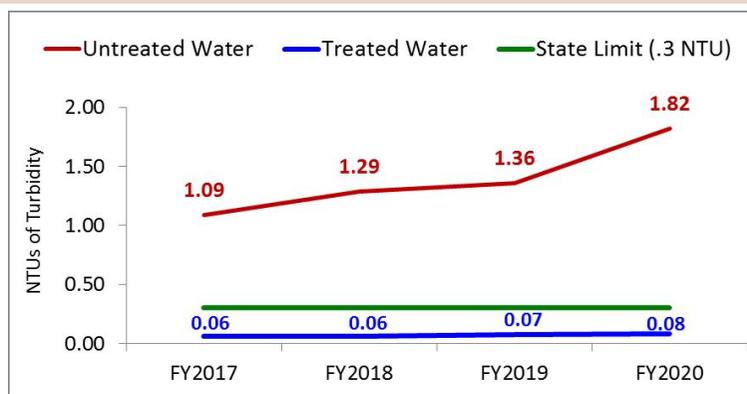
In FY 2020, the Water Department produced **1.74** billion gallons of potable water.

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

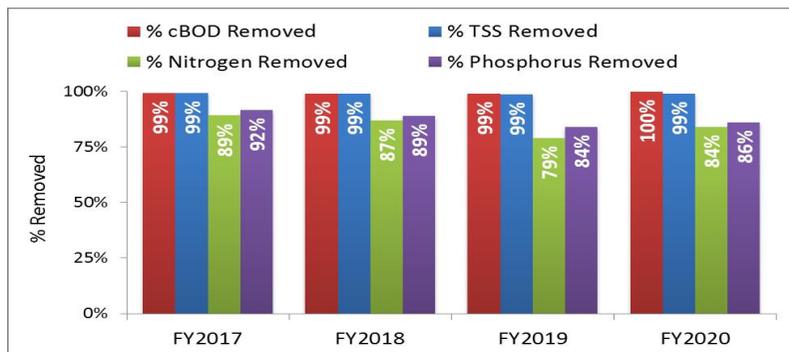


In FY 2020, the Sewer Department treated **1.6** billion gallons of wastewater.

## 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.

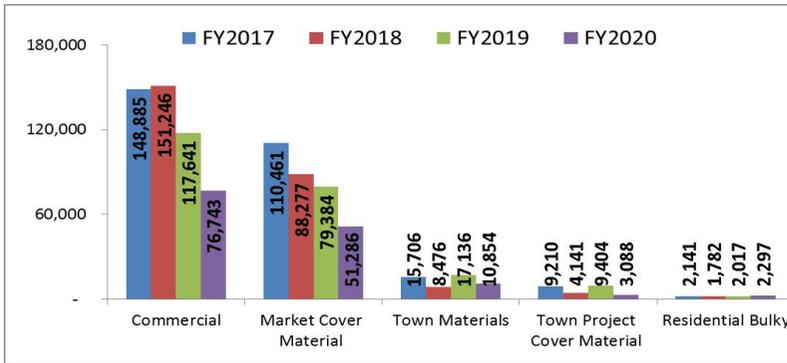


cBOD= Carbonaceous Biochemical Oxygen Demand  
TSS= Total Suspended Solids

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?

## Landfill Operations: Tonnage of Waste



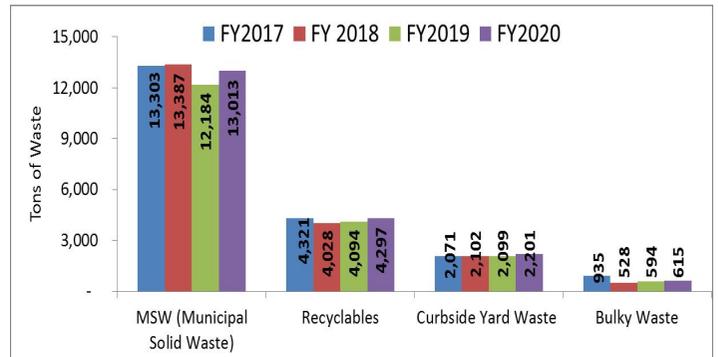
Over the past four fiscal years, the landfill has accepted an average of 227,000 tons of waste each year

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.

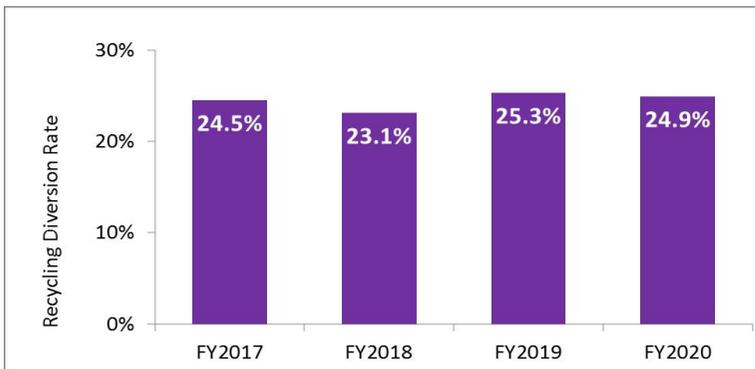
## Curbside Collection: Annual Tonnage

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

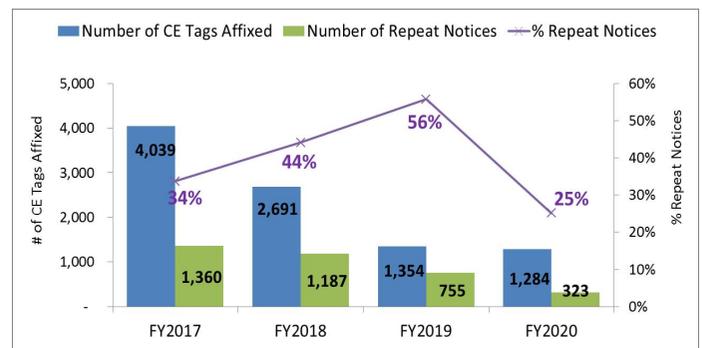


Each year, approximately 25% of refuse collected at the curb is recycled rather than being sent to the Hartford Waste to Energy Plant for incineration.

## 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.



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

# What are we doing?



## Health

The Manchester Health Department provides a wide range of services and programs in both the Environmental and Community Health sections. The Environmental Health section's primary role is to enforce the Connecticut Public Health Code and local town ordinances. The Community Health section provides a variety of programs for disease prevention and awareness as well as public health education.

In early FY 2020, the Health Department was off to a relatively normal start with its routine activities. That all changed with the global COVID-19 pandemic. They approached the global pandemic in a professional and honest way as they steered through uncharted waters. The Health Department started conducting contact tracing and data monitoring for all COVID-19 cases in Manchester. They also started preparations for a COVID-19 vaccination clinic for when a vaccine becomes available.

The Health Department worked collaboratively with other town departments in the allowance for outdoor dining for restaurants and reviewed other town wide events to ensure they met the state guidelines. They continued to build up existing essential partnerships with community-based partners within the town to work towards minimizing the spread of COVID-19.

The Health Department accomplished all this while doing their regulatory required inspections, following up on infectious diseases, and other public health initiatives. Also developed, were a series of social media posts in conjunction with the Town's Communication Manager to keep the residents and businesses in the community informed with the most up-to-date information possible.

Also, in fiscal year 2020, the Health Director served as the President of the Connecticut Association of Directors of Health (CADH) and participated in the development of the Connecticut Reopening guidelines for businesses and licensed facilities in Connecticut. As, President of CADH, the Health Director was able to engage in policy change across Connecticut and keep Manchester on the cutting edge of news and resource development.

## Sanitation

The Sanitation Division is an enterprise fund and finances all activities through user fees. The largest source of revenue comes from tipping fees charged to commercial haulers. The revenues generated by the landfill operation pay for the waste and material disposal needs of the Town including the residential curbside collection program and fall leaf collection. Approximately 150,000 tons of material, including bulky waste, commercial C&D, and various special wastes were received at the Landfill in FY 2020. In addition to regular household refuse (municipal solid waste) and recyclables, bulky and yard waste materials are also collected from residential properties through the curbside collection program. Single Stream Recycling which commenced on July 1, 2009, continues to result in high residential recycling rates and the Town continues to see a steady amount of curbside recycling over the last few years. This past fiscal year, the town recycled 3,996 tons of recyclables at the Murphy Road Recycling's Hartford recycling plant. The Division also seeks other diversion opportunities such as Mattress and Box-Spring recycling with the State of Connecticut's Mattress Recycling Program and has partnered with Simple Recycling to add a curbside textile recycling collection pink bag program.

Moving into FY 2021, the Town will continue to refine programs and work towards meeting goals recently set by the State of Connecticut's Comprehensive Solid Waste and Materials Management Strategic Plan.

## Water and Sewer

The Water and Sewer Department operates the water and wastewater treatment, collection, and distribution facilities for the residents of Manchester and parts of neighboring communities. This includes approximately 4,000 acres of watershed surrounding seven reservoirs and ten active groundwater sources. The Department strives to provide the highest possible water quality and customer service at the lowest possible cost, while continuing its commitment to improving the Town's infrastructure and environment. Major projects addressed in FY 2020 included:

- Stove pipe replacement project was completed.
- Valley, Trotter Street area sewer and water main replacement was completed.
- Chemical Feed Building at the Hockanum River Water Pollution Control Facility was completed.
- Salem Road area water replacement was completed.
- GHWTP plant pump #1 was replaced.
- Completed the fall protection on the roof of GHWTP.

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



# 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

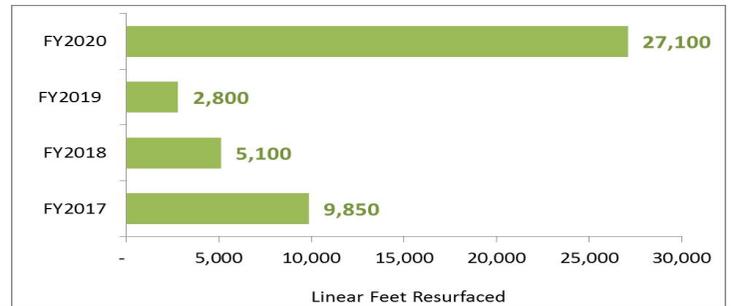


FY 2020, 15.1 miles of road were resurfaced as part of the annual repaving program.

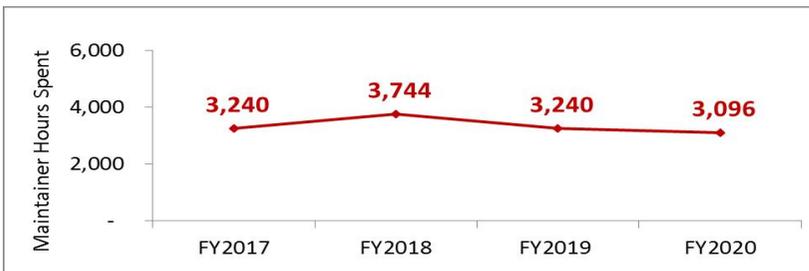
The Field Services Division actively maintains **217** miles of streets.

### Sidewalks Repaired/Replaced

Annually, sidewalks are scheduled for replacement based on the Sidewalk Priority Rating System (adopted by the Board of Directors in 1990). The ratings are based on need criteria such as proximity to schools, hospitals, arterial roads, etc. This sidewalk replacement plan is scheduled for completion in **2022**.



### Pothole Maintenance

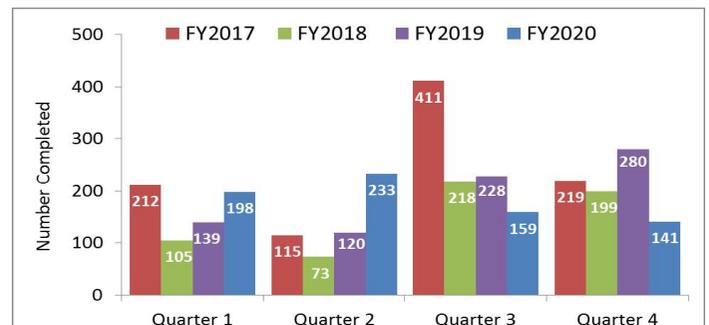


Maintainers in the Field Services Division actively worked to address potholes around Town, spending a combined 3,096 hours on pothole maintenance in FY 2020.

### Mark-It Service Requests Completed

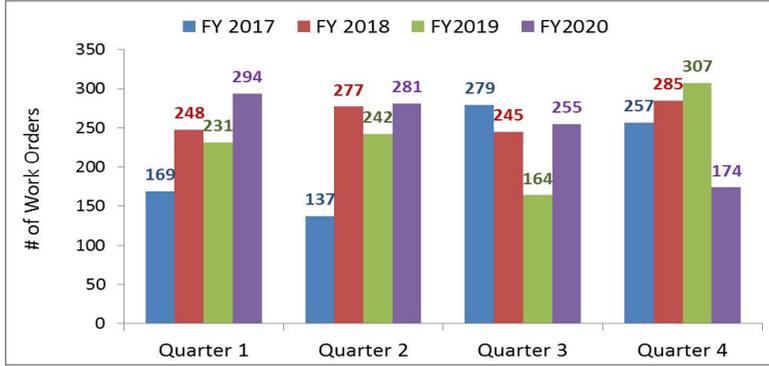


In FY 2020, the Department of Public Works addressed 731 service requests submitted through the Mark-It system. Mark-It is an online program that easily identifies and maps a variety of service requests, from potholes, to problems with streetlights in Town. Find it at [townofmanchester.org/allsites/main/reportaproblem.cfm](http://townofmanchester.org/allsites/ma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



# How are we doing?

## Facilities: Work Orders Completed



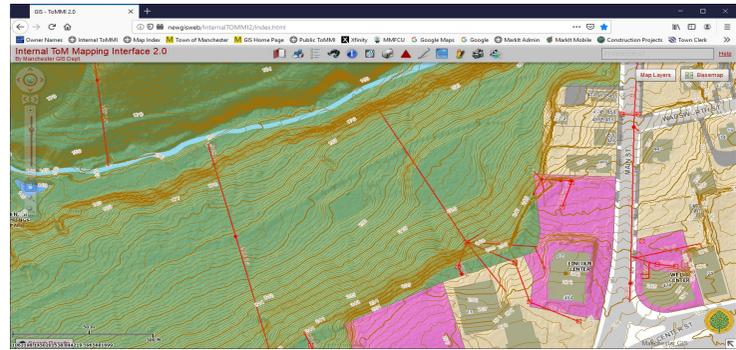
Facilities Building Maintenance completed **1,004** work orders on Town-owned buildings in FY 2020. A majority of these work orders were categorized as plumbing, lighting and electrical issues.

## Engineering: Geographic Information Services (GIS)

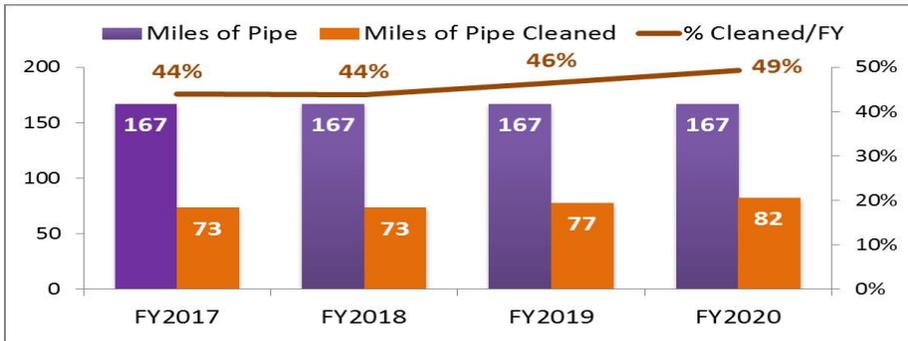
The Geographic Information Services (GIS) Unit provides mapping, analysis and application support for over ten Town of Manchester departments. The GIS Unit maintains and updates an extensive spatial database that includes property, utility, topography, planimetric, zoning and aerial data.

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

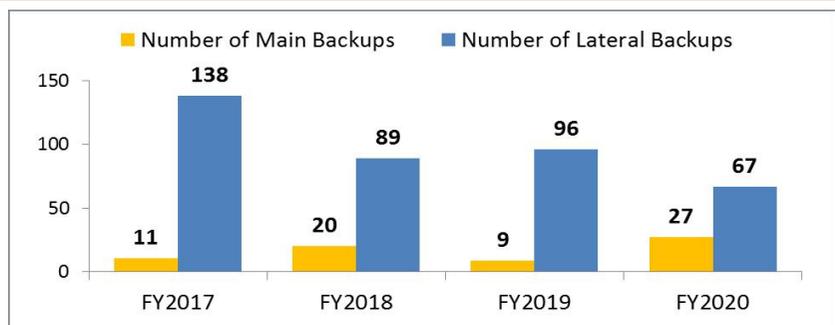


Each year, approximately **46%** of the sewer pipes in Town are cleaned to ensure continued reliability and to prolong their useful life.

## 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

# What are we doing? .....

## Field Services

The Field Services Division of the Department of Public Works is comprised of four service groups charged with maintaining the safety and quality of Manchester's roadways, parks, cemeteries, public grounds, and fleet of vehicles and equipment.

**Highway** is responsible for maintaining the street system in Town. Roadway maintenance includes the construction of streets, road surfaces, and drainage.

**Fleet Maintenance** is responsible for maintaining the Public Works, Police, Fire, Sanitation, Water & Sewer, as well as the Board of Education's fleet of vehicles and equipment. This includes approximately 518 units, and is comprised of vehicles, trucks, and heavy equipment.

**Cemetery** is responsible for the development and maintenance of Town cemeteries.

**Parks** is responsible for the maintenance and development of all public spaces, parks, play fields, pools, and recreation areas other than those maintained by the Board of Education. They are also responsible for street trees.

In 2020 Field Services completed construction of the Cricket Field at Robertson Park and also completed the Cheney Trail from Center St. to Forest St. They paved the roads in the West Cemetery, repaired and painted the Swanson Pool, installed concrete pads for new bleachers at various little league and softball fields and installed a pavilion at Charter Oak Park. They installed 3 fountains and a nanobubbler aeration system at Center Springs Pond to improve water quality. The site work and construction for the splashpad at Verplanck School was also started.

## Engineering

The Engineering Division is responsible for ensuring the proper construction of all public improvements undertaken by developers and acts as the engineering consultant to the Department of Planning and Economic Development during the development approval process. Engineering staff design and inspect the construction of streets, sidewalks, bridges, traffic signals, water, sanitary sewer, and storm drainage facilities throughout the Town of Manchester.

During FY 2020, the Division designed, permitted, and/or inspected the following projects: Sidewalk Replacement Program; 2020 Paving Program; Safety Improvements - Buckland St. at Buckland Hills Drive; LED Street Light Replacements; Morse Rd/Salem Rd Improvements; Valley St. Neighborhood Improvements; Fuel Facility Replacement; Hartford Rd. Bridge Replacement; Gerard/Cone Neighborhood Improvements; Adams Street Pavement Rehabilitation; Hillstown Road Reconstruction and Cheney Rail Trail.

## Facilities

The Facilities Management Division oversees facilities project management and building maintenance functions in Town. Project management staff has management and oversight responsibility for numerous Town and Manchester Public Schools building projects. In addition, the Facilities Project Manager provides supervisory oversight to the Building Maintenance group, troubleshoots problems with the Manchester Public Schools maintenance staff, and provides oversight to architects, engineers, contractors, service companies and construction managers retained by the Town.

Facilities Management continues to explore energy efficiency improvement opportunities by optimization of building automation controls and maintaining the building envelope to conserve energy required for optimal building operations. Major capital projects overseen by Facilities in FY 2020 included:

- Renovation of Verplanck Elementary School for September 2019 opening.
- Manchester Regional Academy Roof Replacement.
- Renovation of former Nathan Hale School Toilet Rooms and Door Replacements for ADA accessibility.
- Fire Station #2 Roof replacement design.
- Lining of roof drain piping at Weiss Center.
- Design and Installation of access controls at Lincoln Center.
- Installation of COVID-19 plexi-glass barriers.
- Town-wide roof inspection program



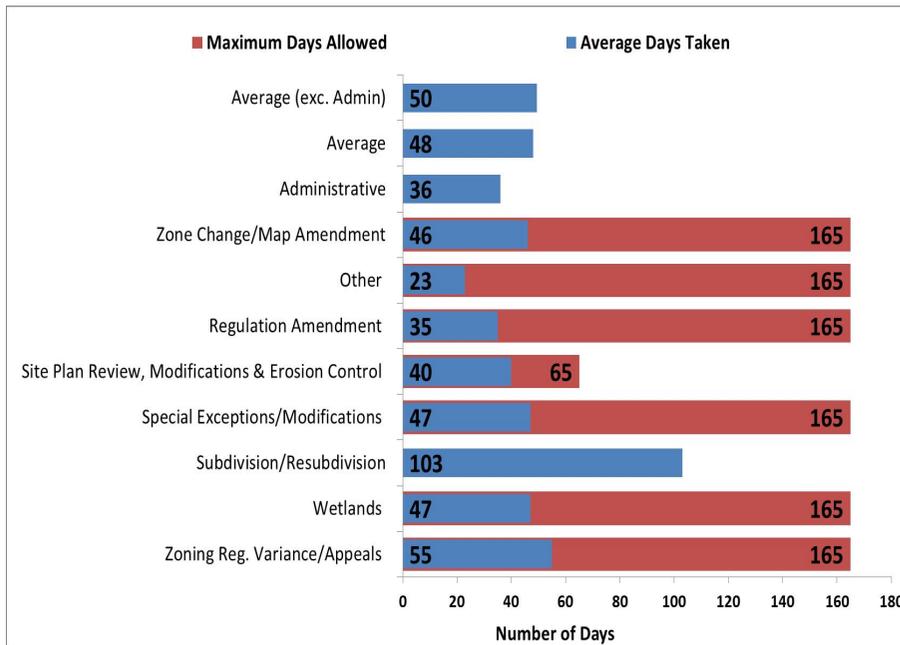
# Vibrant Economy

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 Review Efficiency

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.

