

*Town of*  
**MANCHESTER**  
*Connecticut*



**Annual Operations & Performance Report**  
**Fiscal Year 2019**

**Office of Budget & Research**  
**December 2019**



# Annual Operations & Performance Report

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## Manchester Board Members & General Manager



**Jay Moran - Mayor**  
**Margaret H. Hackett - Deputy Mayor**  
**Stephen M. Gates - Secretary**  
**Cheri A. Eckbreth - Director**  
**Matthew S. Galligan - Director**  
**Pamela Floyd-Cranford - Director**  
**Sarah L. Jones - Director**  
**Timothy M. Devanney (not pictured)- Director**  
**Yolanda Castillo - 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, 2019.

Our Annual Operations & Performance Report for FY 2019 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**

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. The 'Awards and Accolades' section highlights some of those acknowledgements that the Town of Manchester was credited with.

The greatest assets of the Town of Manchester is its people! A town-wide Employee Engagement Confidential Survey was conducted in order to get a better understanding of employees' morale, satisfaction and engagement with the Town of Manchester. The survey highlights are included in this report under section 'Employee Engagement Survey'.

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, 2019 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 2019 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:

59 uniformed police officers on duty  
178 calls for police service



17 Firefighters on duty  
26 calls for fire/EMS service



720 visitors to the Mary Cheney Public Library  
230 visitors to the Whiton Public Library



548 customers served at the Town Hall

34 trips provided by the Senior Center van;  
33 Trips by Dial-A-Ride and 73 trips by ADA Transportation.



40 meals served at the Senior Center



16 tons of recyclables collected

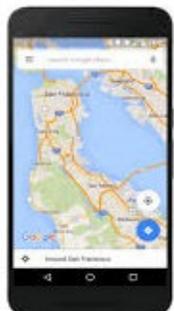


34 building inspections  
2 property maintenance inspections  
11 neighborhood inspections  
14 plan reviews  
\$346K value of permitted work

3,240 houses receiving curbside trash pickup  
47 tons of trash collected



3 work orders completed by Building Maintenance



6 Mark-It resident service requests completed by Public Works



4.6 million gallons of drinking water treated and delivered  
5.2 million gallons of waste water collected and treated



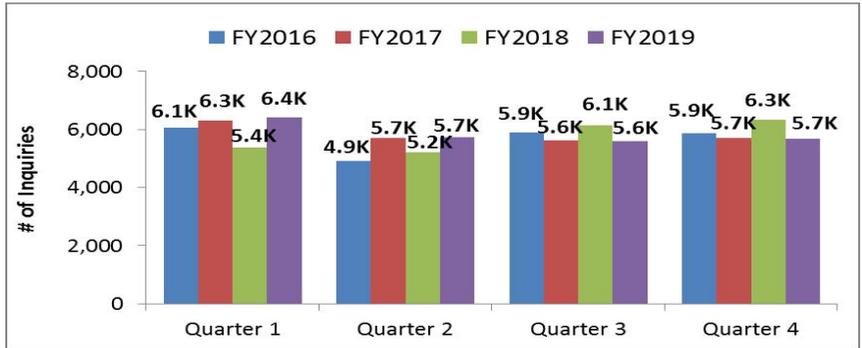
# Effective Governance

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.

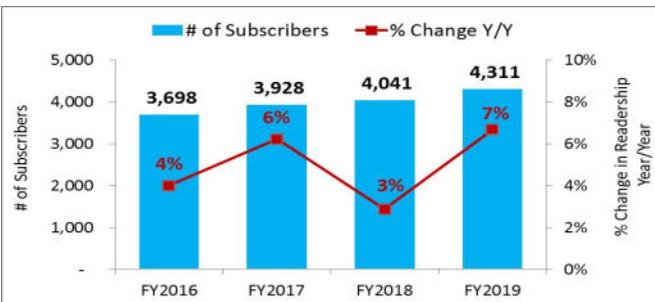
## How are we doing? .....

### Customer Service & Information Center: Inquiries Received

The Customer Service & Information Center responds to approximately 23,000 inquiries from residents, visitors, and businesses each year.



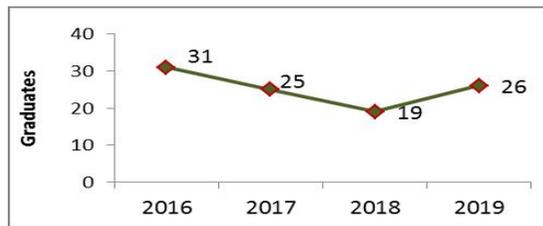
### Manchester Matters Subscribers



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.

At the end of FY 2019, there were **over 4,000** subscribers to this service.

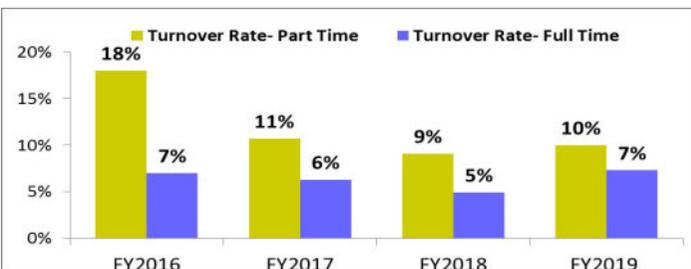
### Government Academy Participation



Over the past four years, an average of 25 residents have attended Government Academy each year.

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 2019 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.

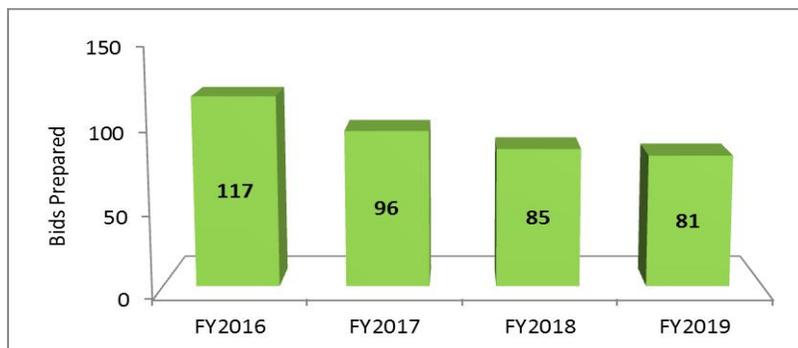


Note: The abbreviation "FY" is used to denote fiscal year. FY 2019 is the period from July 1, 2018 to June 30, 2019

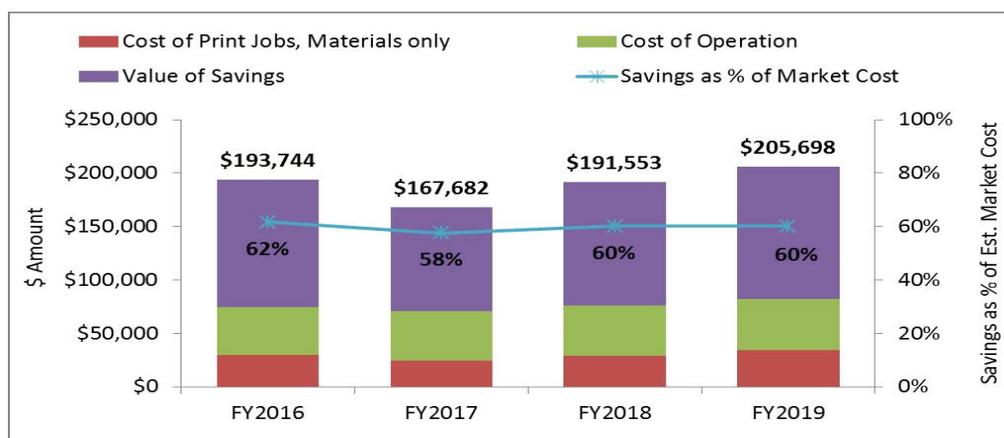
# How are we doing?