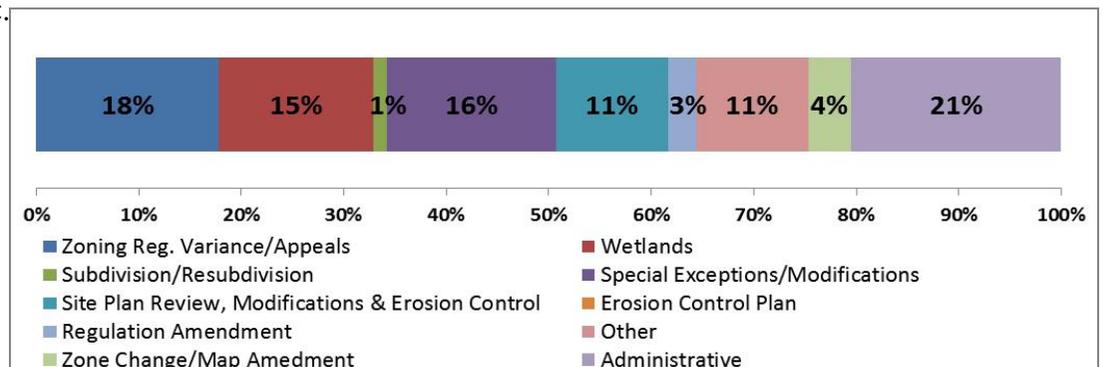
**86%** of applications that required Board or Commission approval were heard and acted upon in one meeting.

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.

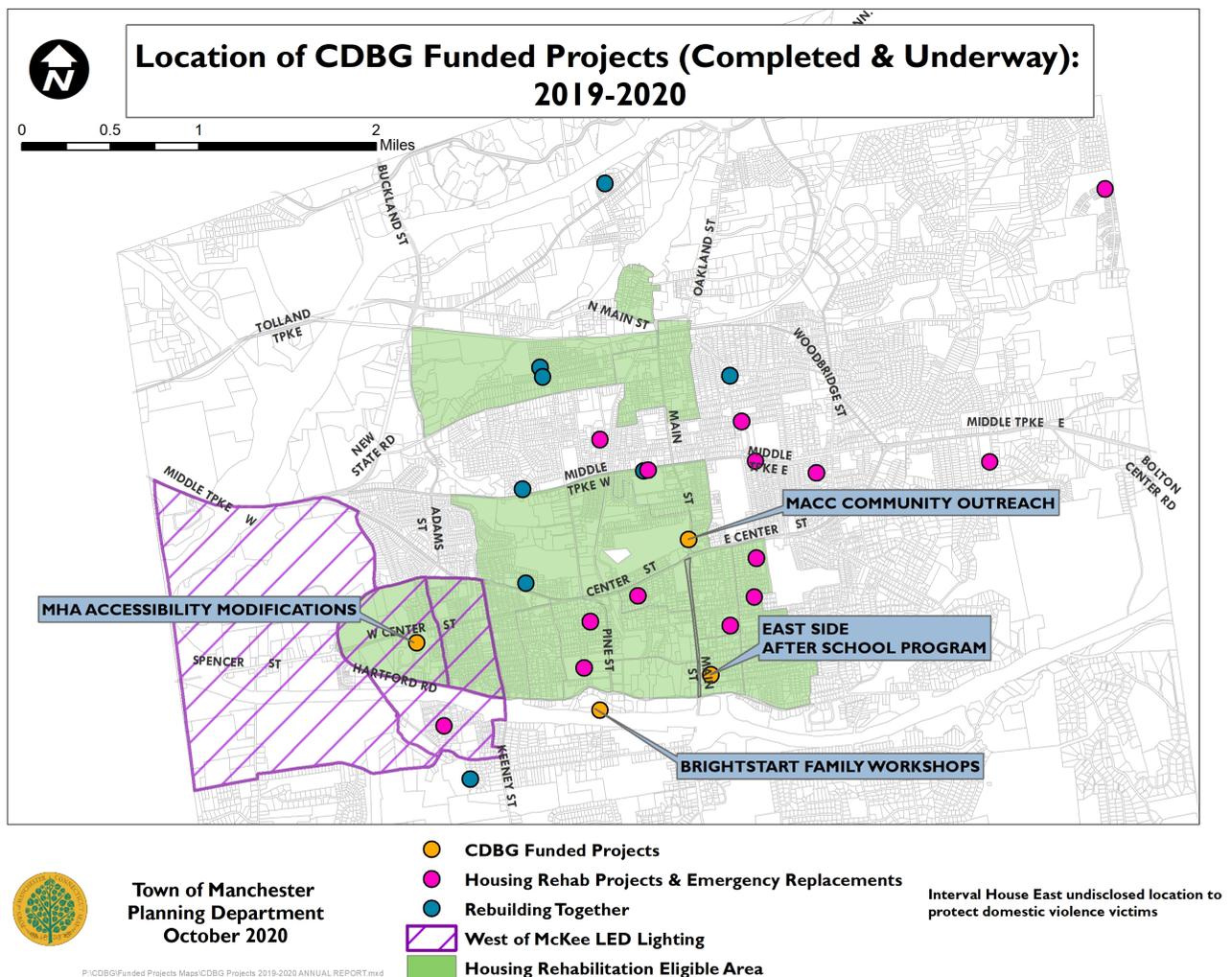
# How are we doing? .....

## 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.

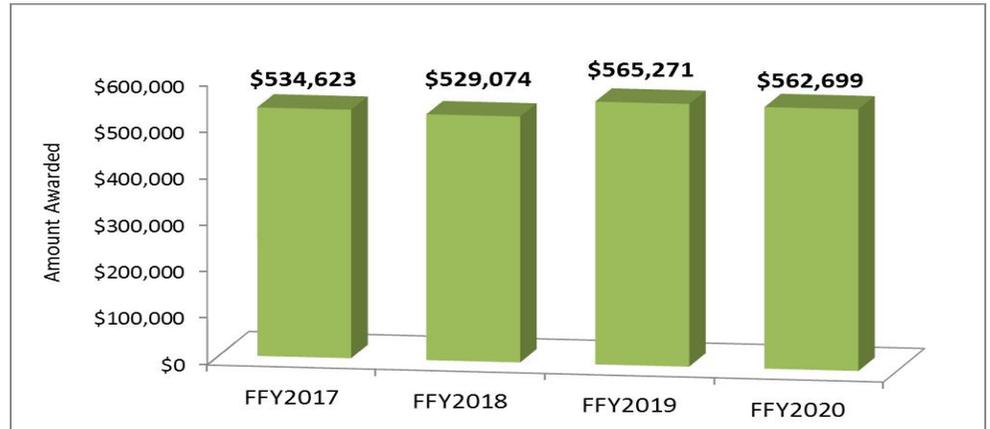
Since Federal Fiscal Year 2017, CDBG has funded improvements in 77 housing units in every neighborhood in Manchester including **16** units in FFY 2020. The map below plots the number of units, by type of improvement.



# How are we doing?

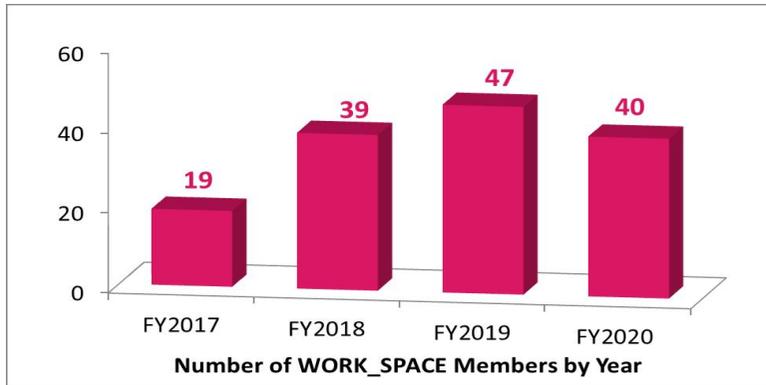
## Community Development Block Grant (CDBG)

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



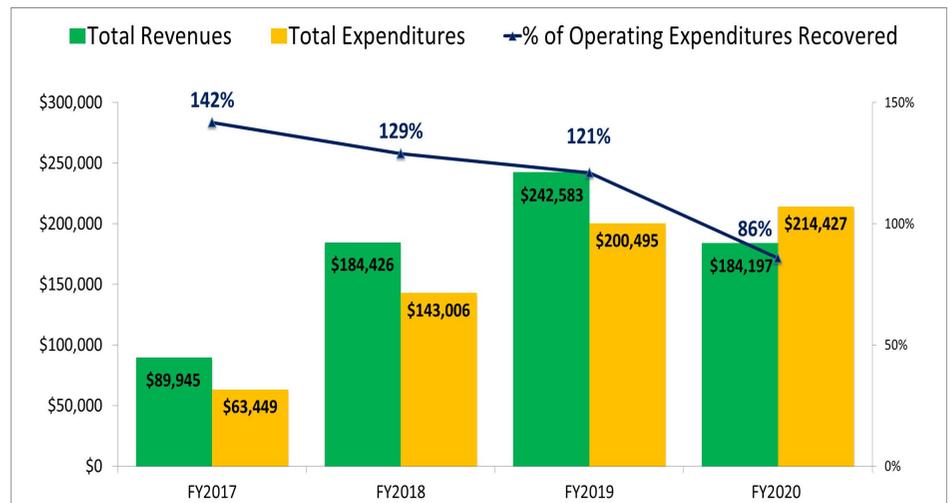
The Community Development Block Grant (CDBG) is a federal grant program that provides municipalities and counties with resources aimed at improving neighborhoods, providing residents decent housing options and expanding economic opportunity, principally for low- and moderate-income persons.

## 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.

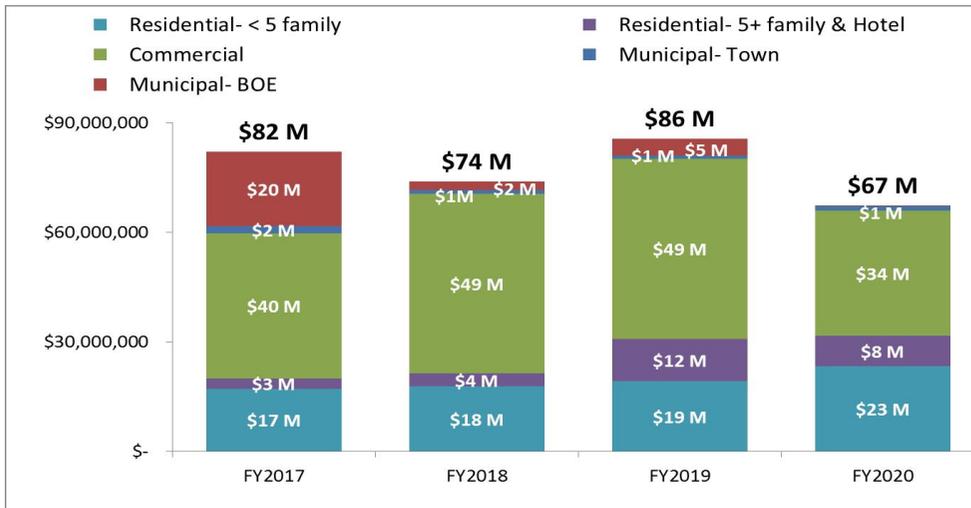


\* Total expenditure excludes manager's compensation for FY2016 through FY2018. Total expenditure includes 50% of manager's compensation for FY2019 and FY2020

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.

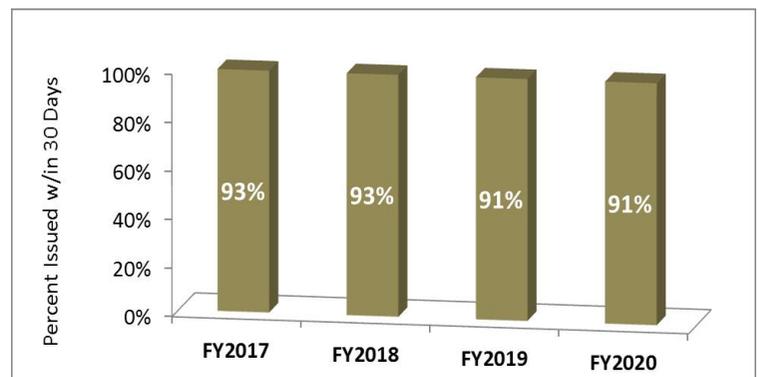
Total value of all construction projects in Manchester decreased from an estimated \$86 million in FY 2019 to **\$67** million in FY 2020. The pandemic had an impact on this drop, primarily during the 3rd and 4th quarters. There was no significant activity related to public school construction over the 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 Permits Issued w/in 30 Days

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.

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

# What are we doing? .....

## Planning and Economic Development

The Planning and Economic Development Department oversees long-range planning and community development projects; coordinates the plan review process for zoning, subdivision, and inland wetlands applications; and provides staff support for the Planning and Zoning Commission, Zoning Board of Appeals, Redevelopment Agency, Economic Development Commission, Housing and Fair Rent Commission, Cheney Brothers Historic District Commission, Land Acquisition & Historic Property Investment Committee and the Conservation Commission. In partnership with residents, local organizations, and other departments, the Department helps guide development in a way that benefits the entire community.

## Broad Street Parkade Development

Planning and Economic Development led important steps to move the redevelopment of the Broad Street Parkade forward in FY2020. The department assisted the Manchester Redevelopment Agency in publishing a Request for Proposals for the development of the 23- acre property in 2019. Private developer Manchester Parkade I LLC submitted a proposal which aligned with the vision of the Broad Street Redevelopment Plan, featuring a mix of commercial and residential uses with the potential to revitalize the area.

In FY 2020, the Board of Directors, per the recommendation of the Redevelopment Agency, approved a Memorandum of Understanding with the developer to work towards a development agreement for the site to achieve the community's vision.



Town staff and the developer spent much of the fall and winter completing a complicated formal agreement, with both sides collaborating on a structure that ensures the development takes place while protecting the Town's interests. Staff worked with the Redevelopment Agency's development consultant team to review the plan and prepare an analysis for a proposed tax assessment agreement with Manchester Parkade I. Planning and Economic Development staff also reviewed preliminary concept plans for the site with Engineering, Building and Fire staff to identify potential challenges and suggest revisions to the developer prior to formal submittal. By the summer of 2020 the structure was in place and in August the Board of Directors authorized the agreement, setting the stage for development in FY 2021 and beyond. Department staff continues to work with the Developer to finalize the sale of the property and prepare for development. Final site plans are expected to be submitted by the middle of FY 2021.

# What are we doing? .....

## Downtown 2020

Planning & Economic Development continued to implement Manchester's Downtown 2020 initiative in FY 2020. During the year, the first Downtown 2020 Code Improvement loan was awarded to 1115 Main Art, LLC by the Economic Development Commission. That loan allowed the owner to fully rehabilitate the former Pinewood Furniture building on Main Street, converting the historic retail property into a lively arts studio, café and community gathering space. The 0% interest loan provided for fire suppression, accessibility and electrical improvements necessary in bringing the older building up to current health and safety codes.



Transformation of the space took place primarily during the Summer and Fall of 2019 and Firestone Art Studio and Cafe' opened prior to the holiday season. This transformative project now serves as a center of activity and southern anchor to Downtown Manchester.



The Town complemented private development Downtown with public capital improvements during FY 2021 as well. **Market lights were installed** on Purnell Place, creating a festive atmosphere that enhances the experience of visitors to abutting restaurants and shops and creates a welcoming pedestrian path between Main Street and public parking. **Public art** in the form of a mural by artists, Black Ink, transformed a walkway connecting Main Street to rear parking areas. Entitled "Forward and Onward", the mural beckons pedestrians to follow the vibrant graphic as it wraps around the WORK\_SPACE building, leading to the Orange Downtown Parking Lot. The mural is intended to inspire and engage visitors in discussions of inclusion, equity and diversity.

## Winstanley Logistics Center

In 2018 Winstanley Enterprises, a Massachusetts developer, purchased the former JC Penney warehouse and distribution center on Tolland Turnpike. The building is nearly 2 million square feet in size, making it one of the largest in New England. While the facility was once state-of-the-art, it had become obsolete by the time Winstanley purchased the property and most of the enormous building was vacant.



Planning and Economic Development staff, in coordination with the interdepartmental plan review team, assisted Winstanley in expediting an application for site and building changes including interior renovations, new loading docks, enhanced landscaping, façade and signage improvements, and a new (enormous!) roof. Those plans, approved by the Planning and Zoning Commission in 2019, allowed the owner to sign a lease with Global Fortune 500 company Ahold Delhaize, the parent company for Stop & Shop. Ahold Delhaize will occupy 1 million square feet inside the building and has said it will hire upwards of 500 workers for the facility. Planning & Economic Development staff, along with the Human Services Department, will be working with the leadership of Ahold Delhaize to schedule community job fairs for these positions in the coming months.



# 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.

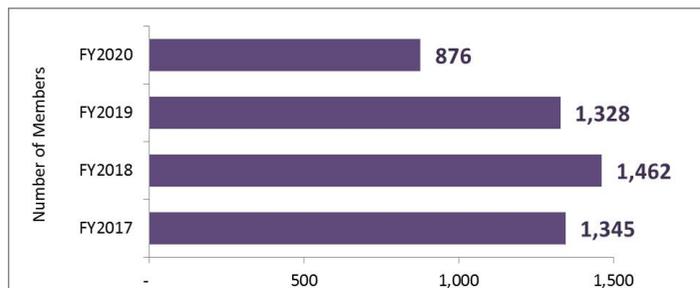
## How are we doing?

### Senior Center: Membership

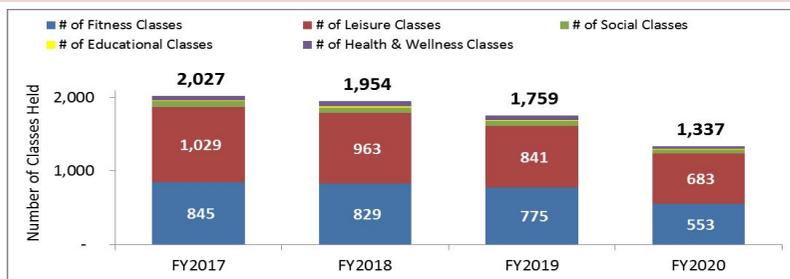
Manchester residents age 60 and up are eligible for membership at the Senior Center for an annual fee of \$10.

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. A lot of members couldn't renew their membership because the previously used registration cycle was not available.



### Senior Center: Classes Held



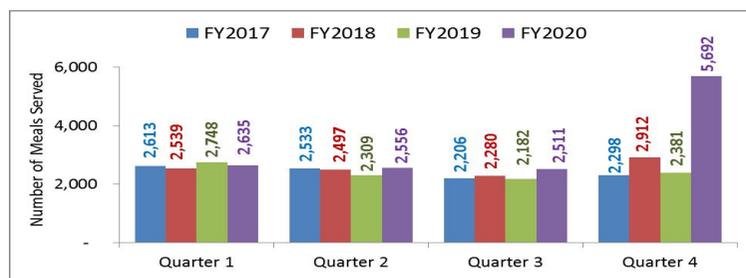
Like previous years, fitness classes and leisure classes were very popular in FY 2020.

### Senior Center: Meal Program

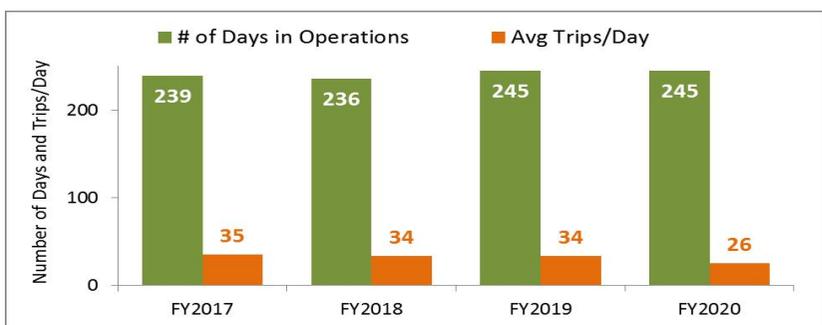
During FY 2020, the meal service program operated for **247** days and provided **13,394** healthy and nutritious meals to Manchester seniors.

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



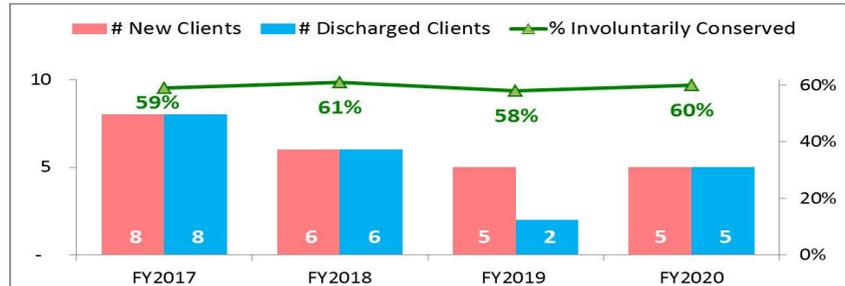
The Senior Center provides Transportation Services to Manchester senior residents approximately **241** days each year by making about **32** trips per day.

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?

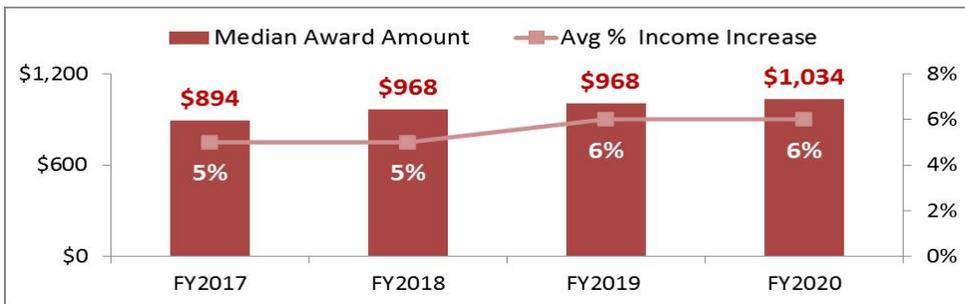
## Senior, Adult, and Family Services: Conservator Program

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

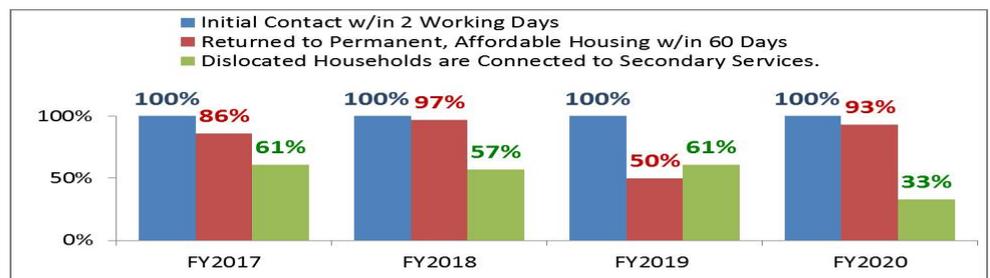


In FY 2020, **2,791** households received assistance valued at **\$1,034** per household. Average annual income for recipient households was **\$17,521**.