## General Services: Bids Prepared

General Services prepares an average of **95** bids for goods and services for Town departments each year and evaluates an average of **794** bid responses per year.



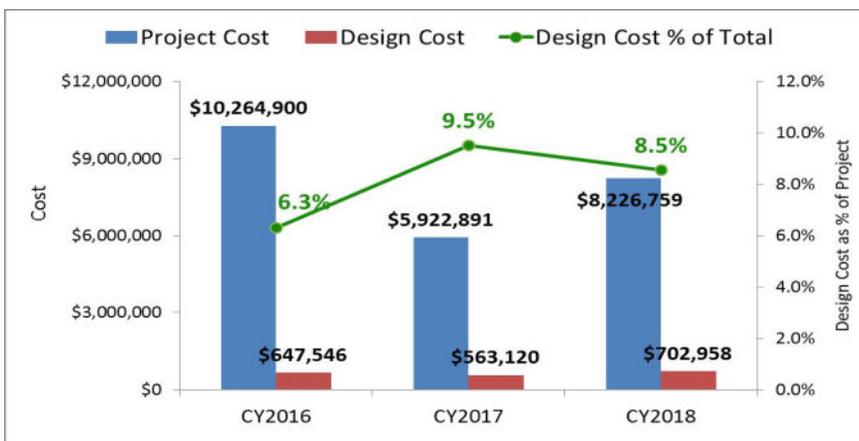
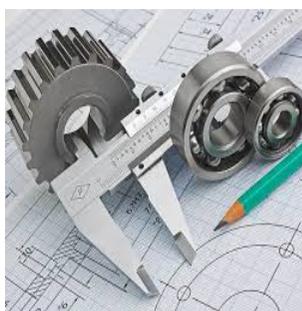
## Print Shop: Estimated Value of Savings



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 2019 was over \$120,000.

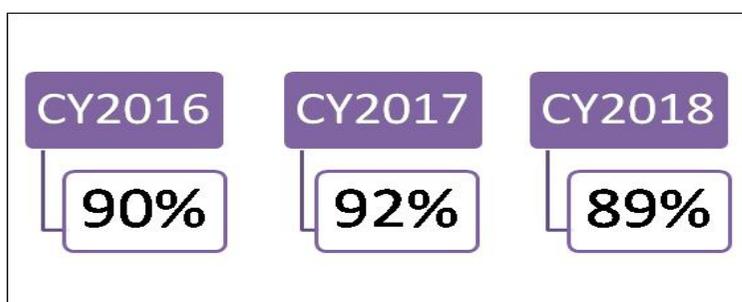
## Engineering: Design Costs as a Percent of Project Costs

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



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

## Engineering: Percent of Projects Meeting/Exceeding Standard



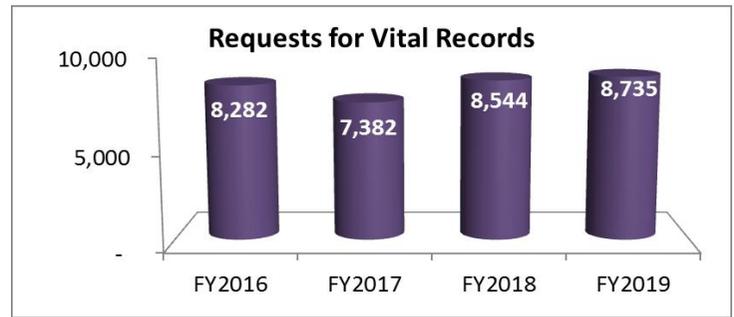
Over the past three calendar years, design costs for Engineering projects have been below the DOT private sector standard between 89% and 92% of the time.

# How are we doing?

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

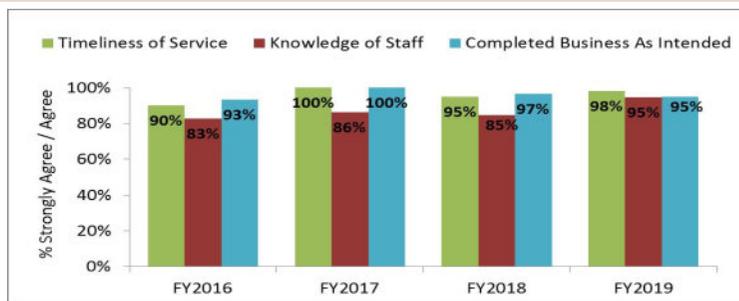


In FY 2019, the Town Clerk processed **8,735** requests for vital records.



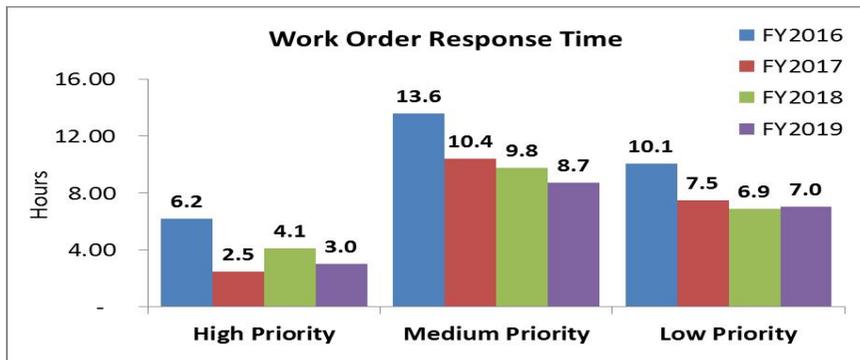
In FY 2019, the Town Clerk processed 45,552 requests for land records. Approximately 53% of those were handled online.

## Town Clerk: Satisfaction Survey Results



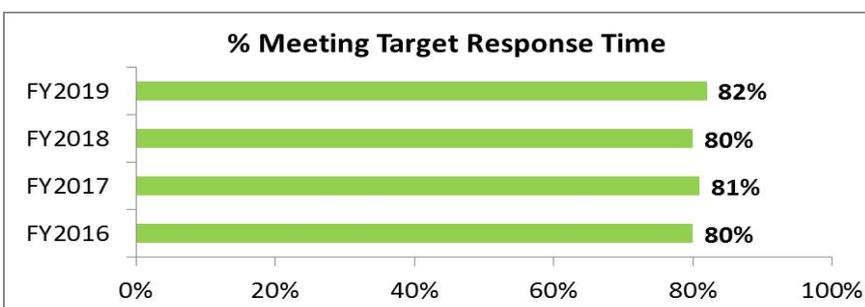
The Town Clerk offers an online survey to measure customer satisfaction. The great majority of customers are satisfied with the timeliness of service received and the knowledge of staff.

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



Average response times for high and medium priority work orders improved in FY 2019.

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.



Over the past four fiscal years, target response times for work orders have been around 81%.

# 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. In FY 2019, The CSIC generated \$2,071.00 in revenue for non-profit agencies such as the Historical Society, Hockanum River Linear Park Committee, Fire Dept. Breast Cancer Fund, and MDOG by selling Manchester Memorabilia on their behalf. Staff members collected \$4,860.00 in ticket sales for the Independence Day BBQ, Sculpture Project House Tour, Taste of Manchester, and the UNICO Volunteer of the Year Event; and processed \$280.00 in donations for MACC Charities resulting from dress down Fridays for employees. Staff received donations to the Memorial Tree Planting Program amounting to \$1,940.00, which provided for new trees to be planted in Town parks and cemeteries. Staff also provided publicity for a variety of Recreation, Health, and Library programs, as well as a number of annual events such as Band Shell concerts, the Cruisin' on Main car show, and Pride in Manchester Week.

## 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 2019, Human Resources started negotiating collective bargaining agreements with 5 unions: Supervisory, Residual, MEU, Fire and Public Works. 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 117 programs offered with 1,930 employee participants. New this year was a Stop the Bleed training program provided to employees by Fire and Health Department staff. The most popular programs continued to be Weight Watchers and the monthly blood pressure checks. Lunch and Learn topics included Financial Wellness and a healthy cooking demonstration. The Biggest Winner contest for weight loss had excellent participation as did the Fall Walking Program and the Know Your Numbers screening program.

## General Services

The General Services 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 FY 2019, the General Services Division solicited formal sealed bids for various contracts involving supplies, materials, equipment, services, construction, and disposal of surplus equipment. Significant projects bid during FY 2019 included: Charter Oak Park Wayfinding Signs; Hockanum River Water Pollution Control Facility Septage Improvements; Globe Hollow Water Quality Basins construction; LED Streetlights Retrofits; SWAT Training Facility; Uniforms and Tactical Gear for the Police and Fire Departments; Broad Street Parkade Development Agreement; Playground Safety Surfacing; School Readiness Program; Hillstown Road Reconstruction; Purnell Place Artwork; Drainage Improvements at 308 Middle Turnpike East; Road and Sidewalk Improvements in the Gerard Street Neighborhood.

## 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 2019, the Office of the Town Clerk organized and presented the 21st Annual Family History Day and Genealogy Road Show. It also participated in the Annual Town Dog Licensing Day. Citizens and customers attended a presentation on the new land record portal system called 'Record Hub,' hosted by Town Clerk office. The office also implemented new record search portal to enhance record access.

## 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 2019, major projects included:

- Continued expansion of card payment software
- Physical and network security improvements
- Upgrade Financial Management System
- Police CAD software upgrade support
- Cemetery software development.
- Building network wiring improvements.
- Camera system expansion/upgrades



# 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.

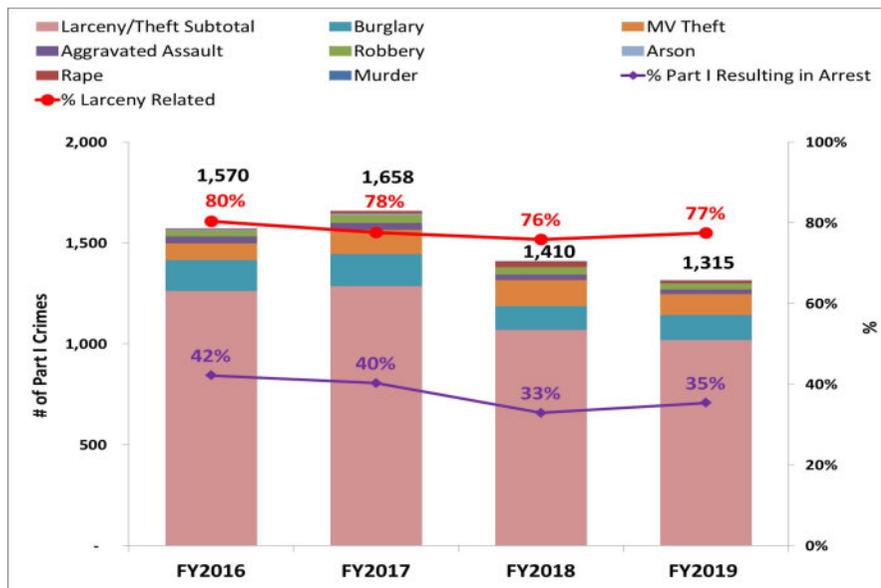
## How are we doing?

### Part I Crimes

Part I offenses decreased by 7% to 1,315 in FY 2019.

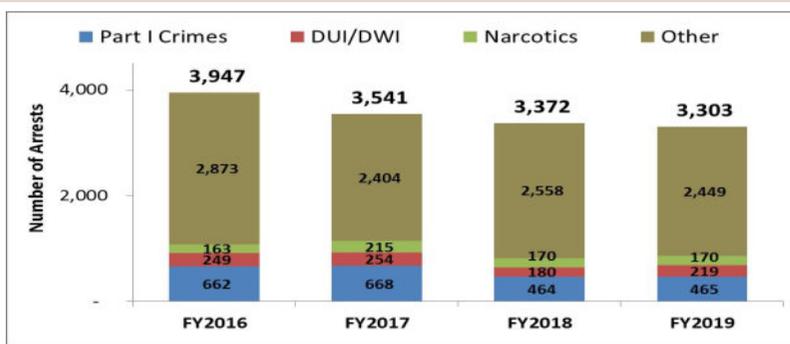
Approximately 35% of Part I crimes result in arrest this year.

In FY 2019, 77% of Part I crimes were due to larceny/theft.



The percent of Part I Crimes that are larceny-related have been averaged around 78% over the last four fiscal years. For these larceny-related, Part I Crimes, approximately 80% are attributable to shoplifting.