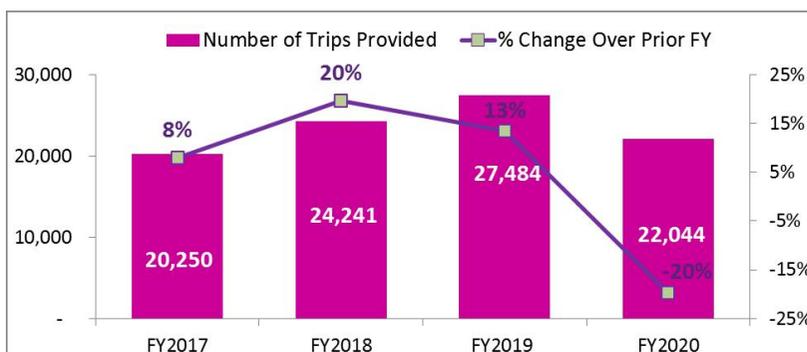
SAFS provides various forms of financial assistance to eligible residents, the largest of which is the renter's rebate program, followed by various state and privately funded energy assistance programs. Other programs offered include emergency financial assistance, security deposit assistance, school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



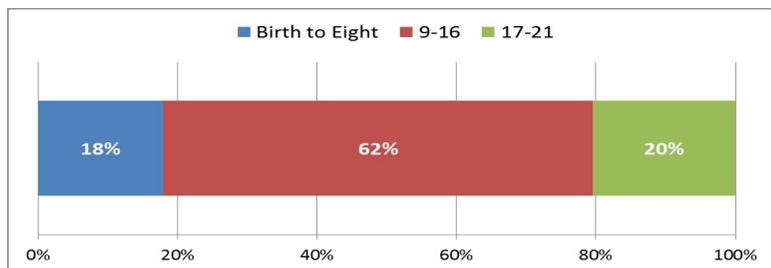
The SAFS transportation program includes the use of wheelchair equipped buses (Dial-a-Ride), the distribution of free tickets for the ADA transportation program and contribution to residents Freedom Rides accounts. Dial-a-Ride services are provided by Hockanum Valley Community Council.

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?

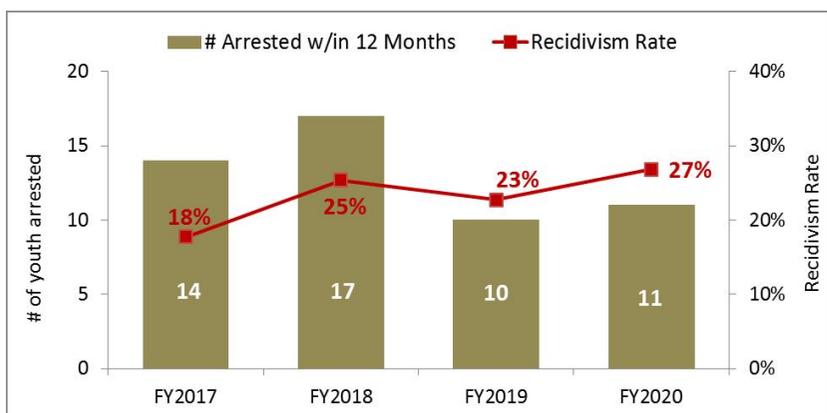
## Youth Services: Students Served

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



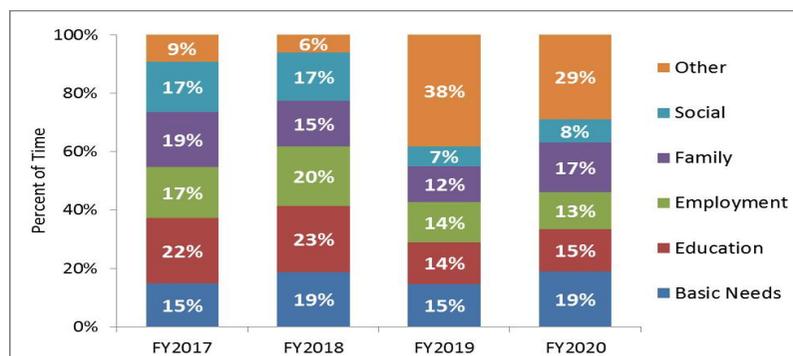
The Diversion program provides an alternative to juvenile court involvement. Participants complete a diversion plan, customized with youth and parental input. If sufficient progress is demonstrated, the case is not referred to court. Court referrals occur approximately 1-2% of the time once a plan has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

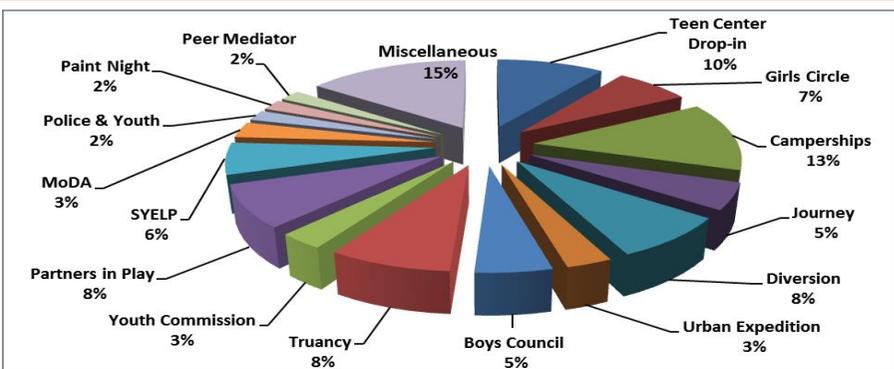
## Youth Services: Outreach Activities - By Type

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

# What are we doing? .....

## Human Services Administration

Human Services Administration provides oversight of the Department of Human Services, which includes the Senior Center; Senior, Adult, and Family Services; and the Health Department. It also provides contract oversight for community agencies receiving Town funds as well as contract oversight for some state and federal grant programs. Additionally, the Human Services Director represents the Town on community, regional, and statewide human services planning and advisory groups.

HS Administration also operates two distinct programs to help low- to moderate income and senior residents: 1) the **Volunteer Income Tax Assistance Program (VITA)**, which provided free income tax preparation services to 115 qualified taxpayers in FY 2020.

2) the **Senior Volunteer Tax Credit Program**, which offers seniors the opportunity to volunteer with various approved local non-profit agencies and town departments in exchange for a tax credit of up to \$500 on their property tax bill. In FY 2020, 12 Manchester agencies participated and 19 volunteers completed hundreds of hours of community service through this program.

## Senior Center

The Senior Center offers a variety of life enriching services to Manchester's older residents aimed at increasing their overall well-being. Some examples of these services include: Lunch five days per week, transportation services, grocery shopping and social work services. Equally important, the Senior Center offers programming and space for a numerous social, recreational and physical activities aimed at increasing participant's overall health and well-being.

In addition to offering individual social work and geriatric clinic nurse consultations, the Senior Center offers a variety of educational programs in areas such as chronic disease management, fall prevention, memoir writing, driver's education as well as no-cost tax preparation.

## Senior, Adult, and Family Services

Senior, Adult, and Family Services (SAFS) provides social work services to Manchester residents over age 18 and to families who need help connecting with government benefits, healthcare, affordable housing, financial assistance, and community support services. In FY 2020, SAFS provided service to 2791 households.

SAFS takes an active role in advocacy and protection for older and disabled residents who are victims of exploitation, abuse and neglect. SAFS partners with the Building, Health, and Fire Departments to effectively and sensitively address cases of hoarding that pose a threat to the safety and well-being of the community. SAFS worked on more than a dozen hoarding cases in FY20. SAFS also assisted 28 households that were displaced from their homes as a result of fires or code violations.

The SAFS Supervisor continues to co-facilitate the East-of-the-River Community Care Team (CCT), a multidisciplinary team consisting of staff from ECHN as well as First Responders and community partners from the social services, healthcare and behavioral health fields. The CCT strives to identify residents who are heavy utilizers of medical and behavioral health services and to coordinate care and services in an effort to reduce repeated hospital visits. A SAFS social worker partners with Manchester Adult & Continuing Education to provide case management services to adult students. SAFS staff meets regularly with key partners in Manchester including Community Health Resources, Manchester Area Conference of Churches, Manchester Fire, Rescue and EMS, Manchester Youth Services Bureau, Manchester Planning Department, and Manchester Police Department to address the impact of homelessness, mental illness, substance use disorder and poverty in the community.

## Youth Service Bureau

Manchester Youth Service Bureau, a Division of the Department of Leisure, Family, and Recreation, is a community-based youth agency that provides a variety of no-cost programs and services to Manchester youth, from birth to age 21. Programming and services fall under six core areas: 1) life skills; 2) employment/vocational skills; 3) community service; 4) diversion; 5) early childhood services; and 6) teen center/outreach.

A long standing, popular family program offered by the YSB is Mother-Daughter Circle. The purpose of the circle is to promote a healthy and sustaining bond between mothers/guardians and their daughters during the transitional years from girlhood to young womanhood. This program provides a safe, consistent, and strengths-based approach to supporting mothers/guardians and daughters on their relationship journey and presents the opportunity for them to have the essential time to connect.

Families who already are contending with huge life challenges were then faced with taking on the stress of job insecurity, on-line schooling, financial stressors, and the uncertainty of the pandemic. It became apparent that the adults in the group needed additional support. Another group was added weekly on Zoom, later Friday evenings, after the children were in bed just for the women. Here the mothers had a place to vent, problem solve, share resources, and provided the essential connection everyone needed. This additional approach has served as inspiration for programming in 2021.

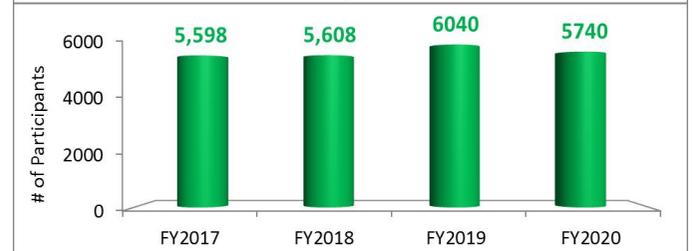
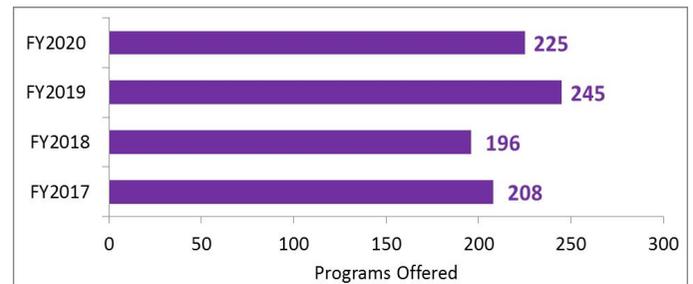
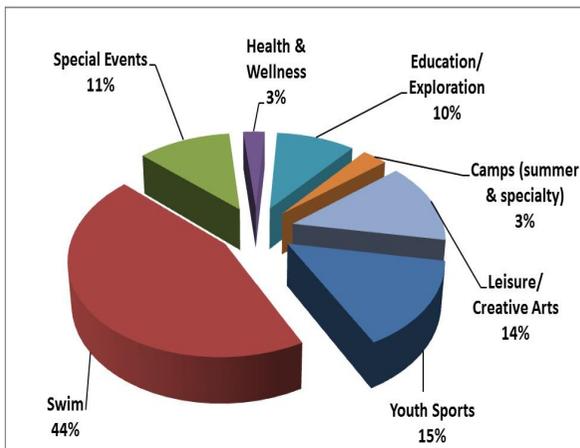


# Quality Parks & Leisure Services

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.

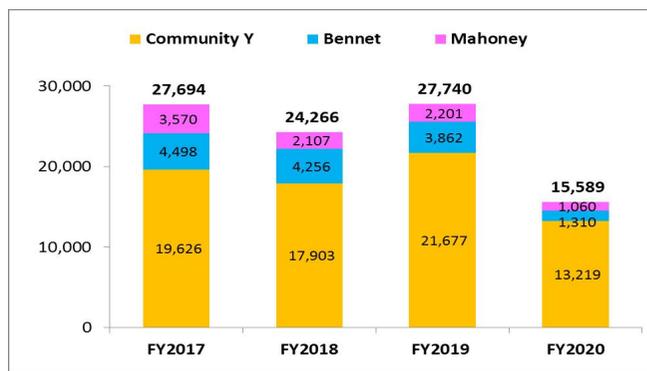
## How are we doing?

### Youth Program Offerings & Participation

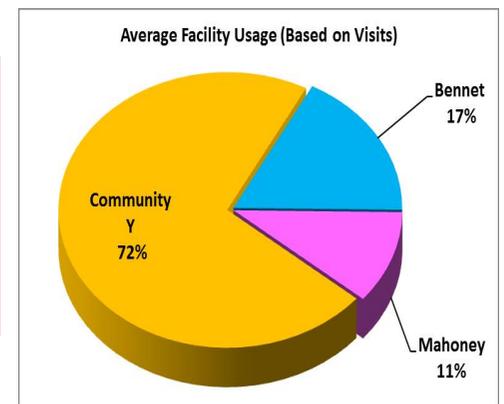


in FY 2020, both the program offerings and participation decreased by **8%** and **5%** respectively.

### 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.



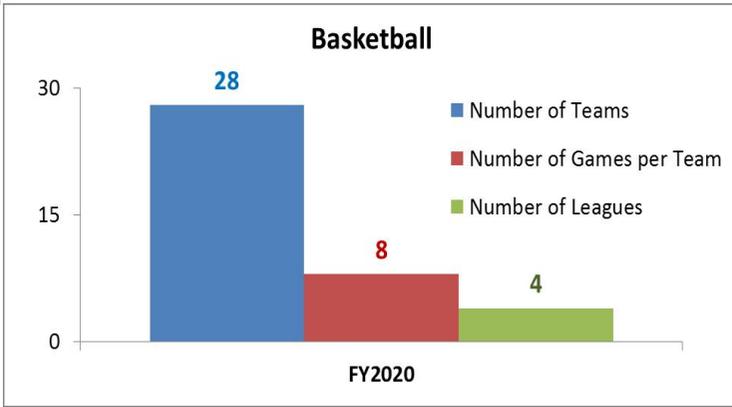
### Summer Camp

**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.**

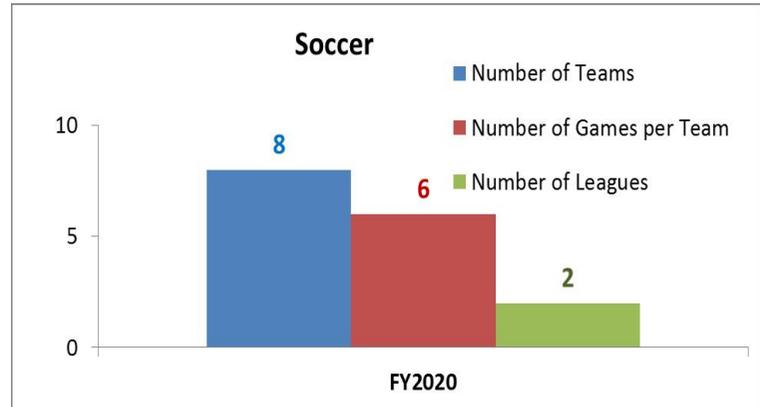
This decision was made in an effort to keep the Manchester community and Town staff safe. The Leisure, Family, and Recreation Department will continue to work towards providing alternative programs for Manchester kids and families.

# How are we doing?

## Youth Indoor Games



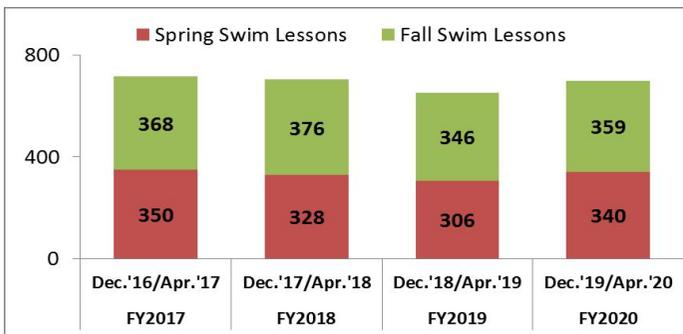
In FY 2020, 280 players participated in indoor basketball. The number of teams and games per team stayed the same as the previous fiscal years.



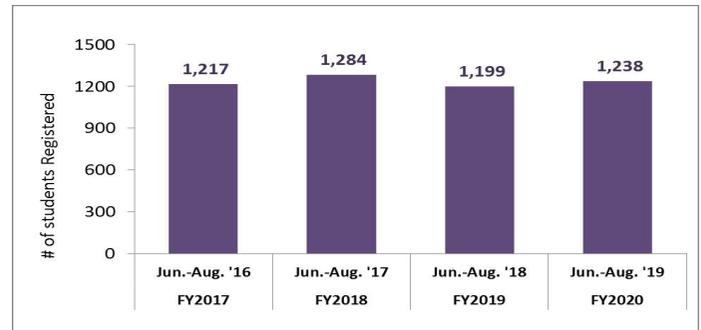
In FY 2020, 85 players participated in indoor Soccer. The number of teams remained the same as the previous fiscal years. However, games per team reduced to 6 in FY 2020.

## Youth Swim Lessons and Attendance

### Indoor Swim Lessons: Spring & Fall

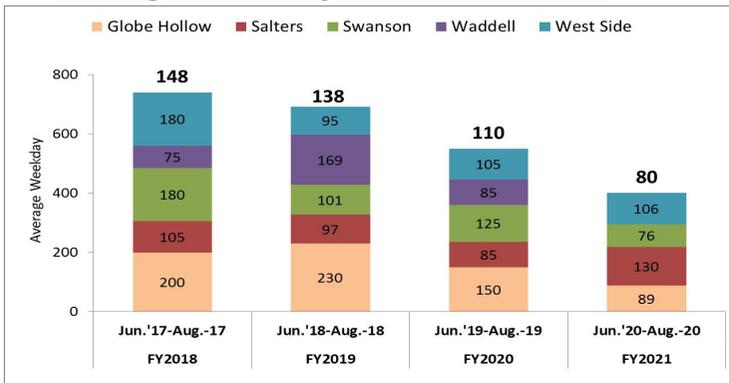


### Outdoor Swim Lessons: Summer

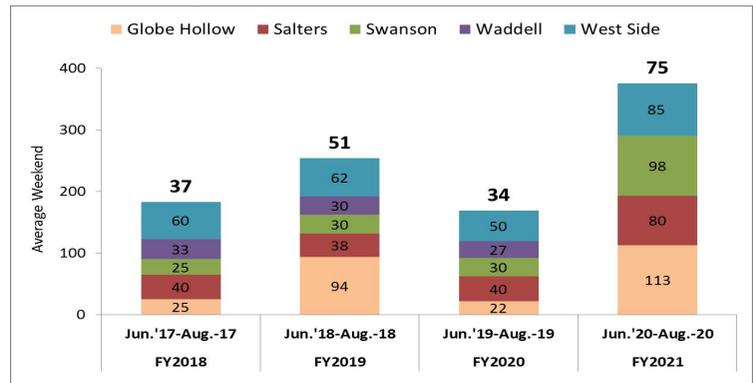


Participation in indoor and outdoor swim lessons increased by **7%** and **3%** respectively in FY 2020.

### 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.

# 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.

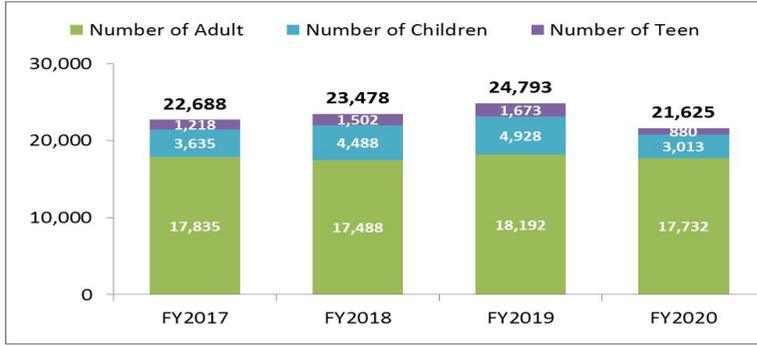
## Partnership Programs

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.

# How are we doing?

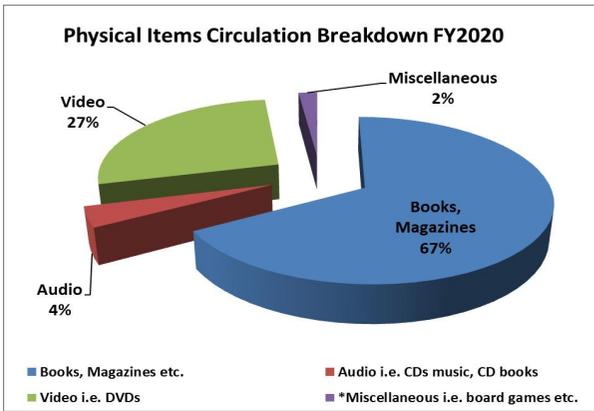
## Library: Registered Card Holders



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

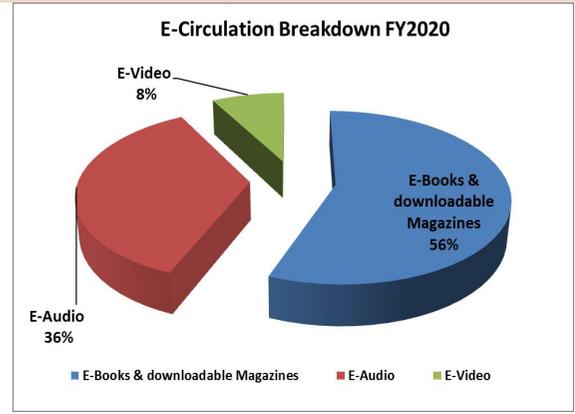
In order to better meet the needs of residents, new items are added and older items are removed from the collection.