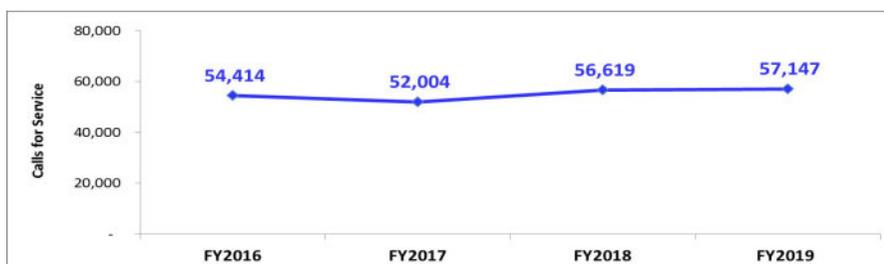
### Number of Arrests



On average, **16%** of arrests each year are for Part I offenses.

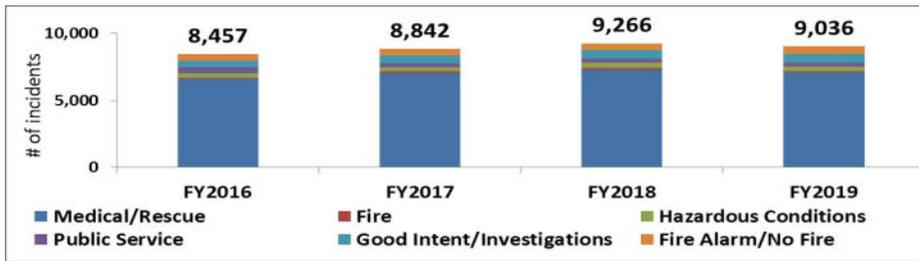
### Calls for Service

Total calls for service increased to **57,147** in FY 2019.



# How are we doing?

## South Manchester Fire Department: Incident Types



Total incidents decreased by 230, or 2%, compared to FY 2018.

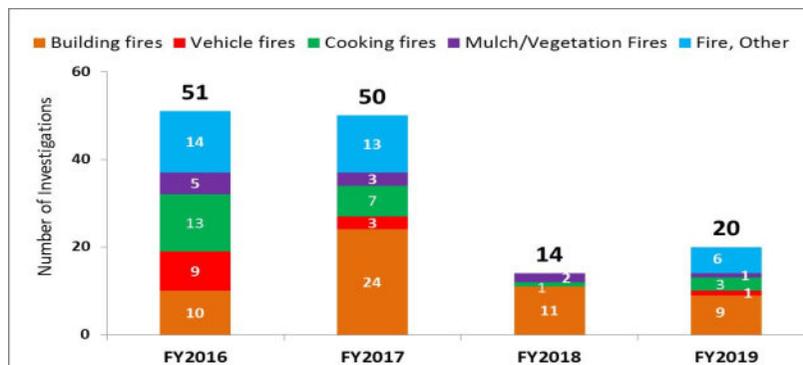
In FY 2019, 79% of responses were for medical/rescue incidents.

## Number of Structure Fires Extinguished

In FY 2019, total structure fires extinguished decreased to **27** as compared to **34** in FY 2018.



## Fire Marshal Investigations

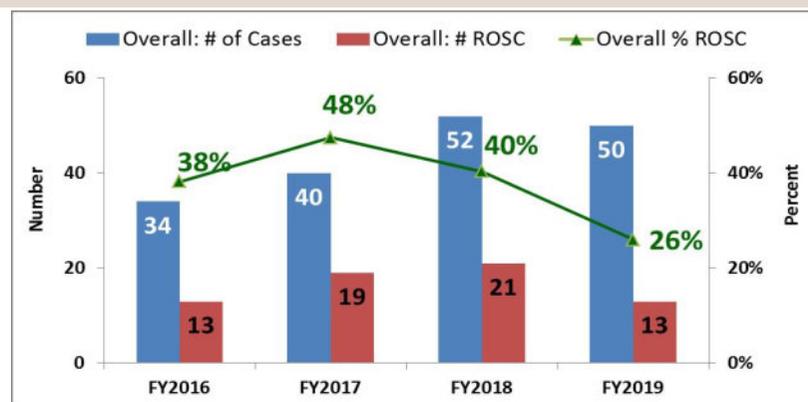


In FY 2019, the total number of investigations conducted by the Fire Marshal increased to 20.

## Cardiac Arrest Patients with Return of Spontaneous Circulation

In FY 2019, **26%** cardiac arrest patients were successfully resuscitated by Manchester EMS.

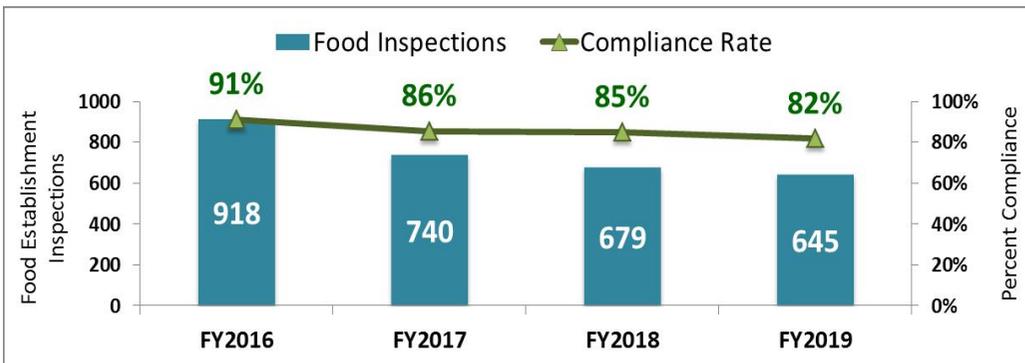
From FY 2016 - FY 2019, among cardiac arrest patients treated by Manchester EMS that experienced a witnessed event with Ventricular Fibrillation (VF) and Ventricular Tachycardia (VT), **40%** were successfully resuscitated.



South Manchester Fire Department 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.

# How are we doing?

## Environmental Health: Food Inspections



FY 2019 saw a slight declining trend in the initial compliance rate at 82%.

Due to newly adopted Food & Drug Administration regulations effective FY2018, the department staff spent considerably more time with each individual establishment educating them on those new standards. The increased time spent per inspection resulted in an overall decrease in the number of inspections conducted.

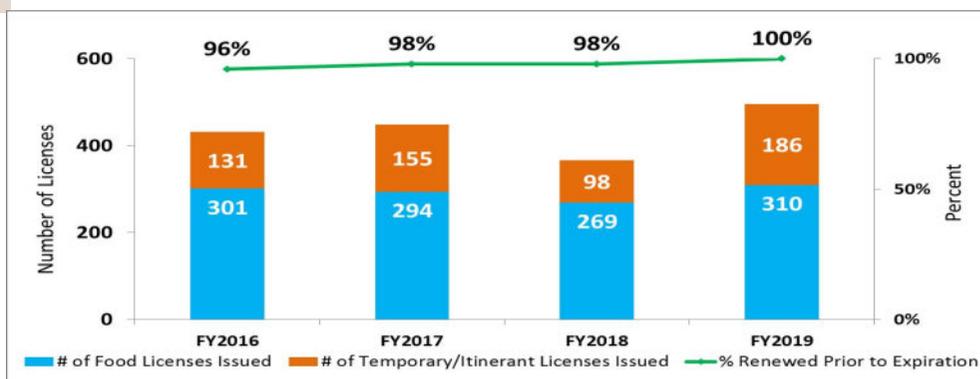
## Environmental Health: Enforcement Orders

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

In FY 2019, 7 enforcement orders were issued.



## Environmental Health: Licenses Issued

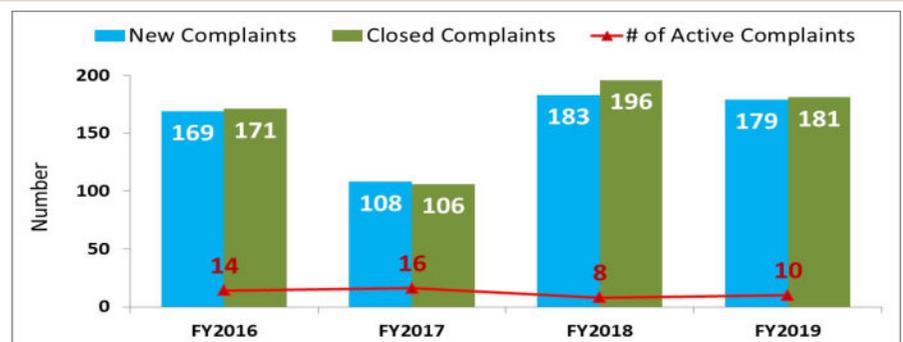


On average, 98% of food licenses are renewed prior to expiration each year.



## Environmental Health: Complaint Inspections

On average, there are 12 open complaints at the end of each fiscal year.



# How are we doing?

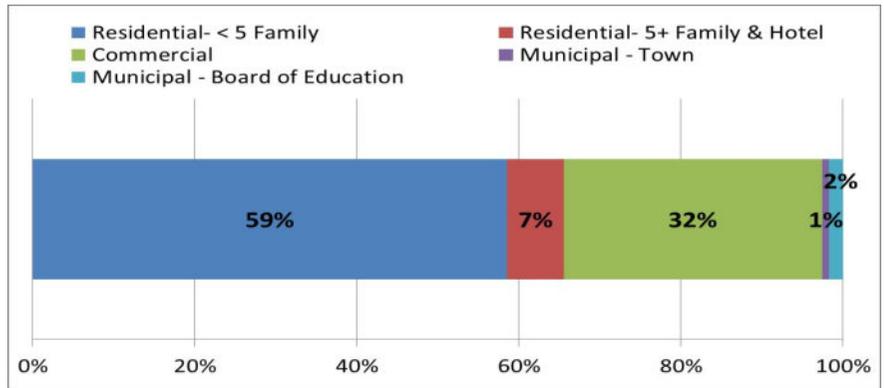
## Building Inspections Conducted



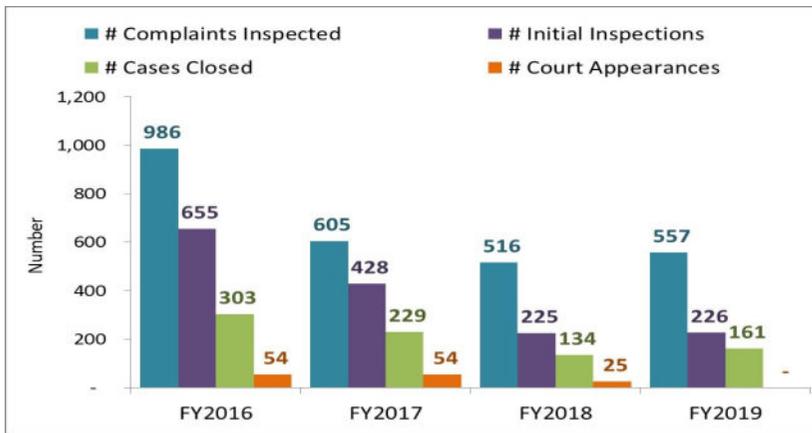
In FY 2019, **8,289** building inspections were conducted. 2,071 more inspections, **33%** increase, than in FY 2018.

## Average Distribution of Building Inspections By Type

Over the past four fiscal years, 59% of building inspections conducted were for smaller residential units. Whereas, 32% of inspections were attributable to commercial activity.



## Property Maintenance Inspections

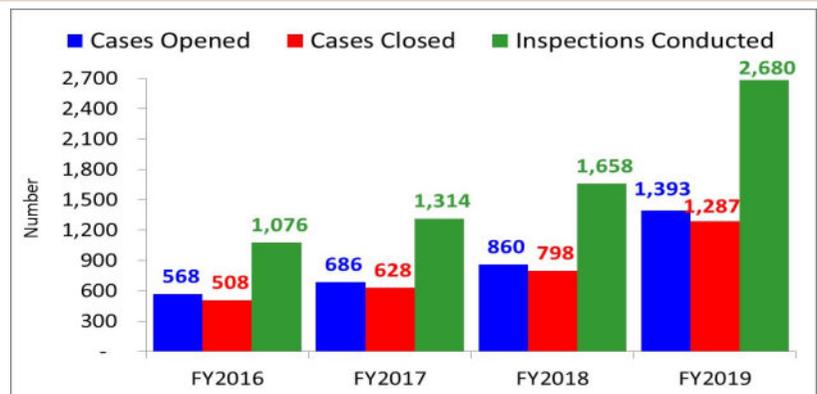


The Property Maintenance Program is a formal enforcement effort that seeks to improve unkempt properties by addressing tall grass and weeds, peeling paint, unregistered vehicles, trash, and interior building issues.

## Neighborhood Inspections

The number of neighborhood inspections conducted increased significantly from 1,658 in FY 2018 to 2,680 in FY 2019.

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 2019, the Police Department went through a large department-wide change in personnel due to retirements. The Police Department promoted a new Police Chief, three Captains, two Lieutenants, six Sergeants and two Detectives. The Police Department also concentrated heavily on recruitment. In Fiscal Year 2019, the Police Department has hired five new officers and as of the date of this report an additional nine officers have been hired.

CALEA is now conducting an "On-line" yearly review of 25% of proofs of department files and policies to assure that the Police Department is performing to standard and then CALEA will conduct an "Onsite" review once every four years as part of the re-accreditation process. In FY 2018, the Police Department successfully completed the four year "Onsite" reaccreditation process with CALEA and in FY 2019 the Police Department successfully completed the first "On-line" review of by CALEA.

The Police Department successfully implemented NEXGEN, a new CAD (Computer Aided Dispatch) and RMS (Records Management System) in FY 2019. NEXGEN has a wide variety of features and new functions to better assist our officers/department in preparing and managing case reports. NEXGEN is also NIBRS (National Incident-Based Reporting System) compliant. 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.