## Library: Circulation



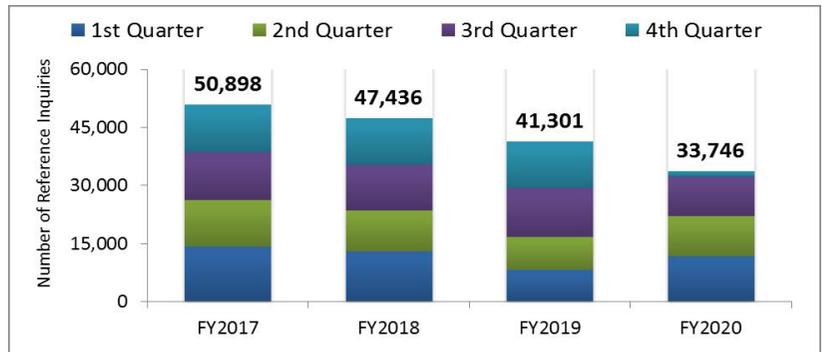
In FY2020

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

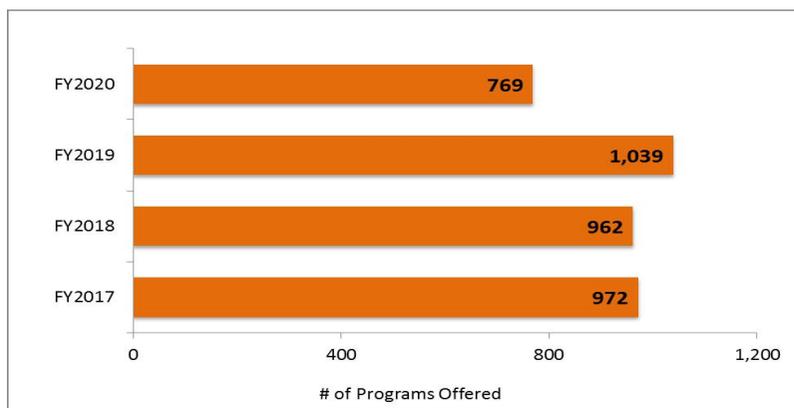


## Library: Reference Inquiries

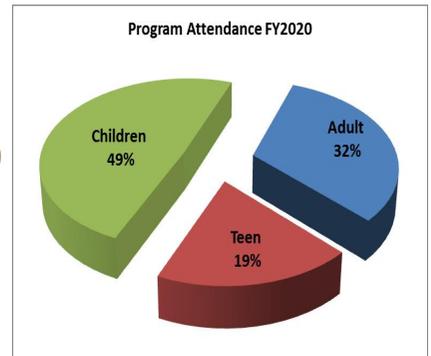
The number of reference inquiries decreased by approx. 18% to 33,746 in FY 2020.



## Library: Programming



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



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

# What are we doing? .....

## Recreation Programs

**National Night Out:** A cross division/department and community series of events were hosted across Manchester. Events included; Family Night Out - Kindness Rocks & Ice Cream Social, Westside Night Out, Movie Night Out at Charter Oak, Family Noodle Night Out at Waddell Pool, Family Yoga Night Out

**Little Free Libraries:** We partnered with the Manchester Women's Club to bring Little Free Libraries to our community spaces. These libraries were made possible through contributions from M. Stephens Company/Reading Railroad, Cruisin' on Main Street Mini-Grant Program, and Beth Sholom B'nai Israel in the effort to support early childhood literacy. With partnership and funding in place we were able to cut the ribbons on 7 new Little Free Libraries across Manchester including; Waddell Playground, Charter Oak Park, Eastside Neighborhood Resource Center, Center Memorial Park, Westside Ova, Northwest Park, Squire Village

**Part-Time Job Fair:** In partnership with a wide range of community organizations we offered a part-time job fair on Tuesday, March 10th, 2020 from 4-7 PM at WORK\_SPACE. The job fair offered exciting current and upcoming part-time seasonal job opportunities within the Town of Manchester. There were 58 participants, 6 online application stations and 23 applications submitted to the Department.

**The Eastside Early Childhood Room:** Neighborhoods and Families Division and the Youth Service Bureau Division collaborated on the installation of a childcare room on the main floor at the Eastside Neighborhood Resource Center. The room is available to rent and has been used for programming such as Mommy and Me Playgroup, DCF Support Group and several YSB partner programs.

### CRPA Quarterly

Our Department hosted a Connecticut Recreation Professional Association Quarterly focusing on our "OurParks" story with an emphasis on branding and marketing our parks assets. We hosted over 70 professionals from around the state starting the day at WORK\_SPACE, walking the newly renovated Charter Oak Park, exploring the Eastside Neighborhood Resource Center and Rec on the Run Program.

**Downtown Mural Project:** The goals of the Purnell Place Mural Project included: beautifying and enhancing an area increasingly used for parking and permitted events; engaging and generating sufficient stimulation to ignite conversation, fostering interaction and evoking appreciation from the general public; and encouraging other business owners at Purnell Place to consider adding to the project. The mural intention is to communicate and promote inclusion, equity and diversity within the character and spirit of Manchester, today and tomorrow, through the use of design, color and subject matter for public viewing of all ages.

## Manchester Public Library

The Manchester Public Library provides books and other materials and services desired by community members in order to meet their needs for information, creative use of leisure time, and life-long education. The library especially emphasizes individual service to children and their families. Midway through Fiscal Year 2020, the State Library's annual report "Connecticut Public Libraries: A Statistical Profile, July 2018-June 2019" was published and the Manchester Public Library was ranked first for the total number of children's books loaned out that year. Our library was also fourth statewide for the total number of all items loaned (adult, teen, and children's), after the towns of Greenwich, West Hartford, and Fairfield.



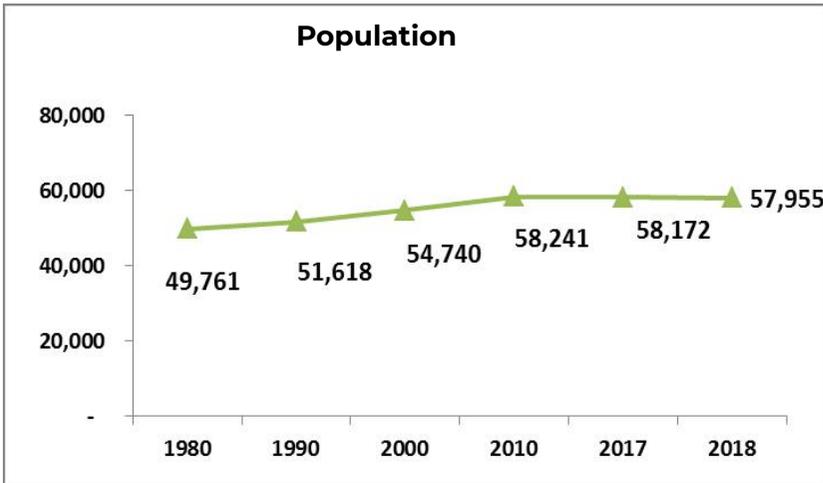
Other highlights during FY 20 included the creation of a collection of grant-funded large print books for children, the ongoing expansion of the Spanish-language book collection for youth and adults, plus there were significant increases in program attendance. By the end of February, loans were tracking 5% ahead of the cumulative numbers for the prior year but then, due to the pandemic, both buildings closed for public use from mid-March through mid-June. Although closed to the public for 25% of the year, loans were down only 14% over the prior year's final numbers. During the closure, there was an increase in the borrowing of ebooks, in the use of a variety of online databases, in viewing recorded Virtual Storytimes for children, and in similar e-services. Manchester's was one of the few public libraries in the State that reopened its buildings full-time in June and immediately began to offer a summer reading program along with a range of Grab-and-Go activities for readers of all ages. Literacy services and materials were delivered to children at Squire Village, thanks to grant funding. Similar to the experience of the publishing industry nationally, at the library there was a substantial increase in the demand from readers for books about diversity, equity, and inclusion.



# Diversity, Equity & Inclusion

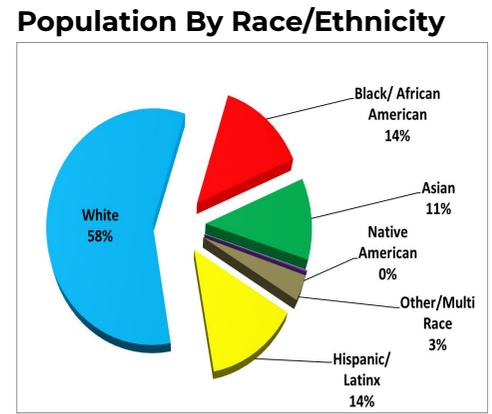
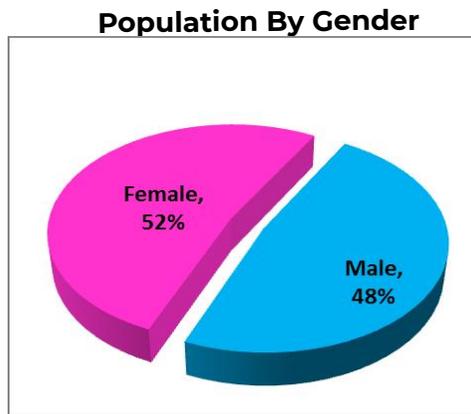
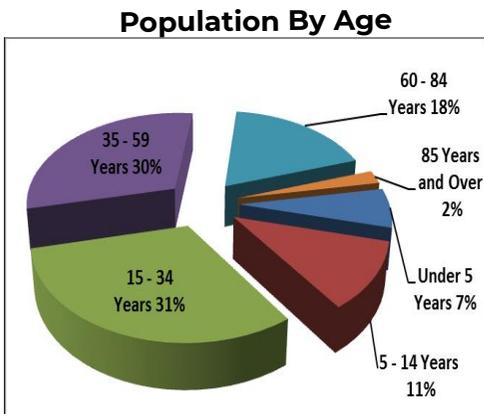
The Town of Manchester celebrates diversity, equity and inclusion. We embrace these pillars of excellence as core strength and an essential element of our public service mission.

## Economic and Demographic Information



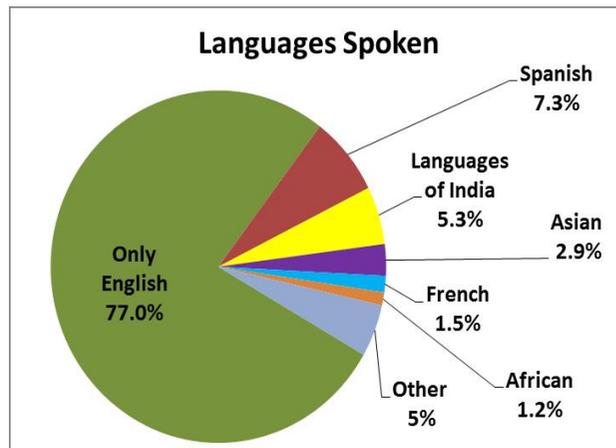
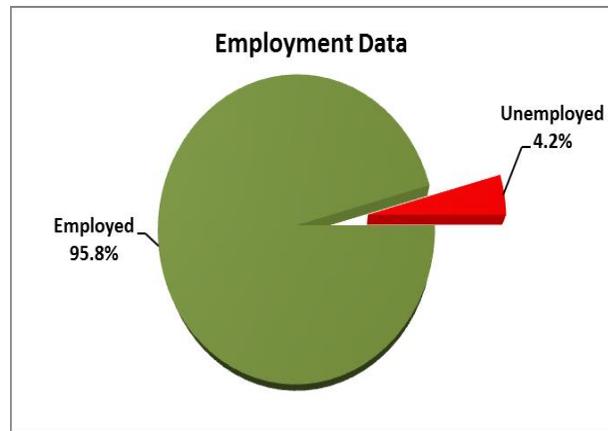
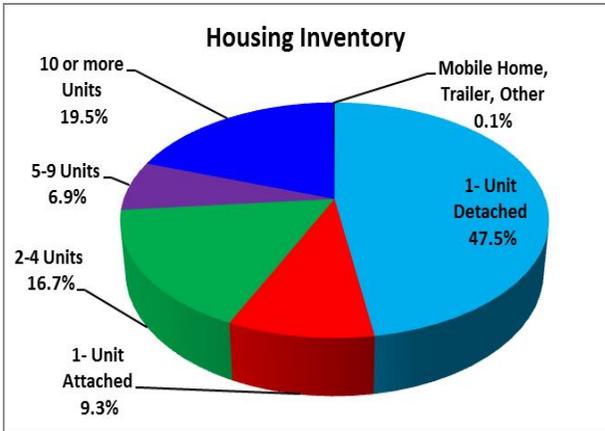
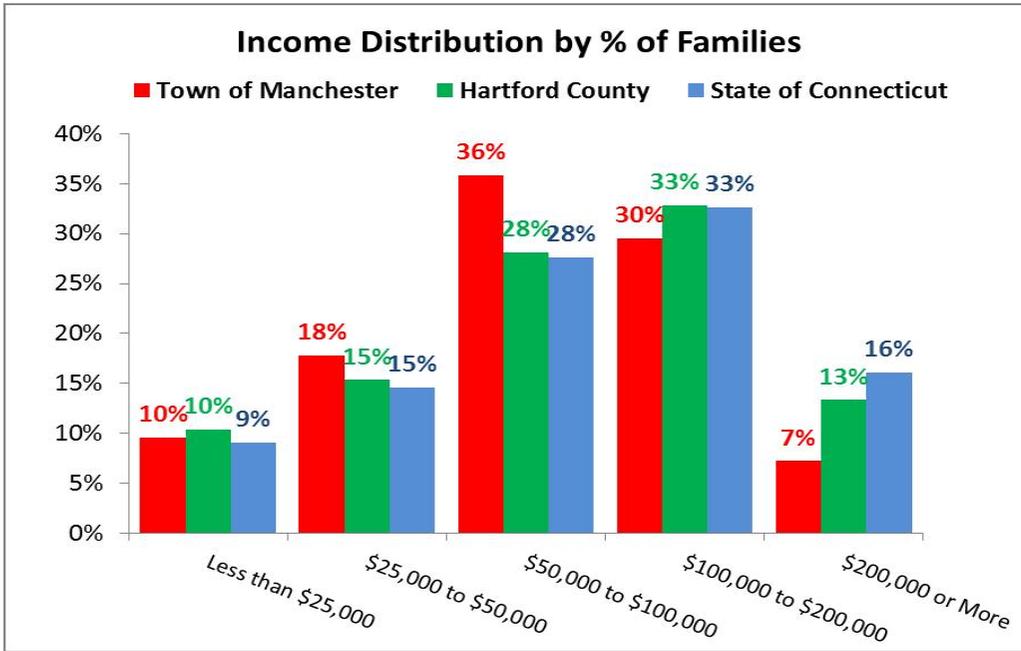
By 2030, Manchester is projected to be the most populous municipality in the Greater Hartford area outside of Hartford.

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.



| 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 (contd.)



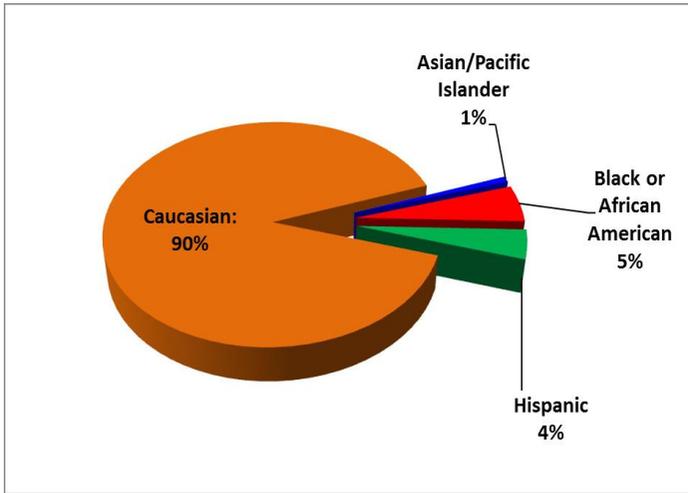
Other Languages include: Arabic, French Creole, Polish, German, Vietnamese, Korean, Hungarian, Portuguese and Native American languages etc.

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>

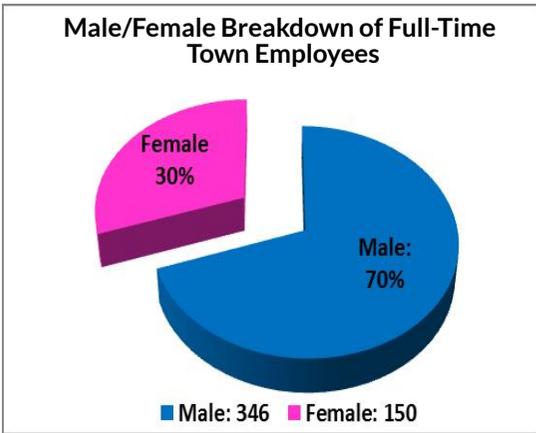
# How are we doing?

## Ethnicity & Gender Diversity of Town Employees

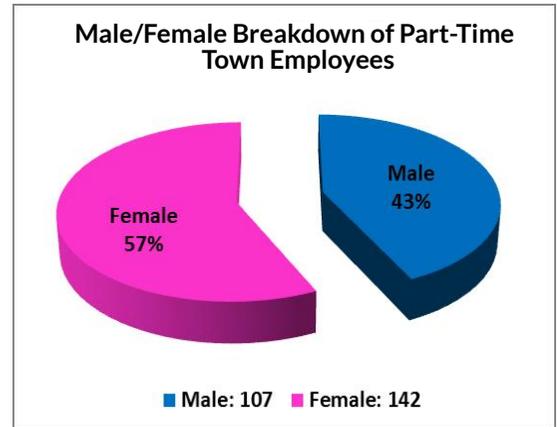


In FY 2020, the Town of Manchester has **496** full-time employees and **249** part-time employees.

- 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.

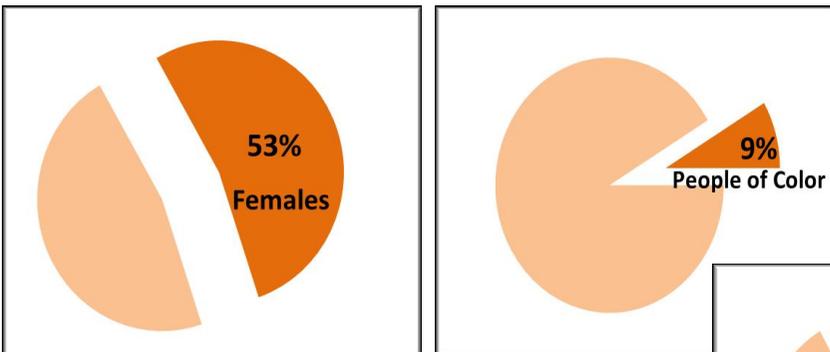


The Town of Manchester provides an equal employment opportunity to all qualified individuals.



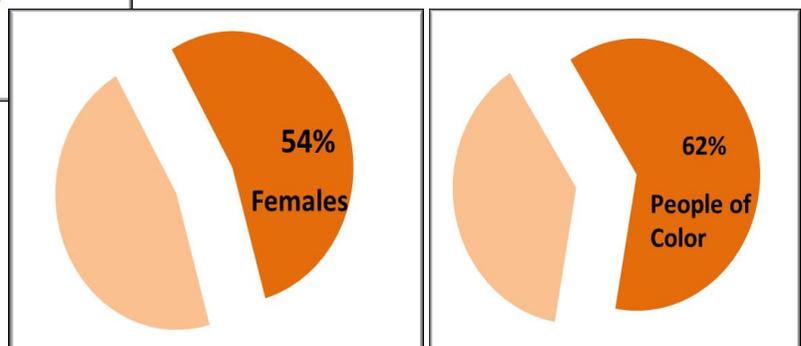
## Recruiting and Outreach

### 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



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

# 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.





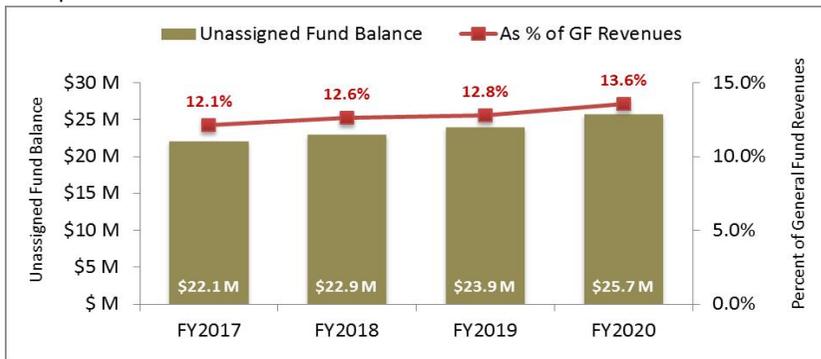
# Financial Stability

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.

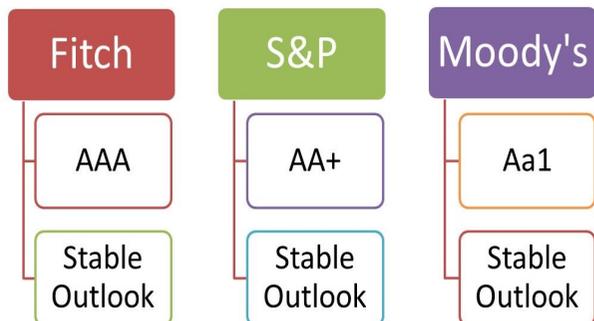


Over the past four fiscal years, unassigned fund balance has averaged 12.8%.

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

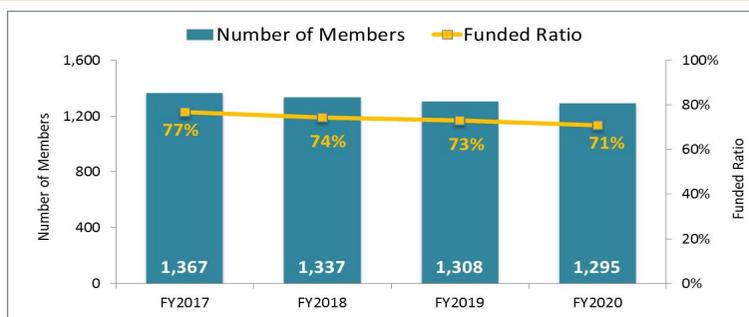


\*Moody's as of June 2020, Fitch and S&P as of February 2020

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

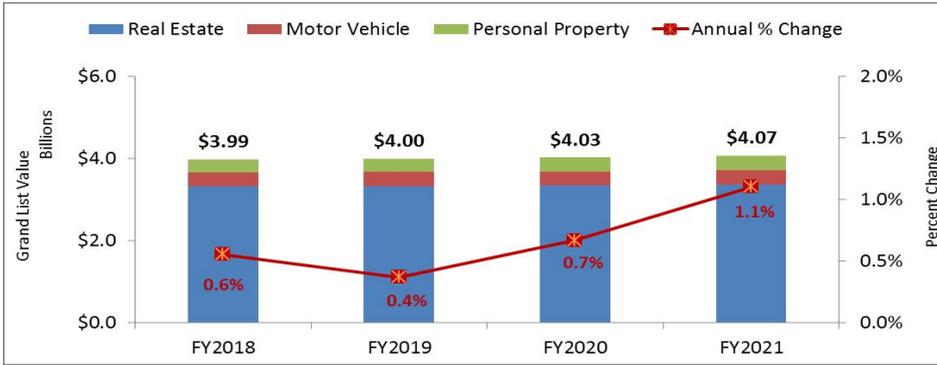


The funded ratio of the Town of Manchester Pension Plan for FY 2020 was 71%.

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

# How are we doing? .....

## Grand List Value

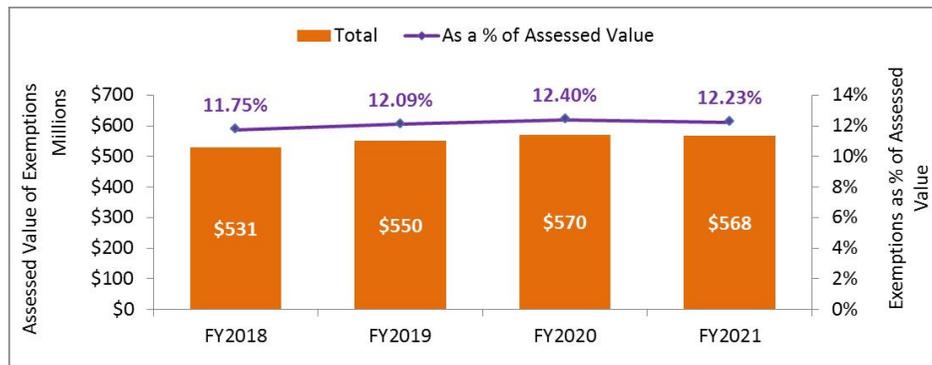


The assessed value of the Town's Grand List grew by **1.1%** to **\$4.07B** for FY 2021.

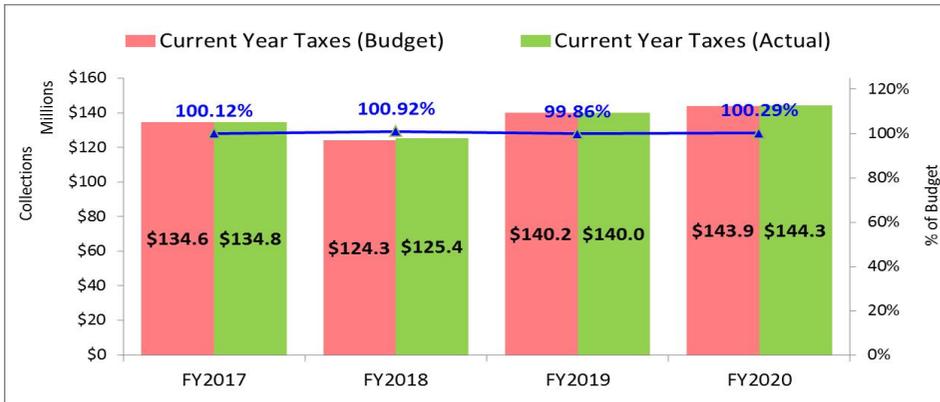
## Assessment Value of Tax Exemptions

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

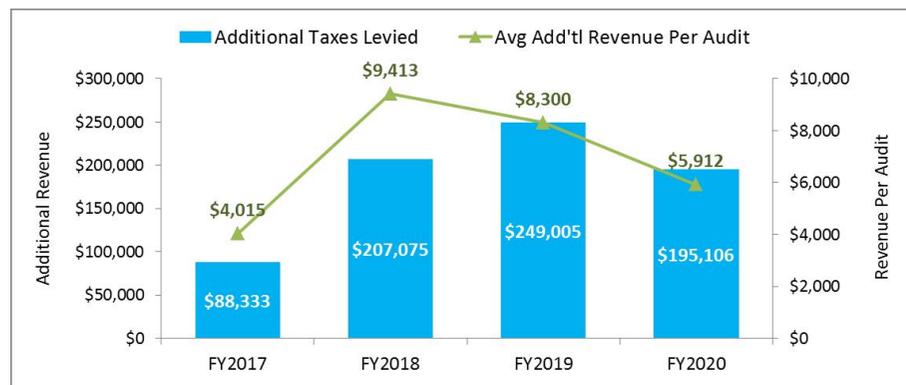


When developing the annual budget, the Town of Manchester assumes a tax collection rate of **97.8%** to account for mid-year adjustments to the Grand List and for non-payment of taxes. This assumption has proven to be a good predictor of current year taxes collected, with current year tax revenues coming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



# What are we doing? .....

## Finance Administration & Accounting

Finance Administration is responsible for oversight and the general administration of the entire Finance Department, which includes the Accounting Division, Purchasing Division, and the Assessment and Collection Division. Finance Administration also oversees the Town's General Liability and Workers' Compensation Self-Insurance Program and is responsible for the management of the Town's high deductible property and liability coverage, and the Health Insurance programs for Town employees and retirees. The Accounting Division maintains complete financial records for all Town funds, including the Fire District, Downtown Special Services District, Water and Sewer Funds, Sanitation Fund, and Special Grant Funds. Significant accomplishments in FY 2020 included:

- Awarded the "Government Finance Officers' Association Certificate of Achievement for Excellence in Financial Reporting" for the 25th consecutive year.
- Issued \$15 million in general obligation bonds and \$14 million in temporary notes to support ongoing school and infrastructure projects.
- Maintained strong AAA (Fitch) and AA+ (S&P) credit ratings.
- Ended the year with a positive variance in the General Fund, despite ongoing challenges presented by the COVID-19 pandemic.
- Completed a conversion of pension data to an online database, and implemented a new pension administration system.
- Implemented a tax deferral program in response to the COVID-19 pandemic.
- Managed multiple federal grant programs and CARES act funding to mitigate COVID-19 expenditures.
- Implemented a successful work-from-home program for Finance personnel, to continue operations during the shut-down, while progressing with new initiatives.
- Audited Town-wide telecommunications systems, reduced trunk lines and entered into cost-saving wholesale program.
- Successfully closed out Bennet and Highland Park school projects with the State of Connecticut.
- Issued an RFP for revaluation services, selected a qualified firm, and began a public communication campaign regarding the 2021 revaluation.

## Assessment & Collection

The Assessment & Collection Division is responsible for collection of all property taxes, water and sewer bills, miscellaneous revenues and 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.

In FY 2020, the Division continued to defend appeals filed after the revaluation undertaken in FY 2017, and appeals filed in subsequent years. Most of the claims were resolved in prior years, with very positive results, though some appeals were still pending at the end of FY 2020. In FY 2020, all tax bills were mailed in late June. Motor Vehicle tax bills had a single installment that was due by August 1. Real estate tax bills had two installments, with the first installment due by August 1, and the second installment due by February 3rd because February 1st was on a weekend. Personal property tax bills could have either one or two installments, depending on the amount due. Motor Vehicle Supplemental tax bills were due by February 3rd.

## Budget & Research Office

The Office of Budget and Research provides analytical, informational, and project management services to the General Manager, Board of Directors, Town Departments, and general public. Specific services and responsibilities include: Preparation of the Recommended Budget and Adopted Town Budget; Preparation of the 6-Year Capital Improvement Plan; Monitoring of the operating budget; Development of multi-year financial forecasts; Analysis of the impacts of operations and policy proposals; Oversight and management of the Town-wide performance measurement initiative; and technical assistance with grant writing and reporting.

In FY 2020, the Office of Budget & Research:

- Was awarded an ICMA Performance Measurement Recognition Award for the FY2019 Annual Operation & Performance Report.
- Continued development & improvement of long-range models and forecasts for major funds.



# Awards & Accolades

As a public services provider, the tremendous recognition from community and professional organizations bring the Town of Manchester lots of confidence to perform and serve better in an efficient manner.

## Best Practices in Land Use & Economic Development

During FY2020 Manchester was recognized by the Connecticut Economic Development Association (CEDAS) for **Best Practices in Land Use and Economic Development**.

This certification program is intended to further the sharing of best practices in municipal economic development and land use across Connecticut and improve the overall quality of economic development services at the local level. The rigorous application review process required documentation of the Town's procedures for development projects and consideration of its overall economic development strategy.

The Planning and Economic Development Department prides itself on providing excellent customer service and transparency, while processing applications fairly and efficiently.

Other departments sharing this honor as part of the Town's review team include the Engineering and Building divisions, along with the Health, Town Fire and 8th District Fire Departments. Town Boards and Commissions, most notably the Planning and Zoning Commission, Economic Development Commission and Board of Directors have also played a significant role in making Manchester a Town that welcomes economic development and investment. We are honored by this recognition and aim to continue to lead local economic development practices within Connecticut and beyond.



## Distinguished Budget Presentation Award

The Budget & Research Office was awarded with the **"Distinguished Presentation Budget Award"** by the Government Finance Officers Association (GFOA) of United States and Canada.

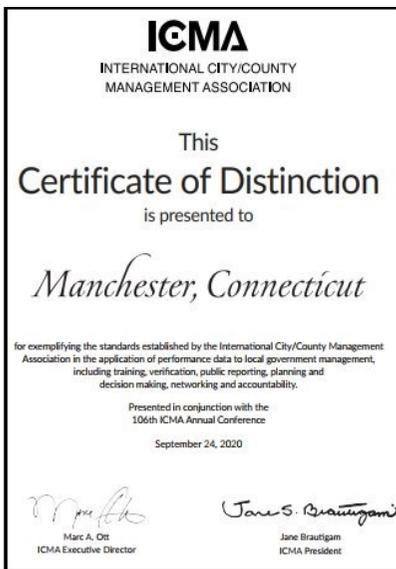


This is the highest award in governmental budgeting and is presented to those government units whose budgets are judged to adhere to program standards.

# Manchester Public Library - Accolades

This year, the Manchester Public Library loaned out the largest number of children's books of all the public libraries in the state. In fiscal year 2018-19, Manchester's library loaned **288,396** books, e-books, and magazines from its children's collection, figures from the Connecticut State Library show. That number placed the library ahead of the public libraries in the towns of West Hartford, Darien, Fairfield, Stamford, and Greenwich. Per capita, Manchester loaned 5 items to each child in Town in the fiscal year, compared with the state median of 1.98 items per child. Manchester families benefit from a well-developed children's collection of materials as well as effective children's programming, including story times and a range of other popular family programs.

## Certificate of Distinction



The International City/County Management Association (ICMA) recognized the Town of Manchester for its commitment to data-driven government management and reporting with a '**Certificate of Distinction in Performance Management.**' Town of Manchester is among 19 jurisdictions receiving the Certificate of Distinction, and one of 60 recognized overall.

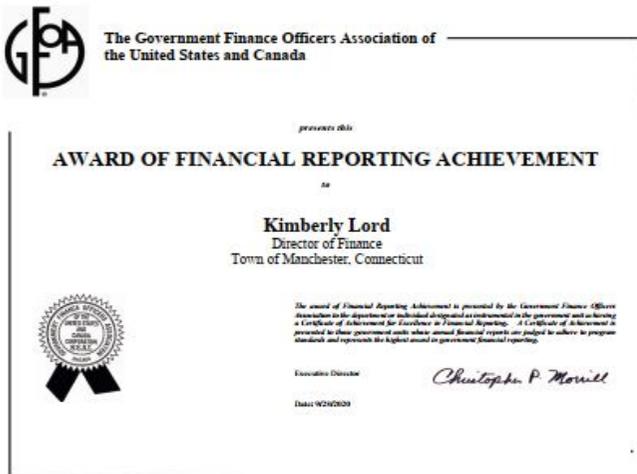
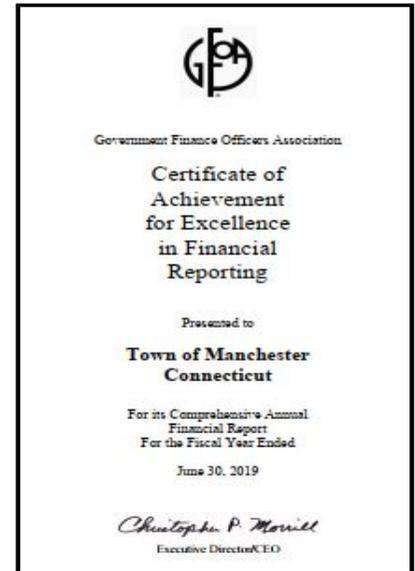


Certificates of Distinction are awarded to those who provide comparative and benchmarking information to the public, use performance data in strategic planning and operational decision-making, and share their knowledge with other local governments through presentations, site visits, and other networking activities.

# Certificate of Achievement for Excellence and Award of Financial Reporting Achievement

Government Finance Officers Association of the United States and Canada (GFOA) has awarded the '**Certificate of Achievement for Excellence in Financial Reporting**' to Town of Manchester for its Comprehensive Annual Financial Report (CAFR) for the fiscal year ended June 30, 2019.

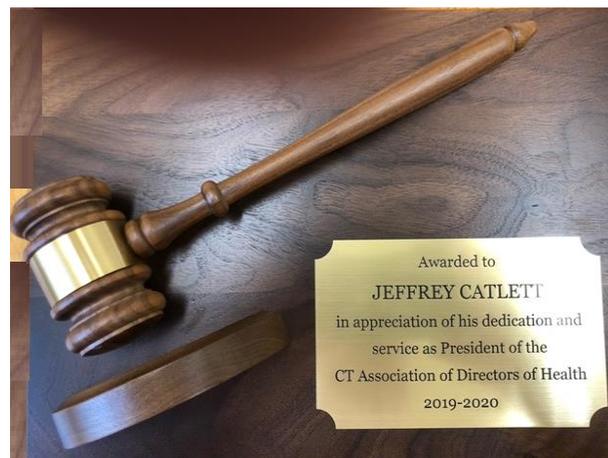
The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting, and its attainment for the **25th** consecutive year by the Finance Department of the Town of Manchester represents a significant accomplishment.



Kimberly Lord, Director of Finance has been awarded with '**Award of Financial Reporting Achievement**' (AFRA) by Government Finance Officers Association of the United States and Canada (GFOA)

## Service Award

Jeff Catlett, Director of Health was awarded the '**CT Association of Directors of Health 2019-2020**' award in appreciation of his dedication and service.





# Town of Manchester and COVID-19

Beginning in March of 2020, the Town of Manchester, along with the rest of the nation and indeed the entire globe, was faced with the daunting and grim prospects of a global pandemic: COVID-19. 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 an unprecedented series of restrictions and executive orders, designed to stem the spread of the virus in hopes of preventing the nation's health care system from buckling under the weight of growing caseloads.

## 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
- **Primary Local Press Media**
  - Journal Inquirer
  - Hartford Courant
  - Manchester Patch
  - WTNH
- **Silk City TV**
- **Social Media**
  - Town Facebook
  - Town Twitter
  - Town Instagram

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

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

| Social Media Webpage | 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%   |

The following is a small sample of the advertisements, promotions, and info-graphics created by the Town's communications between March - June to better inform the public on COVID-19 safety guidelines.



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.

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



# 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.
- The work-from-home arrangements for certain employees have also proven to be a success. Functions such as design, permitting, customer service, and mapping are being performed by employees remotely and arguably more efficiently through technology.
- 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.

### **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. We 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.



# Manchester Public Schools

## Introduction



### Superintendent's Message

#### Manchester Public Schools Phone Numbers

##### Office of the Superintendent

Matt Geary  
(860) 647-3442

##### Curriculum & Instruction

Amy Radikas, Ed. D.  
(860) 647-3447

##### Central Registration

Milka Frison  
(860) 645-6041

##### Finance & Management

Karen Clancy  
(860) 647-3445

##### Pupil Personnel Services

Sarah Burke  
(860) 647-3448

##### Human Resources

Sinthia Sone-Moyano  
(860) 647-3440

##### Transportation

Barbara Walz  
(860) 647-3476

##### Health Services

Marney Reardon  
(860) 647-3324

##### Food & Nutrition Services

Nick Aldi  
(860) 647-3462

##### Equity & Family Partnership

Latasha Easterling-Turnquest  
(860) 645-6041

##### Business & School Partnership

Beth Hayes  
(860) 647-3487

##### Communications & General Questions

Jim Farrell  
(860) 268-6377

Visit Manchester Public Schools at  
[www.mpspride.org](http://www.mpspride.org)

The mission of Manchester Public Schools is to engage all students in the highest quality 21st century education and this crucially important work has been especially challenging of late because of twin pandemics -- a COVID-19 crisis that has threatened public safety, economic well-being and more, and a long-overdue reckoning related to institutional racism that continues to impact everyone in our community.

Our school buildings closed on March 13, 2020 and education has not been the same and may never be again. Students and teachers alike know that learning is different now and with this change has come an opportunity to reinvent education, rethinking everything from how lessons are delivered to where and when students and teachers meet.

Education after the pandemic will surely look different but the district will remain committed to creating safe, inclusive environments where equity is the norm and excellence is the goal. Through active partnerships with students, school personnel, families and community/business organizations, the Manchester Public Schools will continue to strive to engage students from preschool through graduation in critical and creative thinking to solve personal, social and academic problems and actively pursue independent learning opportunities.

As you will see on the following pages, there is ample evidence that the district is taking an ambitious, comprehensive, collaborative approach to ensure that all students leave us as lifelong learners and contributing members of society.



Matt Geary  
Superintendent of  
Schools

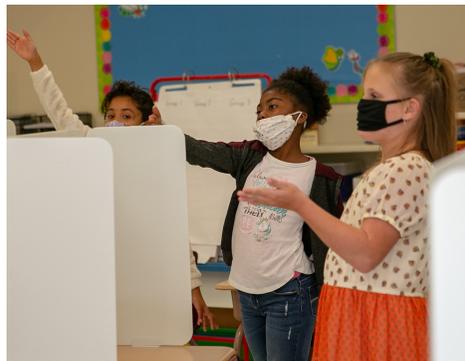


Darryl Thames, Sr.  
Chairman of the Board of  
Education



# Our Mission

Manchester Public Schools will engage all students in the highest quality 21st century education preschool through graduation. Through an active partnership with students, school personnel, families and community, the Manchester Public Schools will create safe, inclusive schools where equity is the norm and excellence is the goal. All students will be prepared to be life-long learners and contributing members of society.



## Board of Education

The Manchester Board of Education members are elected biannually for three-year terms. The Board of Education elects a Chairman from its membership for a one-year term.

Mark Gundersen, term ends 2022  
Tracy Patterson, 2022  
Campfield Heinrich, 2021  
Peter Meggers, 2023  
Chris Pattacini, Secretary 2022

Scott Hughes, 2021  
Emily Luna, 2023  
Melanie Stefanovicz, 2021  
Darryl Thames, Sr., Board Chair 2023



# At a glance



## Did you know?



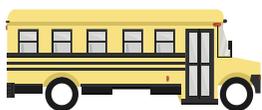
752 certified educators and  
717 non-certified staff members  
329 total certified staff of color

6,200 students learn at  
Manchester Public Schools

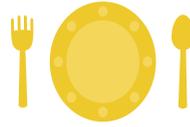


- 59 languages spoken across the district
- 37 languages spoken within our English Learner program
- Spanish is the second-most-spoken language among students enrolled in the 2020/21 school year

952 students receive  
special education  
services



4,600 students ride  
a bus each day



57 food service  
kitchen employees serve 4,100  
lunches per day  
64% of students are eligible for  
free and reduced lunch

14 Schools  
2 million square feet of cleanable  
space in buildings



\$117,774,174 million annual  
budget

543 students participate in 23  
varsity sports and 37 clubs



142 students in the class of  
2018 took college  
credit courses at Manchester  
High School,  
earning more than 1,000  
college credits



# Finance & Business Management

## How are we doing?



### Finance and Management

As with every other facet of our operations, the pandemic had an enormous impact on the district finances and management. Personal protective equipment (including thousands of masks, 'desk shields', outdoor tents and much more) was needed to bring students and staff back to schools safely at the start of the 2020-21 academic year, and to pay for it all the district relied on more than \$1 Million in State and Federal grants. This emergency spending was done in alignment with the Board of Education's ongoing commitment to ensure that all schools are adequately funded to support the success of all students. This goal is achieved by providing each school an allocation from the budget for instructional materials based on an equitable per pupil allotment.

During the budget development process every school submits a budget requesting materials and staffing for educational improvement. Central office staff reviews requests to ensure the distribution of resources in an equitable fashion. A variety of grants are also secured to provide additional funding to improve student achievement. Parameters established by equity and specific to class size, free and reduced lunch statistics and staffing are taken into consideration to disperse funds equitably to ensure structures necessary for providing quality programming for all students. Outside consultants continue to conduct evaluations in a variety of areas in order to ensure effective communication, collaboration, consistency, efficiency and allocation of resources within and across the district. The 2020-21 school budget is \$116,531,237, which is a 2.8 percent increase over the previous year.