## South Manchester Fire Department

In FY2019, 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. The manual design and software framework are complete. Most administrative policies and practices are complete. Workgroups have been established to focus on specific areas of operational guidelines. The completed manual will provide a comprehensive reference source for all Department operations.

Development work continued in FY19 on the Community Strategic Plan for Fire, Rescue and Emergency Medical Services. This project used in-house expertise as well as collaborating with The Guercia Group for consulting services to determine stakeholder values and actual needs for fire and EMS response and evaluate various models for optimized delivery of those required services. This required the use of community focus groups, stakeholder task forces, and interagency participation. Review of the legislative, political, economic, and social aspects of service delivery was considered. Ultimately, a long-term plan has been created that will serve as the roadmap for the department's delivery model, resource deployment and economic management for the next 8 to 10 years. The project is now in its implementation phase.

## Building Inspection

FY 2019 brought a 49.6% increase in revenue from the collection of permit fees over the previous year. The sharp increase in the commercial construction sector in FY 2018 was sustained thru FY 2019. Because high levels of construction activity run somewhat counter cyclical to the property maintenance needs of the community, we were able to redirect resources to maintain a high level of support to growth in our business community. This support has two forms, 1) the increase number of building inspections, and 2) consultations with speculative buyers and/or business operators. The latter is often a time in which the town's level of support is gauged to determine whether or not to proceed with investments in our community.

Projects either started, ongoing or completed include Main Street redevelopment, new restaurants, breweries, medical office facilities, major alterations to one of the largest warehouses in New England, additions for hi-tech manufacturing and completion of major school remodels at Waddell & Verplank Schools.

## Health Department

In FY 2019, the health department created a Cosmetology Inspection Policy. The policy provides guidance for inspecting barber shops, hair salons, nail salons, and other service providers (including, but not limited to, facials, hair waxing, hair braiding and eyebrow arching or "threading"). The policy provides the health department with the necessary additional information to ensure a safe and sanitary community.

The Environmental Health staff continued to educate the food service establishments and the community about the FDA Food Code implementation process. The implementation date has been delayed again to January 1, 2020 due to the regulations not being completely adopted by the state legislature

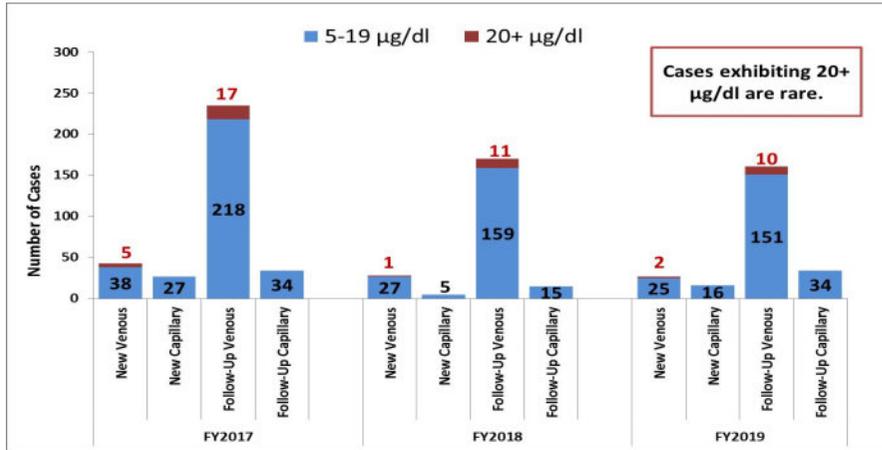


# Healthy Community and Environment

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

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

### Health Department: Lead Cases



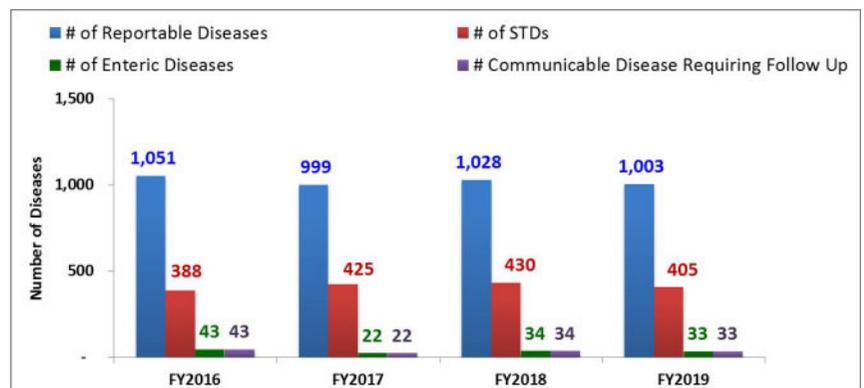
The Health Department opened **43** new lead cases in FY 2019, 10 more than in FY 2018.

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.

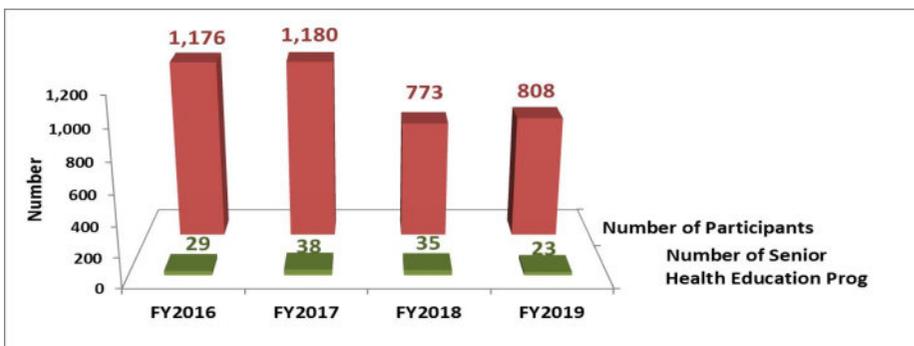
### Reportable Diseases

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

In FY 2019, there were 1,003 such cases in Manchester. Of these, 40% were STDs.



### Senior Health Programs



The Health Department conducted **23** health programs for seniors in FY 2019 with average participation per program of approximately **35** seniors.

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

Note: The abbreviation "FY" is used to denote fiscal year. FY 2019 is the period from July 1, 2018 to June 30, 2019

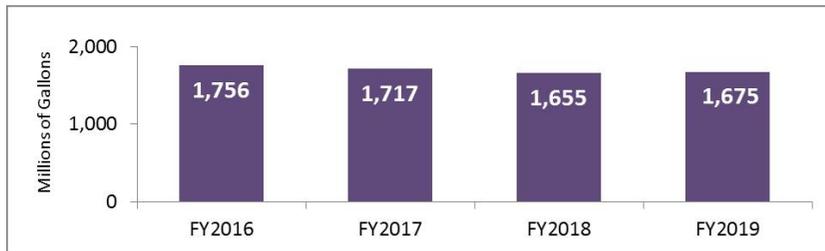
# How are we doing?