**Summary of Last Six Budgets**

| Year                    | 2015-16       | 2016-17       | 2017-18       | 2018-19       | 2019-20       | 2020-21       |
|-------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>Amount</b>           | \$109,147,246 | \$110,897,460 | \$111,730,227 | \$113,406,180 | \$116,531,237 | \$117,774,174 |
| <b>Percent Increase</b> | 2.5%          | 1.6%          | .75%          | 1.5%          | 2.8%          | 1.1%          |

### Other Revenue Sources: Grants

Many organizations and foundations have awarded various highly competitive, prestigious grants to Manchester Public Schools as evidenced by the investment of millions of dollars to help fund programming, an impressive indication of trust bestowed by various government agencies and educational philanthropic groups. This is validation of the work being done at Manchester Public Schools. Listed on the next page are just some of the grants awarded to Manchester Public Schools in 2019-20.

| Grant                                 | Award       |
|---------------------------------------|-------------|
| Alliance Grant                        | \$7,632,367 |
| TITLE I                               | \$2,072,452 |
| IDEA                                  | \$1,924,527 |
| MRA                                   | \$1,083,240 |
| Hartford Foundation for Public Giving | Unknown     |
| Barr Foundation                       | \$500,000   |
| Nellie Mae                            | Unknown     |

**\*Priority Grant Funds**

| Grant                                 | Award     |
|---------------------------------------|-----------|
| Priority School District Funds        | \$848,228 |
| Extended School Hours Funds           | \$131,930 |
| School Accountability - Summer School | \$155,832 |

# How are we doing?

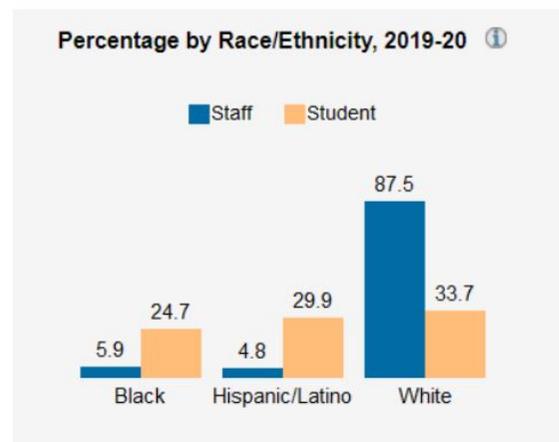
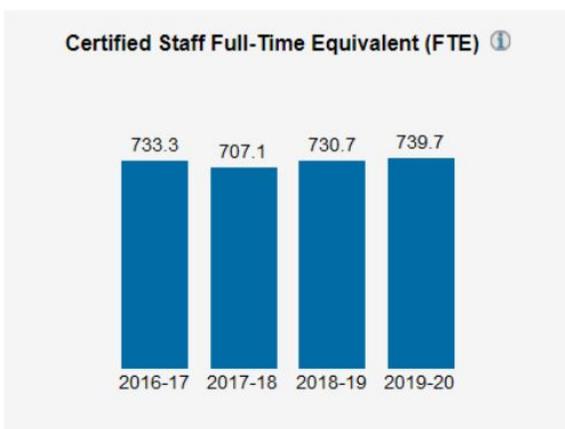


## Instructional Staff

It takes many people to educate over 6,000 students as illustrated by the data below (current as of 9/30/20):

| Full-Time Equivalent (FTE) <sup>1</sup> Staff | FTE       |
|---|-----------|
| <b>Total Staff Across district</b>            | 1469      |
| Certified Staff                               | 752       |
| Non Certified Staff                           | 717       |
| Total Staff of Color                          | 329 (22%) |
| <b>Central Office</b>                         | 63        |
| Certified Staff                               | 14        |
| Non Certified Staff                           | 49        |
| Total Staff of Color                          | 6 (10%)   |
| <b>Buildings and Grounds</b>                  | 91        |
| Total Staff of Color                          | 15 (16%)  |
| <b>Food and Nutrition</b>                     | 77        |
| Total Staff of Color                          | 20 (26%)  |
| <b>Adult Ed</b>                               | 57        |
| Total Staff of Color                          | 24 (42%)  |

### Staff Statistics(2019-20)



## Talent Management

The Manchester Public School System recognizes the value in providing students opportunities to interact with staff from different racial, ethnic and economic backgrounds. In accordance with board policy 4235, the district works to actively increase the percentage of staff from minority groups by encouraging their applications, hiring and retention. The district appointed Cindy Martinez to lead the Talent Development Office (which operates in unity with our Human Resources Department) at Manchester Public Schools.

One of the key central office capacities, the Talent Management function improves student achievement by increasing teacher and leader quality and using both data and research to inform program strategies. Talent Management is a strong lever for increasing student achievement through intentional adult practices involving Recruitment, Retention, Evaluation & Feedback, Professional Learning, Performance Management, and Data Collection/Management/Analysis.

- **Recruitment and University Partnerships:** PK-12 screening and hiring practices of certified staff driven by an analysis of current MUNIS data on our educational workforce. Talent gaps identified drive recruitment efforts at both in- and out-of-State opportunities. Branding and marketing broaden the presence of MPS in the larger community.
- **Retention:** Strategic efforts to provide career advancement opportunities to certified staff.
- **Evaluation & Feedback:** Systemic opportunities to provide feedback and support (inclusive of Learning Walks) on identified strength and growth areas; develop a standard of performance that is inclusive of best practices, in the four domains of planning/preparation, instruction, climate and professionalism.
- **Professional Learning:** New faculty career development in the first three years of teaching in an expanded TEAM program; professional development that fosters growth in collaborative practices, time management, mindset, and maintaining high expectations of all students.
- **Data Collection/Management/Analysis:** Decision-making regarding all aspects of the program through the analysis of Applitrack, MUNIS, Protraxx and Employee feedback data.
- **Performance Management:** Administrative response to certified staff concerns, requiring investigation, resolution, and remediation. Performance-Based Incentives: district-wide ON TARGET recognition program devised to acknowledge both certified and non-certified staff for espousing the core beliefs of Collaboration, Creativity, Courage, and Excellence.

## Buildings and Grounds

Building and Grounds (B&G) includes carpenters, painters, groundskeepers, plumbers, electricians and heating/cooling mechanics. Like everyone else in the district, they faced challenges and adjustments like never before throughout the 2020-21 school year with collaboration more important than ever to ensure that facilities are safe for staff and students. The district reorganized the department in summer of 2020, appointing Lindsey Boutilier, then the Manchester High Athletic Director, to a new position as the MPS Director of Operations and Athletics. He oversees approximately 90 employees in B&G whose responsibilities include maintaining and cleaning 15 buildings. The largest is Manchester High School, where as many as 18 custodians working two shifts together clean more than 370,000 square feet of building space. In all, there is close to 2 million square feet of 'cleanable space' in school district buildings.

# How are we doing?

## Food Services

The district's Food Service Department -- which is a self-operated and self-funded entity and not part of the Board of Education Budget -- had an eventful year that included distributing free 'grab-and-go' meals to thousands of children 18 and younger as part of a federally funded CACFP Summer Food Service Program. The program was extended through December 31, 2020 and covers all students, whether they are attending school physically or as remote learners.

Even when the SFSP program ends, all students in the district will continue to receive free breakfast and lunch. That's because the district is able to expand the impact of a Federal Community Eligibility Provision, which is part of the National School Lunch Program and allows qualifying schools and districts to serve breakfast and lunch at no cost to all enrolled students without collecting household applications.

The Department operates on an annual budget of approximately \$5.1 million with revenue coming from meals during breakfast and lunch, miscellaneous food items, and onsite catering as well as State and Federal reimbursements. The department has 77 employees and a Food Service Director. The majority of the staff are local residents who have students enrolled in or have graduated from Manchester Public Schools. Meals must meet all Federal and State nutritional standards and the meal pattern focuses on foods that are whole grain rich, high in nutrients, low in sugar and low in saturated fats. In 2018-19, there were 261,328 breakfast meals served and 760,549 lunches served -- an average 1,400 breakfasts and 4,100 lunches each day.



## Transportation

The District contracts with DATCO, a New Britain-based transportation company, to provide school bus transportation for (in pre-pandemic days) approximately 4,600 Manchester students each day (including students who attend public, parochial, charter and technical schools). By school board policy, buses are provided for eligible elementary students who live greater than 1 mile from their school; for middle school students who live more than 1.5 miles from their school; and high school students who live more than 2 miles from their school. Exceptions may be made if the path to school is determined to be hazardous. There may also be extenuating circumstances when special transportation is sometimes required by a student's 504 and/or Individual Education Plan.



# How are we doing?



## Equity

In the months after the start of the COVID-19 pandemic, another long-dormant crisis emerged after years of systemic racial injustice exacerbated by the high-profile deaths of black people killed by police. In July, the Town of Manchester declared racism a public health crisis. Within the district, racial trauma in the community brought more urgency to equity work that has already been underway, with the latest changes including the appointment of Dr. Diane Clare-Kearney to serve as the district's Director of Equity. Dr. Clare Kearney continues to remain in charge of the Manchester Adult and Continuing Education program.

Much of the District's work remains grounded in data from an Equity Informed School Climate Assessment that was conducted in 2018-19 and led to the development of a plan for work in the area of equity. By focusing on the experiences of students of various races, genders, disabilities, first languages and sexual orientations we are better able to understand what can be done to provide every student with what they need to be successful.

The focus of the District's equity work includes providing opportunities for continued conversations about the results of the EISCA for students, parents and families. Also, the District Equity Team is incorporating work on equity into the District Improvement Plan in the following areas:

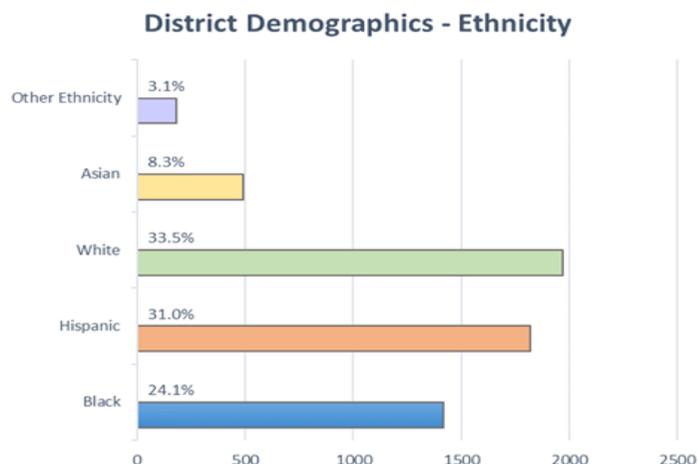
- Professional Learning for all Staff
- Creation of School Equity Teams
- Review and Revision of Curriculum
- Empowerment of Student Voice

The response to the EISCA is an adaptive process, not a set of technical solutions, and will require the active participation of all Manchester Public School students, staff and community members.

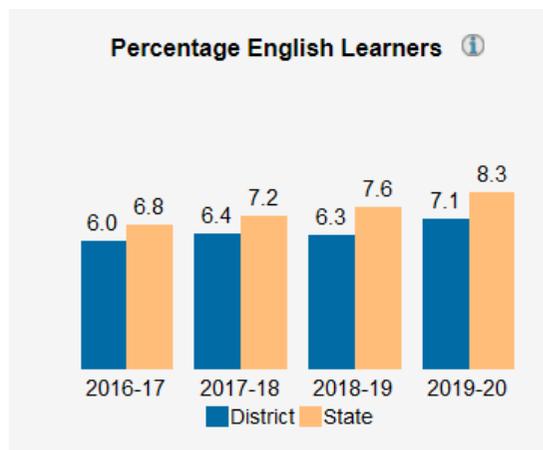
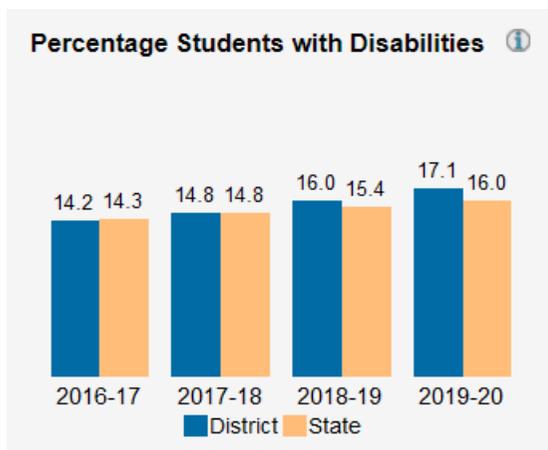
EQUITY



Our diverse student population includes 24% Black, 31% Hispanic, 8% Asian and 34% White students, with growing populations of Central American, Indian, Bengali, African, West Indian, Middle Eastern and other immigrant populations. 7.2% of MPS students currently receive English Learner services. There are 59 languages spoken within the district, including 38 languages in our English Learner program. Spanish is the second-most-spoken language among students who were enrolled in the 2019-20 school year, followed by Bengali, Twi/Fante/Akan, Telugu and Tamil.



Besides race and ethnicity, we have diversity in socioeconomic status among students and families, with nearly 64% of students eligible to receive free/reduced lunch. We have diversity in religion, particularly with a large Muslim population. We also have a growing number of students who identify as LGBTQ and we are able to provide support and resources through a strong Gay Straight Alliance for Equality. As our diversity increases, we continue to work collaboratively to address changing needs, such as prayer rooms for our Muslim students, halal meal options, recognition of religious holidays and gender neutral bathrooms.





# Academics

## What are we doing? .....

### Curriculum and Instruction, Professional Development

Manchester Public School staff continually strives to implement the district's rigorous curricula in tandem with high expectations for all students. During March of 2020, Manchester Public Schools implemented remote learning days so students could continue to learn from home during the COVID-19 pandemic.

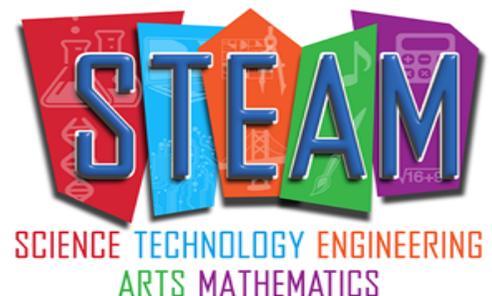
As the 2020-21 school year began parents were able to select either full-time remote or in-school 2 days/remote 3 days option. In other words, some students worked remotely 3 days a week and some worked remotely 5 days a week. Students learning from home followed their class schedules and logged into their classes at the beginning of each period for in person (synchronous) instruction combined with one-on-one/small group conferences with the teacher and offline time for assignments, research, and group projects.

Students taking part in full-time remote learning have been instructed in groups by grade level across the district by teachers who are also working from home. Teachers engage in in person learning (synchronous) via platforms that include Seesaw and Google Classroom. Students also work independently on reading, specials assignments, projects, etc. (asynchronous).

To support these varying modes of learning Manchester Public School has facilitated a range of technology focused professional development opportunities. Ongoing professional development has included implementation of Learning Plans to support readers & writers workshop PK through Grade 8 and an increased exposure to anytime anywhere learning opportunities Grade 9 through Grade 12.

### STEAM (Science, Technology, Engineering, Art, Math)

The integration of Science, Technology, Engineering, Art and Mathematics is at the heart of the STEAM department. Students engage in hands-on experiences that educate them in the specific disciplines of Science, Technology, Engineering, Art and Mathematics. These experiences include, but are not limited to, coding, invention, experimentation and the use of written science sources to support development of students as "future ready" which means preparing students to be creators of, not just consumers of, technology.

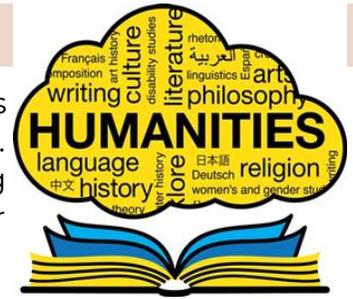


# What are we doing? .....

Manchester is a Google District -- and all students (and staff) have Google accounts and thus access to Google Workspace tools and support. The use of technology has become a priority as the district responds to the changing landscape due to COVID-19. The district quickly became a one-to-one device district PK-12. All PK-Grade 1 students were issued iPads for remote/hybrid programming. In addition to Google, these students are submitting work through Seesaw, a learning management program that allows them to quickly and easily share video and voice recording as well as pictures of their work with their teachers. Students in grades 2-8 continue to use Chromebooks. Also, for the first time thanks to a partnership between the State of CT and the Dalio Foundation, all students in grades 9-12 were provided with convertible, touchscreen laptops.

## Humanities

The humanities introduce students to people they have never met, places they have never visited, and ideas that may have never crossed their minds. By showing how others have lived and thought about life, the learning through Humanities allows students to decide what is important in their own lives and what they might do to make it better.



The humanities include language arts, world language, and social studies. The humanities strive to cultivate a community of readers and writers throughout each content area. World Language opportunities have been extended to Grade 5. For the past two years MHS students have participated in the Connecticut Seal of Biliteracy, an award given by the district in recognition of students who have studied and attained proficiency in two or more languages by high school graduation. In the Spring of 2020, 29 juniors and seniors at MHS earned the Connecticut Seal of Biliteracy.

Teachers in Kindergarten through Grade 8 continue to implement readers & writers workshops and build classroom libraries to offer choice in text selections. Culturally relevant texts continue to be added to Pk-Grade 8 classroom libraries to support independent reading and student choice. The Social Studies scope and sequence is currently under review with district wide stakeholders, examining the continuum of historical, cultural and geographical learning experiences.

## Data Dashboard

Manchester Public Schools has identified key categories that are regularly tracked and updated through the district's "data dashboard" located at [www.mpspride.org](http://www.mpspride.org). These categories include measures taken when students begin their journey through the district (the Early Screening Inventory, which notes Kindergarten readiness) as well as at the end (the high school graduation rate). These measures have provided the district with information to assist with the planning process for the implementation of the 2020-2021 full-time remote and hybrid learning plans.

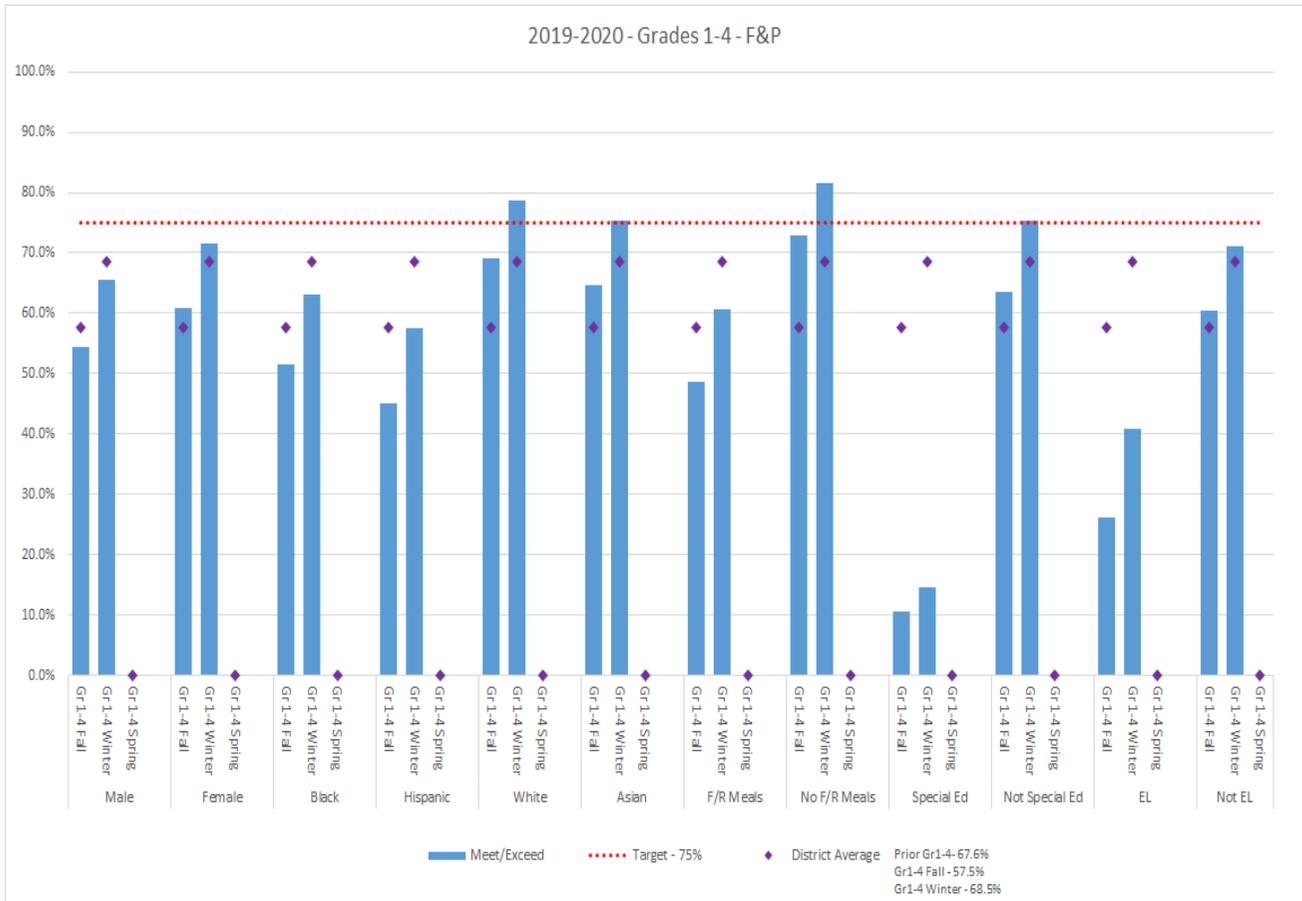
Other areas highlighted on the data dashboard include the percent of students:

- Reading at or above grade level as indicated by Fountas & Pinnell assessments
- Scoring at or above standard on Math Unit Assessments
- Scoring at or above the state average on the PSAT
- Scoring at or above Level 3 on the SAT
- The charts that follow (on the next page) illustrate trends in some of these areas.

# How are we doing? .....

## Fountas and Pinnell

The district uses the Fountas & Pinnell Reading Benchmark Assessment System to determine students' independent and instructional reading levels to support small group instruction. Teachers are able to observe student reading behaviors one-on-one, engage in comprehension conversations that go beyond retelling and make informed decisions that connect assessment to instruction.

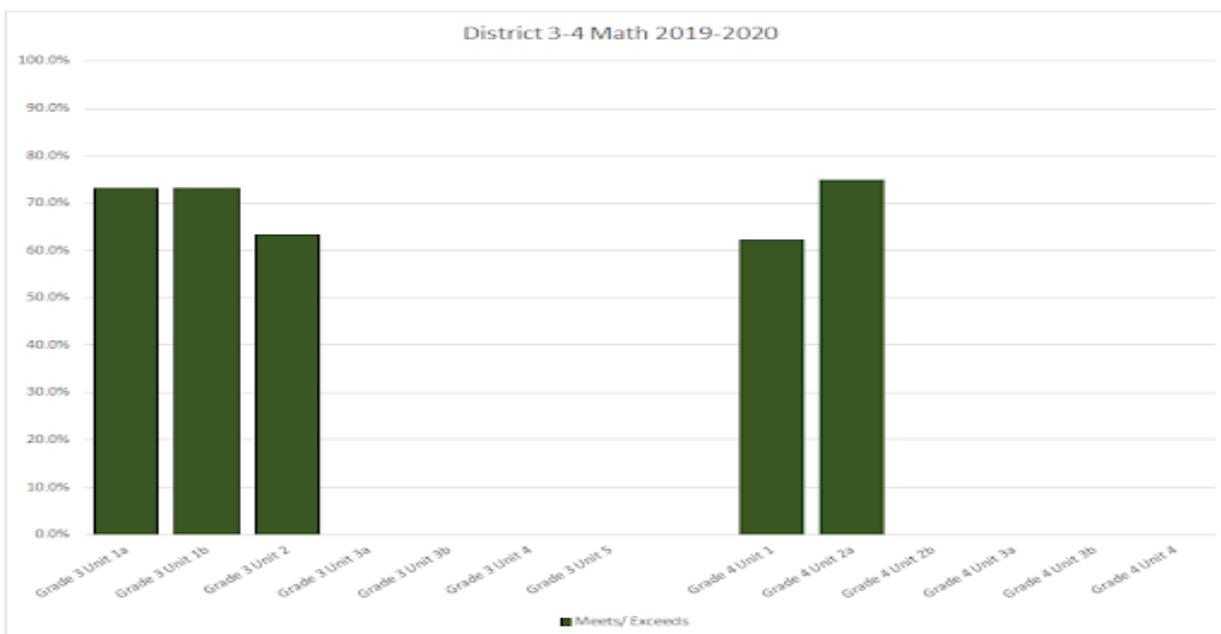
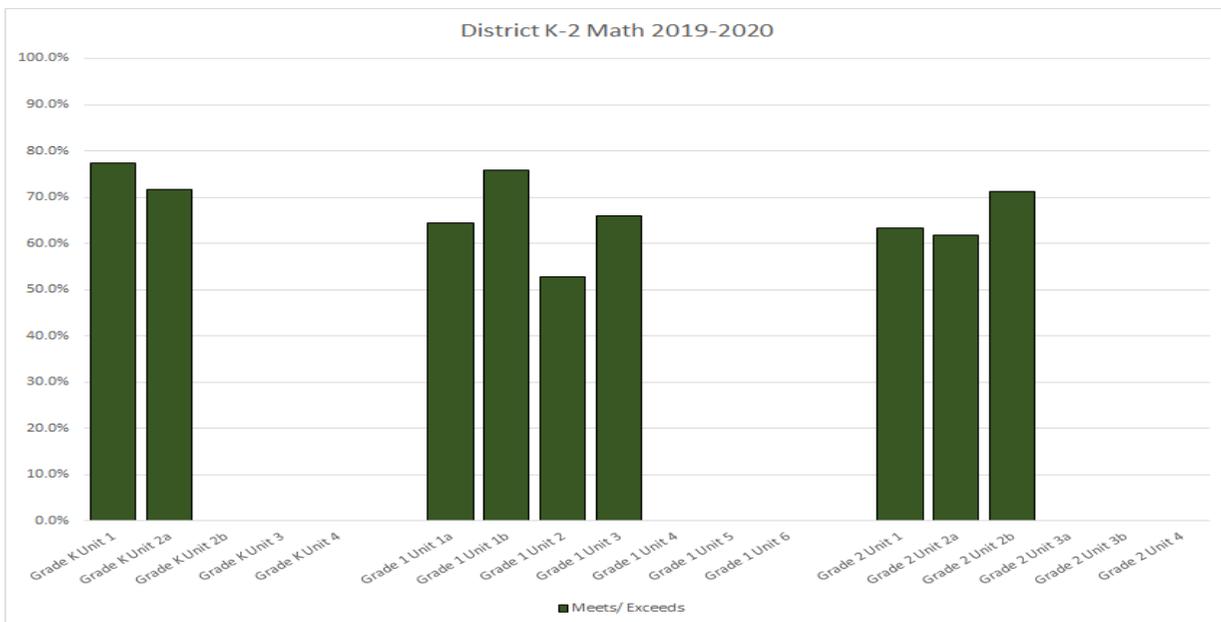


## Math Unit Assessments

Teachers analyze and compare data after each unit assessment in order to make informed decisions for differentiation of learning for all students based on strengths and weaknesses. Grades K-2 Math units focus on developing number sense and solidifying concepts of addition and subtraction. Grades 3-4 Math units emphasize multi digit operations with whole numbers, decimals and fractions while developing a foundation in fractional understanding.



# How are we doing?



## Smarter Balanced Assessments

The Smarter Balanced Assessment Consortium has been recognized as Connecticut's State assessment since 2015. The SBAC is a summative computer-adaptive test designed to measure student achievement and growth of student learning in English Language Arts and mathematics in Grades 3-8. The results of the SBAC provide program evaluation data and support the school district and State accountability systems. Due to the COVID-19 pandemic, the assessment was not given during the 2019-20 school year.

# How are we doing?



## High School Graduation Rate and College/Career Readiness

Graduation for the Manchester High School Class of 2020 was unlike any other. For a week in June seniors and their families came to the school for staggered, outdoor visits during which they listened to recorded speeches and received their diploma on the front steps of the high school. Seniors also that week celebrated with an exuberant car parade, for many the highlight of a spring that didn't include proms or sports or other rites of passage. While the year was very different an important positive trend remained, as the graduation rate at Manchester High School continued to show that the 'achievement gap' between white students and students of color has narrowed considerably.

| Class of                    | 2020 | 2019 | 2018 | 2017 | 2016 |
|-----------------------------|------|------|------|------|------|
| % Attending 4 year College  | 41   | 43   | 44   | 45   | 48   |
| % Attending 2 year College  | 36   | 33   | 33   | 38   | 29   |
| % attending other education | 5    | 10   | 6    | 6    | 6    |
| % Attending Armed Services  | 1    | 3    | 4    | 3    | 6    |
| % Entering Employment       | 4    | 8    | 12   | 5    | 7    |
| % Other (Volunteering, etc) | 12   | 2    | 1    | 3    | 5    |

| Class of                             | 2020 | 2019 | 2018 | 2017 | 2016 |
|--------------------------------------|------|------|------|------|------|
| # in graduating class                | 341  | 393  | 328  | 359  | 332  |
| % taking SAT                         | 99   | 98   | 99   | 94   | 100  |
| Mean Scores: Verbal/Critical Reading | 489  | 490  | 495  | 487  | 423  |
| Mean scores: Math                    | 473  | 476  | 477  | 467  | 416  |

### College Entrance and Persistence

|  | Class of 2018                     | Class of 2017                        |
|--|-----------------------------------|--------------------------------------|
|  | Entrance <sup>5</sup><br>Rate (%) | Persistence <sup>6</sup><br>Rate (%) |
| Female                                   | 66.7                              | 90.2                                 |
| Male                                     | 47.2                              | 71.6                                 |
| Black or African American                | 48.1                              | 70.2                                 |
| Hispanic or Latino of any race           | 38.5                              | 84.1                                 |
| White                                    | 62.6                              | 85.8                                 |
| English Learners                         | 42.9                              | *                                    |
| Eligible for Free or Reduced-Price Meals | 48.6                              | 78.0                                 |
| Students with Disabilities               | 22.0                              | 60.0                                 |
| District                                 | 56.3                              | 83.8                                 |
| State                                    | 70.9                              | 87.8                                 |

<sup>5</sup>College entrance refers to the percent of high school graduates from the year who enrolled in college any time during the first year after high school.

<sup>6</sup>College persistence refers to the percent of students who enrolled in college the first year after high school and returned for a second year (Freshman to Sophomore persistence).

Source: National Student Clearinghouse

|  | Participation <sup>4</sup> | Meeting Benchmark |          |
|--|----------------------------|-------------------|----------|
|  | Rate (%)                   | Count             | Rate (%) |
| Female                                   | 94.5                       | 124               | 30.8     |
| Male                                     | 90.9                       | 120               | 26.5     |
| Black or African American                | 87.0                       | 30                | 13.9     |
| Hispanic or Latino of any race           | 92.6                       | 37                | 16.0     |
| White                                    | 94.7                       | 125               | 43.9     |
| English Learners                         | 94.0                       | 0                 | 0.0      |
| Eligible for Free or Reduced-Price Meals | 90.9                       | 87                | 18.4     |
| Students with Disabilities               | 70.0                       | 0                 | 0.0      |
| District                                 | 92.6                       | 244               | 28.5     |
| State                                    | 95.9                       |                   | 42.6     |

<sup>4</sup>College readiness exams and benchmark scores are as follows:

- SAT<sup>®</sup> - meets benchmark score on SAT, Revised SAT or Connecticut School Day SAT
- ACT<sup>®</sup> - meets benchmark score on 3 of 4 exams (benchmark score varies by subject)
- AP<sup>®</sup> - 3 or higher on any one AP<sup>®</sup> exam
- IB<sup>®</sup> - 4 or higher on any one IB<sup>®</sup> exam

<sup>4</sup>Participation Rate equals the number of test-takers in 11th and 12th grade divided by the number of students enrolled in those grades, as a percentage.

Sources:

SAT<sup>®</sup> and AP<sup>®</sup> statistics derived from data provided by the College Board.

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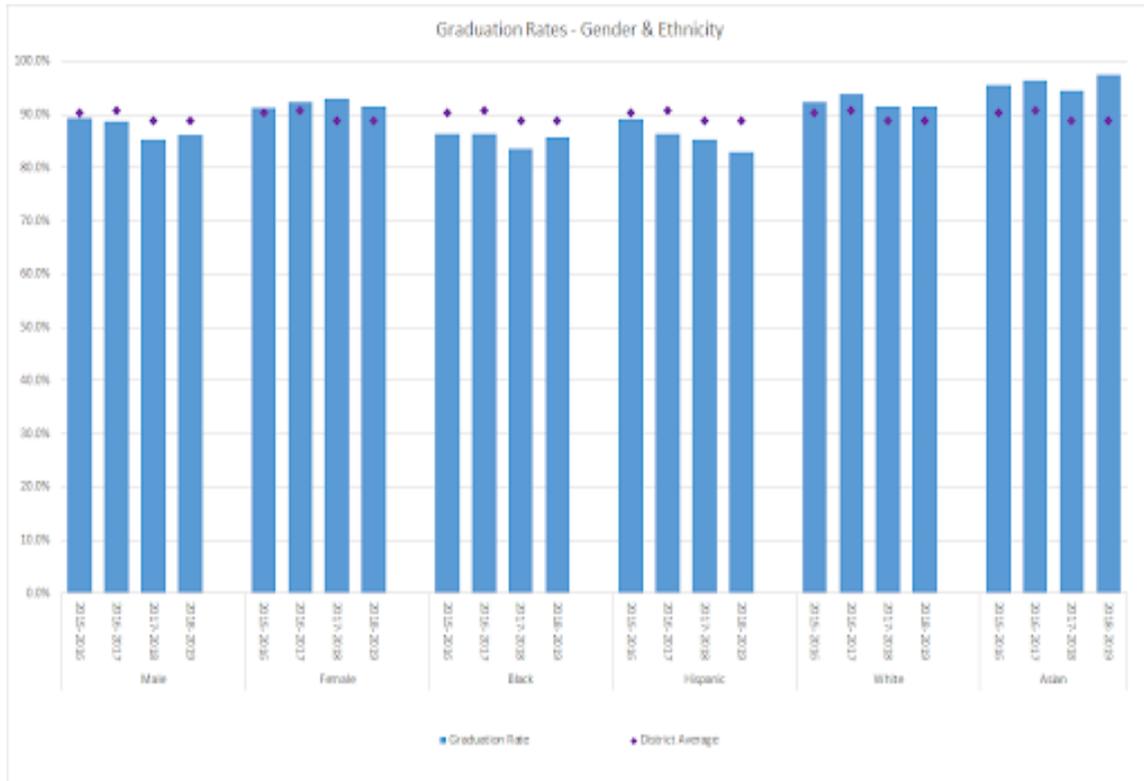
ACT<sup>®</sup> statistics derived from data provided by ACT, Inc.

Copyright © 2019 ACT, Inc. [www.act.org](http://www.act.org)

IB<sup>®</sup> statistics derived from data provided by the International Baccalaureate Organization.

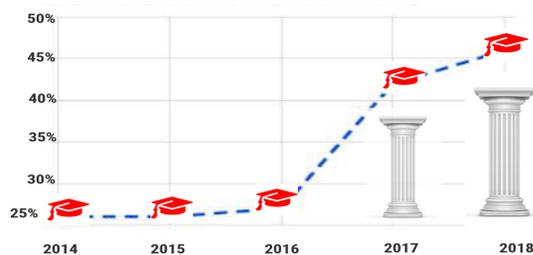
Copyright © International Baccalaureate Organization 2019

# What are we doing? .....



Knowing that some might argue the graduation rate has been rising because of lower standards, we have begun to track 'College and Career Readiness.' We asked Connecticut State universities (Southern, Central, Western and Eastern) what credentials are needed for admission and they said -- 1000 or higher on the SAT and a GPA of 2.0 or better. Using those metrics, the chart below shows that MHS students are improving.

**College Ready (At least 2.0 GPA and > 1000 SAT)**



## District Improvement Plan

The work to improve student performance in a consistent and systematic fashion is captured in our District Improvement Plan (DIP), which is monitored by a team of teachers, support staff, union leadership, building administrators and district administrators from across the district.

Our District Improvement Team and School Improvement Teams meet regularly and develop strategies in response to thorough analysis of data. The District Improvement Plan is separated into four areas: Systems, Talent, Academics and Culture/Climate. Work in the area of equity is an important component in all areas of the District Improvement Plan.

# What are we doing?



## Student Supports: Pupil Personnel Services

The district uses a continuum of progressive and innovative strategies to implement special education and related services for students with disabilities in the least restrictive environment.

Receiving these services are more than 1,200 students who have been identified as having educational needs due to a disability and thus are entitled to specialized instruction and related services under the Individuals with Disabilities Act (IDEA).

Primary disabilities cover a range of needs ranging from mild to severe and can include cognitive, learning, developmental, physical and/or emotional disabilities. During the 2019-20 academic year there were 1,016 Manchester students within the district who received special education services, with 150 more in magnet schools and 59 in out-of-district placements.

Another 607 students in district, and 143 in magnet schools, had a 504 plan, which is developed to ensure that a child who has a disability identified under the American with Disabilities Act (ADA) receives accommodations that will provide for their academic success and access to the learning environment. Services and support programs provide students with disabilities access to the general education curricula, help to improve their academic achievement, reduce the time that they are removed from general education classrooms, and increase their time with non-disabled peers.

## School Climate

Throughout the 2019-20 school year, the district has continued its commitment to social and emotional learning and a positive school and district climate. A significant development connected to school climate was the introduction during the 2020-21 academic year of a 'read-aloud' initiative. This program was designed to expose all elementary students to books written by people of color, featuring characters who are people of color and that are read (via videotape) by people of color.

In the area of school climate, we have worked to develop and implement a systematic approach to teach and reinforce expected behaviors that are appropriate to the developmental level of students at all grade levels. We also have begun to create systems that ensure equitable, logical and developmentally appropriate consequences and opportunities for restorative and collaborative practices when behaviors occur that don't meet expectations.

Restorative practices are centered on all community members building meaningful relationships to establish and nurture school and classroom communities while also using those relationships to restore and manage conflict when tension arises. The concept gives insight into the fact that people are happier when they learn how to restore relationships in a collaborative effort as opposed to it being done for them or to them. In 2018-19, we began a three-year plan to train all staff members in restorative practices. We believe in an approach that combines high expectations and structure with high levels of care and support for all students. This work is supported by School Climate Teams in each building along with district staff who support the integration of restorative practices and our social emotional learning curriculum.



# What are we doing? .....

## Social-Emotional Learning

The district recognizes that the social and emotional needs of our students are as important as the academic needs -- and that they are deeply connected. Our goal is to support all students as they grow and develop, so they will be prepared as lifelong learners and contributing members of society. Due to the dual pandemics of racial injustices and COVID-19, our commitment to meeting the social emotional needs of our students has remained at the forefront of our work. We accomplish this by:

- Creating strong, positive relationships
- Establishing strong communities where success is celebrated and harm is repaired

And by offering:

- A Social Emotional learning curriculum
- Flexible classroom environments
- Multi-tiered systems of support



## Athletics and Extracurricular Activities

The pandemic had a huge impact on interscholastic sports, wiping out the tail end of the winter season and all spring sports, and also forcing football to be played as 'seven-vs.-seven touch' instead of full contact tackle. Other fall sports returned (soccer, cross-country, volleyball, girls swimming and cheerleading) with the status of winter and spring seasons unclear as of mid-October. In the best of times, the school district has a robust athletic program, offering 23 varsity sports in addition to 16 sub varsity sports and a unified sports team. The high school also combines with Newington to offer an ice hockey program.



The high school offers top-notch athletic facilities highlighted by the Barry "Mitch" Mitchell Sports Complex which features a state-of-the-art synthetic turf field surrounded by an eight lane, 400 meter track. A weight room, staffed by a seasonal strength coach, allows athletes and non-athletes to condition in and out of season. The athletes are also able to compete, train or practice at Star Hill Athletic Facility, Wickham Park, Manchester Country Club and local baseball and softball fields. During the 2018-19 school year nearly 600 students competed in one of our sport offerings, which is nearly 40% of the student body. Manchester High School student athletes and teams are consistently recognized for individual and team honors including All-State, All-Conference, Conference Champions and occasionally State Champions.

Manchester High School sponsors 37 clubs to meet the interests of students. The variety of clubs range from the Math Team to the MHS Steppers and Connecticut's only public school Hand Bell Choir. School cultures encourage learning experiences that connect or make an impact on the community. For example, every senior at Manchester High School takes a civics course that requires the completion of a Service Learning Project, where students identify a need in the community and create and execute an action plan to address this need. Samples of student projects include food drives, book and clothes drives and money collections for specific charities and causes. Illing Middle School also offers a variety of clubs and interscholastic sports, fielding soccer, basketball, track, wrestling, cheerleading and unified teams. Popular among elementary students is the Little Manchester Road Race, which in 2019 was held for the first time at MHS.



# Community Partnerships

## What are we doing? .....



### Family and Community Engagement

Family and community engagement and communication is always crucial but never more so than in the last months of the 2019-20 school year as well as during the new academic year, which began with so many students learning remotely and so many lives disrupted.

The Manchester Public Schools' mission includes forging an active partnership with families and the community as we work together to create safe, inclusive schools where equity is the norm and excellence is the goal. As part of this work, we strive to assist parents and guardians with before and after school care, enhance family relationships and so much more.

Manchester Public Schools offer Family Resource Centers (FRCs) at each of its seven elementary schools and at Bennet Academy. Every site has the same approach, with components that include family engagement and outreach, positive youth development, resources and referrals, and at the elementary level, playgroups. Due to COVID-19, we had to alter back some of the FRC work with, for example, remote FRC coordinators running virtual playgroups, where children ages 2-5 see and participate in a story after getting materials delivered beforehand so they can engage even more. Funding for the program comes mostly from the district's Alliance Grant, from the Hartford Foundation for Public Giving and from Title I.



### The Five Components of the Family Resource Centers

- 1. Family Engagement**  
We partner with our schools, other FRCs, and community agencies to support family development, and promote student learning. We do this by providing a range of workshops and fun, family events.
- 2. Outreach**  
We participate in events hosted by our community partners to bring resources and information to the public.
- 3. Playgroups**  
We facilitate playgroups that align with the CT Early Learning Development Standards. We utilize the ASQ Developmental and Social Emotional screening tool. We accept children ages birth to 5 from their home school district.
- 4. Positive Youth Development**  
We offer a range of recreational and educational opportunities during the before or after school hours for students in grades 4-5. Students are provided a chance to discuss issues that are important to them in a safe, non-biased, non-judgmental environment.
- 5. Resource and Referral**  
We are a primary resource and referral for matters pertaining to the well-being of the child, family, and school community.



**Mission:** The Family Resource Centers support and uplift the school-family-community partnership, by providing a broad base of educational and supportive programs. Our success in fulfilling our mission hinges on positive and healthy community and family relationships. In delivering our services, we work closely with schools, social service agencies, and our community partners.