## Water Production

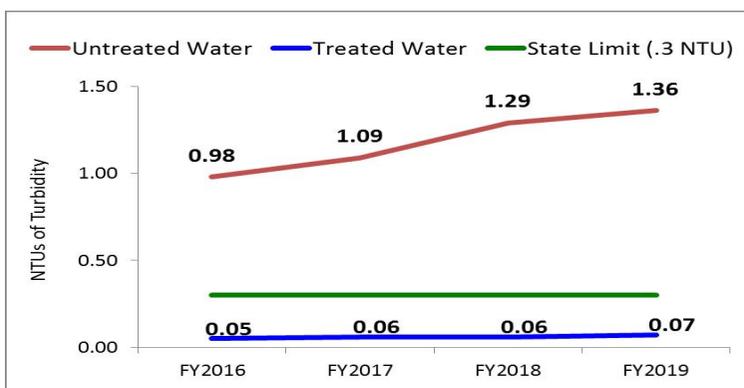


In FY 2019, the Water Department produced **1.68** billion gallons of potable water.



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



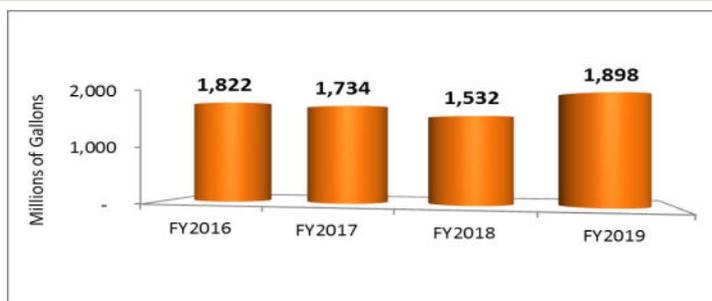
The clarity of water is measured in Nephelometric Turbidity Units, or NTUs. Untreated water has entered the plant between 0.98 NTUs and 1.36 NTUs over the past four fiscal years. Treated water leaving the plant has been between 0.05 NTUs and 0.07 NTUs over this same time period.

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

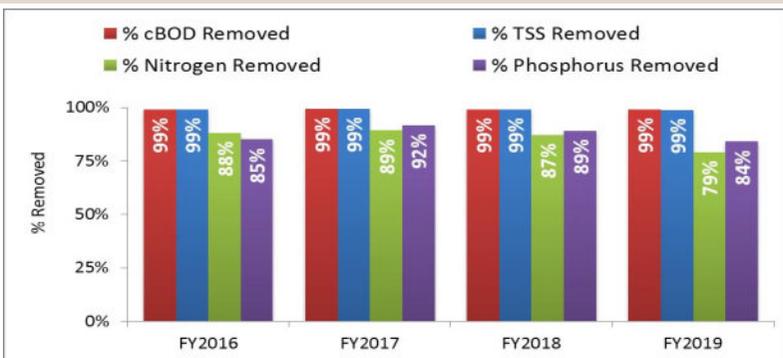
Manchester's water is routinely monitored for microorganisms, organic chemicals, inorganic chemicals and pesticides and has been compliant with all state and federal drinking water standards over the past four fiscal years.

## Wastewater Treatment

In FY 2019, the Sewer Department treated almost **1.9** billion gallons of wastewater.



## Wastewater Treatment: Quality of Effluent



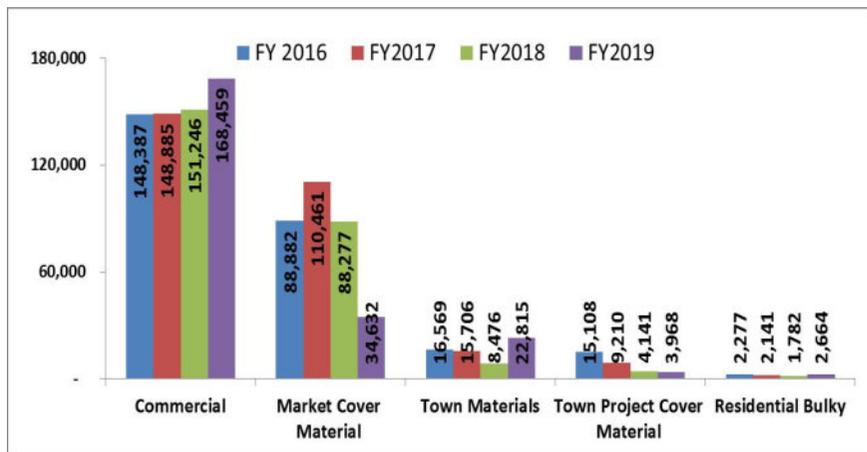
**99%** of Carbonaceous Biochemical Oxygen Demand and Total Suspended Solids were removed from the wastewater treated by the Sewer Department in FY 2019.

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.

cBOD= Carbonaceous Biochemical Oxygen Demand  
 TSS= Total Suspended Solids  
 Note: The abbreviation "FY" is used to denote fiscal year.  
 FY 2019 is the period from July 1, 2018 to June 30, 2019

# How are we doing?

## Landfill Operations: Tonnage of Waste



Over the past four fiscal years, the landfill has accepted an average of 261,000 tons of waste each year

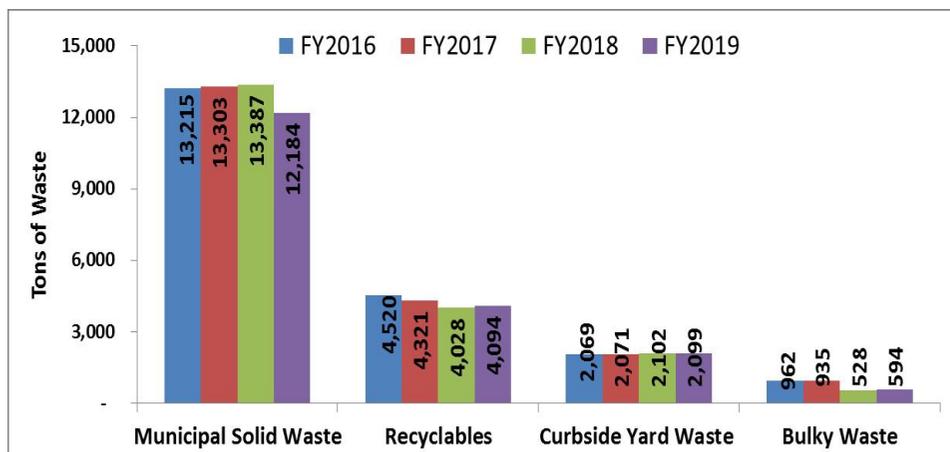
The majority of this waste is from private companies that pay the Town to dispose of this waste at the landfill. The revenue received for this service pays for the cost of the curbside collection program.