# What are we doing? .....

## Business and Community Partnerships

In Manchester, Career and Technical Education (CTE) programs provide over a thousand students each year with opportunities to apply academic learning within exploratory or authentic school based or external work-based environments. Such experiences allow students to practice and develop hands on, industry recommended skills that enable them to demonstrate competencies demanded by 21st century employers. We are proud of the many strong partnerships we have with local business and community organizations that make external learning possible for our students. Through collaboration with college, business and community partners, some external learning opportunities that were available to MHS students in 2019-20 included:

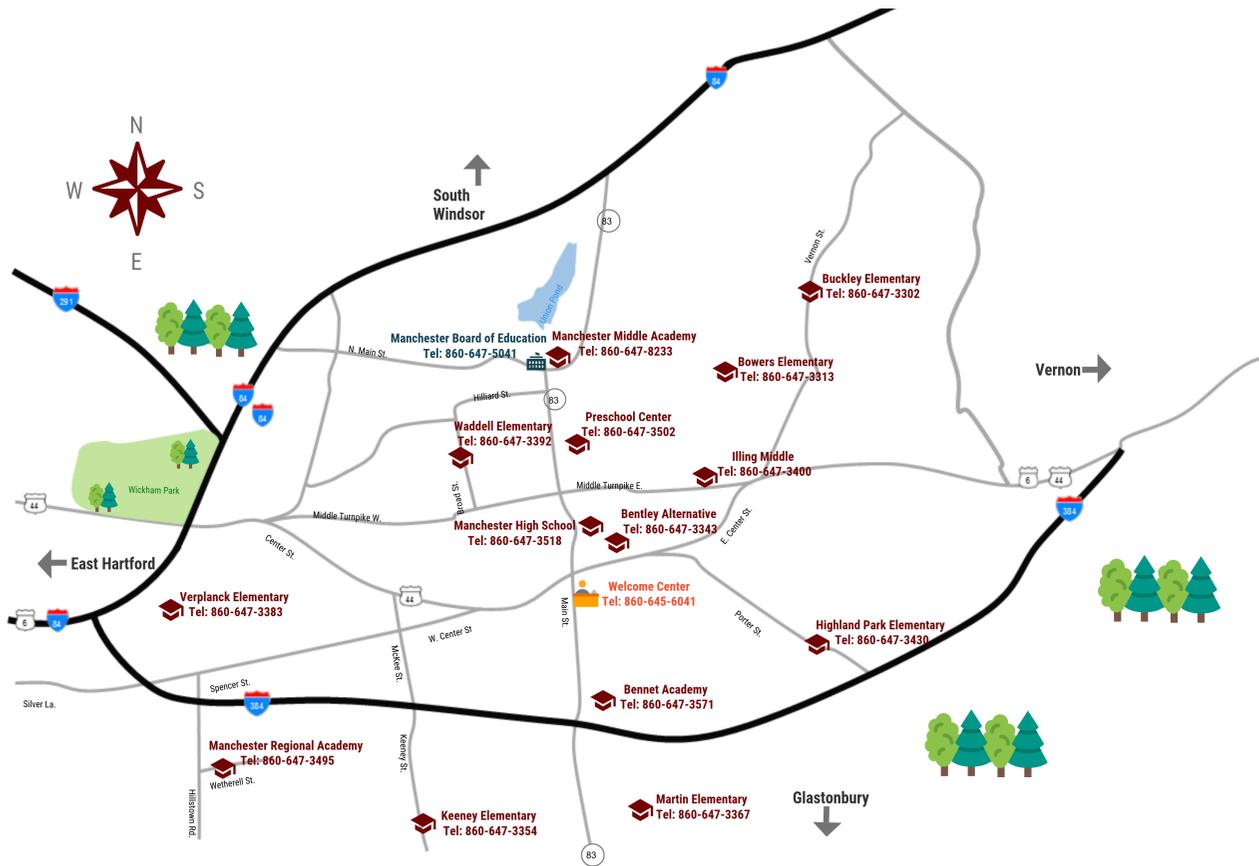
- An EMT preparation program delivered in partnership with Manchester Fire Rescue - EMS and Ambulance Services of Manchester
- A CNA preparation program delivered in partnership with Touchpoints of Manchester
- A manufacturing pre-apprenticeship program approved by the Connecticut Department of Labor in partnership with the Connecticut Center for Advanced Technology
- A Volunteer Income Tax Assistance Preparation student training program
- A variety of paid and unpaid work-based learning programs at various Manchester employment sites
- Several new Manchester Community College Manufacturing courses and credentials





# Our Schools

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



**Bennet Academy**  
Grades 5-6  
Tel: 860-647-3571

**Bentley Academy**  
Grades 9-12  
Tel: 860-647-3343

**Bowers Elementary**  
Grades K-4  
Tel: 860-67-3313

**Buckley Elementary**  
Grades K-4  
Tel: 860-647-3302

**Highland Park Elementary School**  
Grades K-4  
Tel: 860-647-3430

**Illing Middle School**  
Grades 7-8  
Tel: 860-67-3400

**Keeney Elementary School**  
Grades K-4  
Tel: 860-647-3354

**Kennedy Education Center (Central Office)**  
District Offices  
Tel: 860-647-5041

**Manchester High School**  
Grades 9-12  
Tel: 860-647-3521

**Manchester Middle Academy**  
Grades 5-8  
Tel: 860-647-8233

**Manchester Preschool Center**  
Preschool  
Tel: 860-647-3502

**Manchester Regional Academy**  
Grades 9-12  
Tel: 860-647-3495

**Martin Elementary School**  
Grades K-4  
Tel: 860-647-3367

**Verplanck Elementary School**  
Grades K-4  
Tel: 860-647-3383

**Waddell Elementary School**  
Grades K-4  
Tel: 860-647-3392

**Welcome Center**  
Tel: 860-645-6041

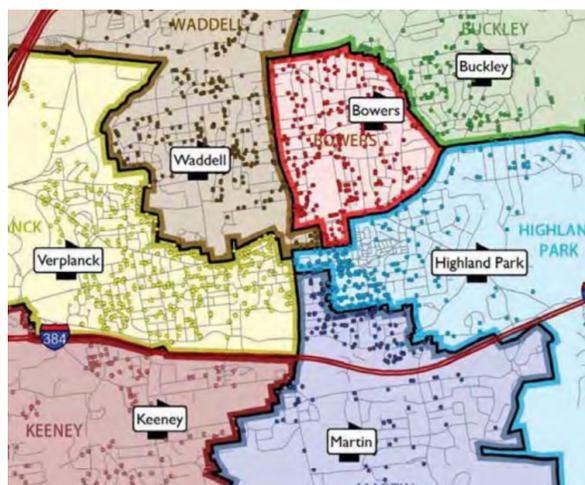
# How are we doing?



## Manchester Preschool and Elementary Schools

During the 2020-21 school year, the Preschool Center served approximate 168 families with children (ages 3-4) with a combination of services that include Integrated Preschool Instruction, Head Start programming and more. Manchester Public Schools utilize the Teaching Strategies Gold and Early Screening Inventory to ensure appropriate programming for our youngest students and measures three main areas: Visual-Motor/Adaptive (block building, drawing, copying forms); Language and Cognition (verbal expression and memory); and Gross Motor (jumping, hopping and other physical coordination tasks). Both tools allow teachers to identify what students know or can do, therefore providing opportunities to scaffold each student's learning.

At the elementary level, Verplanck School reopened in Fall 2019 after an extensive renovation. Waddell and Highland Park elementary schools also have been renovated recently, and the Town passed a referendum to fund renovations of Buckley (during the 21-22 academic year) Keeney and Bowers in upcoming years. The Robertson building is being used as 'swing space' during renovations which, when all is complete, will leave the district with six elementary schools, as Washington closed in June 2019 and Martin will serve as a pre-school center when Keeney is renovated and expanded.



Driving the overhaul of our elementary schools is a commitment to provide appropriate and sustainable educational facilities for the next generation that meets the needs of current and projected enrollment, allows for racial balance, provides equitable access to high quality education, and more.

## Intermediate Schools - Bennet and Illing

Bennet Academy, which includes the recently renovated Cheney Building, serves fifth and sixth graders throughout the district. The Bennet campus is at the base of Main Street at what a century ago was called Education Square -- when it was the hub of all education programming in Town including the high school.

Each grade level is served by an assistant principal and a supportive team of counselors, social workers and school psychologists. Students belong to academic teams -- sharing a math, language arts, science and social studies teacher -- and the school boasts of elective programs that include a multidimensional musical education program with band, orchestra and chorus as well as smaller ensembles (although many music offerings have been paused during the pandemic). Students in Grades 7 and 8 attend Illing Middle School. As at Bennet, each grade level is served by an assistant principal and a team of counselors, social workers and school psychologists who work together to support students. Illing students enjoy expanded elective opportunities and are given the choice as to what courses they'd like to pursue. The school also has an extensive extra-curricular program including interscholastic sports (again, affected by the pandemic).

# How are we doing?

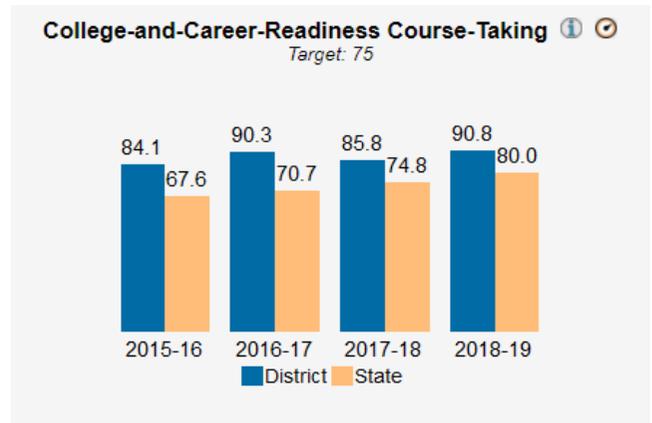
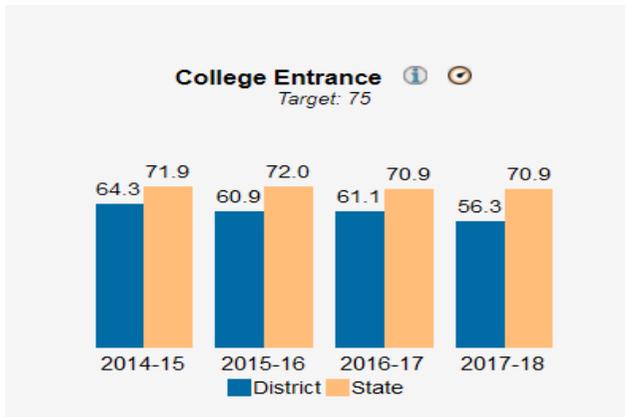
## Manchester High School



A comprehensive high school serving more than 1,600 students, MHS is organized into six distinct small learning communities, each with an administrator and team of support staff including counselors, social workers and school psychologists. As the 2020-21 academic year began, about 500 students opted for remote learning while those in the building rotated in on a two-day-a-week schedule so that classes were small enough to enable social distancing.

Grade 9 students are primarily housed in the Freshman Center, a wing on the west end of the campus --- although students visit the main building regularly for elective classes and more. Among many factors that make MHS distinct:

- Students in grades 10-12 each belong to one of five academies:
  - Global Studies
  - Education and Public Service
  - Medical Careers
  - Performing Arts and Communication
  - STEM and Design
- Through its Imagine College program, approximately 120 students (most of whom would be the first in their family to attend college) each year receive intensive support from mentors that include assistance with applications and the scholarship search.
- Students at Manchester High School routinely earn college credits by taking Advanced Placement classes or courses offered through arrangements with UConn and Manchester Community College.



# How are we doing?



## Alternative Education

The district has a variety of alternative educational programs for students who need a smaller or different setting.

Manchester Regional Academy and its afternoon/evening program, New Horizons, provides appropriate educational opportunities for students in Grades 7-12 with behavior and/or social-emotional needs. The approximately 70 students in the MRA program include non-residents, with their tuition paid by the sending district. Enrollment in the New Horizons program fluctuates and includes students who are under a discipline sanction.

Bentley, an alternative program housed in a wing of Manchester High School, serves approximately 40 students in Grades 9-12.

The district's newest alternative program is the Manchester Middle Academy, which opened in the fall of 2018. The academy serves more than 40 students in Grades 5-8.

Staff in each school use positive behavioral environments and instructional practices that emphasize authentic hands-on applications with embedded critical thinking skills. Our alternative educational programming is one more step on the continuum to address the needs of all children, grades 5 through 12.

## Adult and Continuing Education

The district, through its adult education program, offers a variety of ways for adult learners to achieve educational, professional and personal goals. As was the case with so many other institutions, the department pivoted to feature remote learning in the spring of 2020 and as the new academic year began continued to provide instruction online as well as in person, depending on circumstances.

- Adult Basic Education
- General Education Development (GED)
- Credit Diploma
- National External Diploma
- English as a Second Language
- Citizenship



Students are supported by teachers, tutors, case managers, and counselors, and classes and courses are delivered throughout Town -- at Manchester High School, Buckley, Bowers, the Senior Center, Illing, The American Job Center, The Pavilions (serving the former Robertson School community) and Squire Village.

Through its Business Academy, students have opportunities for career shadowing, externships and internships thanks to partners that include the Greater Manchester Chamber of Commerce, The Capital Workforce Partners, The Entrepreneur Circle, LLC., The Minority Inclusion Project and The Hartford Foundation for Public Giving. The department also has a robust non-credit continuing education lineup, with courses in cooking, technology, creative arts, fitness and more.

TOWN OF MANCHESTER, CONNECTICUT  
GENERAL FUND AND FIRE DISTRICT FUND  
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES  
BUDGET AND ACTUAL (NON-GAAP BUDGETARY BASIS)  
FOR THE YEAR ENDED JUNE 30, 2020  
(In Thousands)

|   | General Fund      |                   |                  |                       | Fire District Fund |                |                 |                       |
|---|-------------------|-------------------|------------------|-----------------------|--------------------|----------------|-----------------|-----------------------|
|   | Original Budget   | Revised Budget    | Actual           | Variance Over (Under) | Original Budget    | Revised Budget | Actual          | Variance Over (Under) |
| Revenues:   |                   |                   |                  |                       |                    |                |                 |                       |
| Property taxes, interest and lien fees            | \$ 148,945        | \$ 148,945        | \$ 149,587       | \$ 642                | \$ 13,875          | \$ 13,875      | \$ 13,899       | \$ 24                 |
| Intergovernmental revenue                         | 35,135            | 35,135            | 35,574           | 439                   |                    |                |                 | -                     |
| Investment and interest income                    | 740               | 740               | 1,135            | 395                   | 30                 | 30             | 72              | 42                    |
| Licenses, permits and fines                       | 2,201             | 2,201             | 2,702            | 501                   |                    |                |                 | -                     |
| Charges for goods and services                    | 761               | 761               | 435              | (326)                 | 725                | 725            | 309             | (416)                 |
| Other   | 150               | 150               | 215              | 65                    |                    |                |                 | -                     |
| Total revenues                                    | <u>187,932</u>    | <u>187,932</u>    | <u>189,648</u>   | <u>1,716</u>          | <u>14,630</u>      | <u>14,630</u>  | <u>14,280</u>   | <u>(350)</u>          |
| Expenditures:                                     |                   |                   |                  |                       |                    |                |                 |                       |
| Current:  |                   |                   |                  |                       |                    |                |                 |                       |
| General government                                | 6,253             | 6,201             | 5,832            | 369                   |                    |                |                 | -                     |
| Public works                                      | 13,915            | 14,016            | 12,521           | 1,495                 |                    |                |                 | -                     |
| Public safety                                     | 21,286            | 21,443            | 20,853           | 590                   | 15,826             | 15,191         | 15,062          | 129                   |
| Human services                                    | 3,116             | 3,116             | 2,903            | 213                   |                    |                |                 | -                     |
| Leisure services                                  | 6,132             | 6,132             | 5,661            | 471                   |                    |                |                 | -                     |
| Employee benefits                                 | 4,335             | 4,291             | 4,412            | (121)                 |                    |                |                 | -                     |
| Education   | 117,462           | 117,322           | 116,881          | 441                   |                    |                |                 | -                     |
| Internal service fund charges                     | 2,694             | 2,694             | 2,694            | -                     | 557                | 557            | 557             | -                     |
| Other   | 525               | 519               | 175              | 344                   |                    |                |                 | -                     |
| Debt service                                      | 12,698            | 12,698            | 12,681           | 17                    | 109                | 109            | 109             | -                     |
| Capital outlay                                    | 1,394             | 2,149             | 2,149            | -                     | 350                | 495            | 495             | -                     |
| Total expenditures                                | <u>189,810</u>    | <u>190,581</u>    | <u>186,762</u>   | <u>3,819</u>          | <u>16,842</u>      | <u>16,352</u>  | <u>16,223</u>   | <u>129</u>            |
| Excess (deficiency) of revenues over expenditures | <u>(1,878)</u>    | <u>(2,649)</u>    | <u>2,886</u>     | <u>5,535</u>          | <u>(2,212)</u>     | <u>(1,722)</u> | <u>(1,943)</u>  | <u>(221)</u>          |
| Other financing sources (uses):                   |                   |                   |                  |                       |                    |                |                 |                       |
| Transfers in                                      | 1,838             | 1,852             | 1,854            | 2                     | 2,373              | 2,373          | 2,313           | 60                    |
| Transfers out                                     | (2,460)           | (2,503)           | (2,495)          | 8                     | (331)              | (331)          | (331)           | -                     |
| Total other financing sources (uses)              | <u>(622)</u>      | <u>(651)</u>      | <u>(641)</u>     | <u>10</u>             | <u>2,042</u>       | <u>2,042</u>   | <u>1,982</u>    | <u>60</u>             |
| Net Change in Fund Balances                       | \$ <u>(2,500)</u> | \$ <u>(3,300)</u> | 2,245            | \$ <u>5,545</u>       | \$ <u>(170)</u>    | \$ <u>320</u>  | 39              | \$ <u>(161)</u>       |
| Fund Balances, Beginning of Year                  |                   |                   | 27,478           |                       |                    |                | 2,633           |                       |
| Fund Balances, End of Year                        |                   |                   | \$ <u>29,723</u> |                       |                    |                | \$ <u>2,672</u> |                       |

TOWN OF MANCHESTER, CONNECTICUT  
GENERAL FUND  
COMPARATIVE BALANCE SHEET  
JUNE 30, 2020 AND 2019  
(In Thousands)

|   | <u>2020</u>      | <u>2019</u>      |
|---|------------------|------------------|
| <b>ASSETS</b>   |                  |                  |
| Cash and cash equivalents   | \$ 8,491         | \$ 187           |
| Investments   | 10,764           | 10,239           |
| Property taxes receivable (net of allowance for uncollectibles<br>of \$1,226 in 2020 and \$1,230 in 2019) | 3,114            | 3,401            |
| Accrued interest on taxes   | 699              | 809              |
| Accounts receivable   | 191              | 450              |
| Intergovernmental receivables   | 5                | 31               |
| Interfund receivables   | 16,461           | 24,423           |
| Other assets  | <u>7</u>         | <u>29</u>        |
| Total Assets  | <u>\$ 39,732</u> | <u>\$ 39,569</u> |
| <b>LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCE</b>  |                  |                  |
| Liabilities:  |                  |                  |
| Accounts payable and other payables   | \$ 3,071         | \$ 2,784         |
| Accrued liabilities   | 2,428            | 115              |
| Intergovernmental payables  | 25               | 23               |
| Total liabilities   | <u>5,524</u>     | <u>2,922</u>     |
| Deferred Inflows of Resources:  |                  |                  |
| Unavailable revenue - property taxes  | 3,270            | 3,833            |
| Advanced property tax collections   | 903              | 5,055            |
| Total deferred inflows of resources   | <u>4,173</u>     | <u>8,888</u>     |
| Fund Balance:   |                  |                  |
| Nonspendable  | 7                | 29               |
| Committed   | 2,500            |                  |
| Assigned  | 3,612            | 6,281            |
| Unassigned  | 23,916           | 21,449           |
| Total fund balance  | <u>30,035</u>    | <u>27,759</u>    |
| Total Liabilities, Deferred Inflows of Resources and Fund Balance   | <u>\$ 39,732</u> | <u>\$ 39,569</u> |

# TOWN OF MANCHESTER Department Directory

| Department                           | Official                            | Phone         | Location    |
|--------------------------------------|-------------------------------------|---------------|-------------|
| Animal Control.....                  | Elease McConnell.....               | 645-5516..... | Thrall Rd.* |
| Assessor.....                        | John Rainaldi.....                  | 647-3016..... | TH          |
| Board of Directors.....              | Jay Moran.....                      | 647-3130..... | TH          |
| Budget.....                          | Brian Wolverton.....                | 647-5243..... | TH          |
| Building.....                        | Greg Smith.....                     | 647-3052..... | LC          |
| Cemetery.....                        | Chris Passera.....                  | 647-3081..... | PW          |
| Customer Service.....                | Doreen Petrozza.....                | 647-5235..... | TH          |
| Emergency Management.....            | Don Janelle.....                    | 647-3266..... | FD          |
| Engineering.....                     | Jeff LaMalva.....                   | 647-3158..... | LC          |
| Facilities Management.....           | Christopher Till.....               | 647-3145..... | PW          |
| Finance.....                         | Kimberly Lord.....                  | 647-3101..... | LC          |
| Fire.....                            | David Billings.....                 | 647-3266..... | FD          |
| Fire Marshall.....                   | James Jennings.....                 | 647-3263..... | LC          |
| General Manager.....                 | Scott Shanley.....                  | 647-3123..... | TH          |
| General Services.....                | Maureen Goulet.....                 | 647-3031..... | LC          |
| Health.....                          | Jeff Catlett.....                   | 647-3173..... | WC          |
| Highway.....                         | Scott Clairmont.....                | 647-3244..... | PW          |
| Human Resources.....                 | Steve Stephanou.....                | 647-3126..... | TH          |
| Human Services.....                  | Joel Cox.....                       | 647-3092..... | WC          |
| Information Systems.....             | Jack McCoy.....                     | 647-3072..... | LC          |
| Library.....                         | Douglas McDonough.....              | 643-2471..... | MCL         |
| Parks.....                           | Scott Clairmont.....                | 647-3244..... | PW          |
| Planning & Economic Development..... | Gary Anderson.....                  | 647-3044..... | LC          |
| Police.....                          | William Darby.....                  | 645-5500..... | PD          |
| Probate.....                         | Judge Michael Darby.....            | 647-3227..... | PC          |
| Public Schools.....                  | Matthew Geary.....                  | 647-3441..... | BOE         |
| Public Works.....                    | Tim Bockus.....                     | 647-3047..... | PW          |
| Recreation.....                      | Chris Silver.....                   | 647-3089..... | RD          |
| Registrar.....                       | Timothy Becker/James Stevenson..... | 647-3025..... | WC          |
| Sanitation.....                      | Tim Bockus.....                     | 647-5279..... | PW          |
| Senior Center.....                   | Eileen Faust.....                   | 647-3211..... | SC          |
| Tax Collector.....                   | Beth Jacobs.....                    | 647-3018..... | TH          |
| Town Attorney.....                   | Ryan Barry.....                     | 647-3132..... | TH          |
| Town Clerk.....                      | Joseph Camposeo.....                | 647-3037..... | TH          |
| Water & Sewer Department.....        | Patrick Kearney.....                | 647-3115..... | WD          |
| Youth Services.....                  | Sharon Kozey.....                   | 647-5213..... | YSB         |
| Zoning Enforcement.....              | Jim Davis.....                      | 647-3057..... | LC          |

|  |   |   |  |
|--|---|---|--|
| <b>BOE</b> Board of Education<br>45 N. School Street | <b>PC</b> Probate Court<br>66 Center Street             | <b>SC</b> Senior Center<br>549 East Middle Turnpike | <b>WD</b> Water Department<br>125 Spring Street            |
| <b>FD</b> Fire Department<br>75 Center Street        | <b>PD</b> Police Department<br>239 East Middle Turnpike | <b>TH</b> Town Hall<br>41 center Street             | <b>WL</b> Whiton Memorial Library<br>100 North Main Street |
| <b>LC</b> Lincoln Center<br>494 Main Street          | <b>PW</b> Public Works<br>321 Olcott Street             | <b>TS</b> Transfer Station<br>611 Olcott Street     | <b>YSB</b> Youth Service Bureau<br>63 Linden Street        |
| <b>MCL</b> Mary Cheney Library<br>586 Main Street    | <b>RD</b> Recreation Dept.<br>39 Lodge Drive            | <b>WC</b> Weiss Center<br>479 Main Street           | *Thrall Road is located<br>off Landfill Way                |

Website: Visit the Town of Manchester's official online website at [www.townofmanchester.org](http://www.townofmanchester.org)  
 Sign up for Manchester Matters e-mail service and get the news you need about your community delivered direct to your desktop  
 Sign up for e-Recreation e-mail and learn the facts about Parks and Recreation News and Events online at  
<http://recreation.townofmanchester.org/erecreation/public/>

Silk City TV: Watch Cox Channel 16 to learn more about the programs and services offered by the Town of Manchester. Live broadcasts of Board of Directors and Board of Education meetings as well as a large variety of shows dedicated to Town departments and school events are featured.