## Curbside Collection: Annual Tonnage

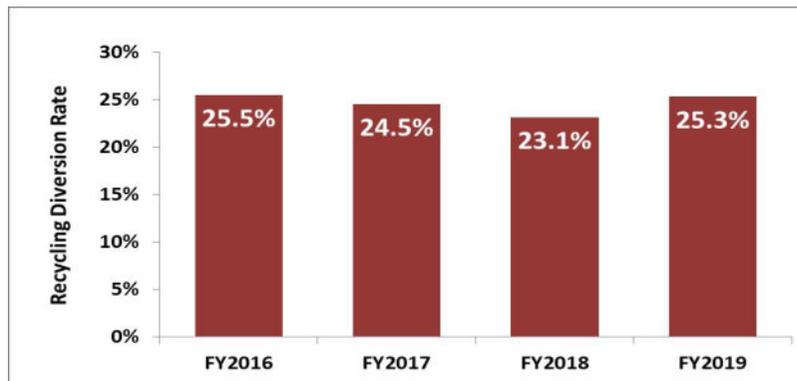


Residential curbside refuse and recycling collection is provided Town-wide on a contract basis. The cost of this program is paid for by the Sanitation Fund and there is no charge to residents for this service.

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



## 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.



# 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 FY 2019, the health department created a Cosmetology policy and inspection program. The department now inspects all hair salons, barbershops, and nail salons within the town. The inspections strive to ensure sanitary conditions are met and our residents are safe when visiting these types of establishments.

In FY 2019, the Community Health and Administrative staff continued to produce a series of monthly educational posters relating to relevant public health topics including cancer screenings, mosquito prevention, and emergency preparedness, just to name a few. The posters were displayed in all town building as well as a few community businesses. Also, in FY 2019, the health department reviewed its public health emergency plan, adding current information to continue protecting the town's residents. Staff participated in a series of regional drills and exercises with surrounding communities.

Finally, in FY 2019, health department staff participated on the following committees and community initiatives: Senior Needs Assessment, Tobacco 21 committee, and the CT Association of Directors of Health Executive Board.

## Sanitation

The Sanitation Division is an enterprise fund and finances all activities through user fees, the largest source of which is tipping fees charged to commercial haulers. The revenues generated by the landfill operation pay for the residential curbside collection program. Approximately 233,000 tons of material, including bulky waste, commercial C&D, and various special wastes were received at the Landfill in FY 2019. In addition to regular household refuse (municipal solid waste) and recyclables, virtually any material that is accepted at the landfill is currently collected from residential properties through the curbside collection program. Single Stream Recycling, which commenced on July 1, 2009, continues to result in higher residential recycling rates than was experienced under manual collection. However, the Town has seen a small decline in the amount of curbside recycling over the last few years. This past fiscal year, the town recycled 4,094 tons of recyclables at the Murphy Road Recycling's Hartford recycling plant. The Division continues to participate in the Mattress and Box-Spring recycling with the help of the State of Connecticut's Mattress Recycling Law and has partnered with Simple Recycling to add a curbside textile recycling collection pink bag program.

Moving into FY 2020, 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 2019 included:

- Water main installation on Cedar Ridge Dr. (Glastonbury) completed to help residences with high uranium in their private wells (homeowners paid for the extension) and approximately 1/2 of the Stove Pipe replacement project completed.
- Well #8 was redeveloped.
- The construction of a permanent sodium permanganate feed system at the Hockanum River Water Pollution Control Facility was started.
- The installation of the metering pit for the interconnection with CWC was completed during FY19.
- The J C Penney Tank was painted.
- Globe Hollow Water Treatment Plant parking lot was reconstructed.

Note: The abbreviation "FY" is used to denote fiscal year. FY 2019 is the period from July 1, 2018 to June 30, 2019



# Dependable Infrastructure

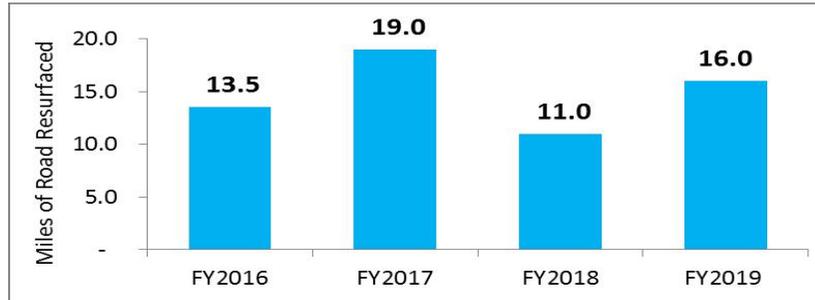
The Town of Manchester seeks to actively maintain its public infrastructure and facilities in order to extend its useful life and to meet the needs of its residents.

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

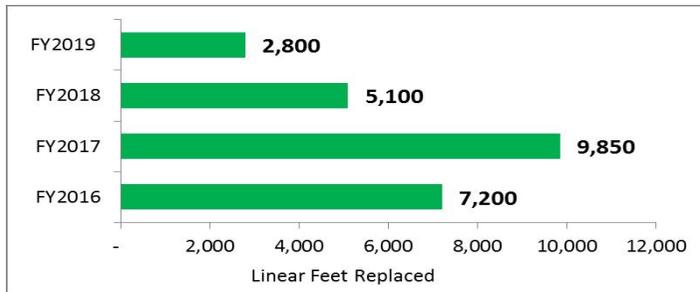
### Miles of Road Resurfaced

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

FY 2019, 16 miles of road were resurfaced as part of the annual repaving program.



### 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**.

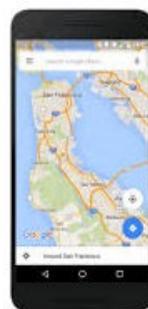
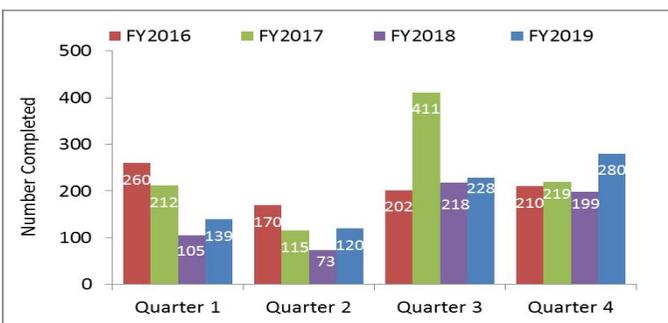
### Pothole Maintenance



Maintainers in the Field Services Division actively worked to address potholes around Town, spending a combined 3,240 hours on pothole maintenance in FY 2019.



### Mark-It Service Requests Completed

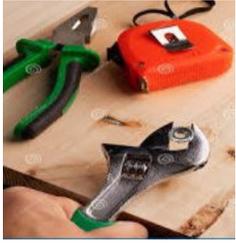


In FY 2019, the Department of Public Works addressed 767 service requests submitted through the Mark-It system. Mark-It is an online program to easily identify and map a variety of service requests, from potholes to problems with streetlights in Town. Find it at [townofmanchester.org/allsites/main/reportaproblem.cfm](http://townofmanchester.org/allsites/main/reportaproblem.cfm)

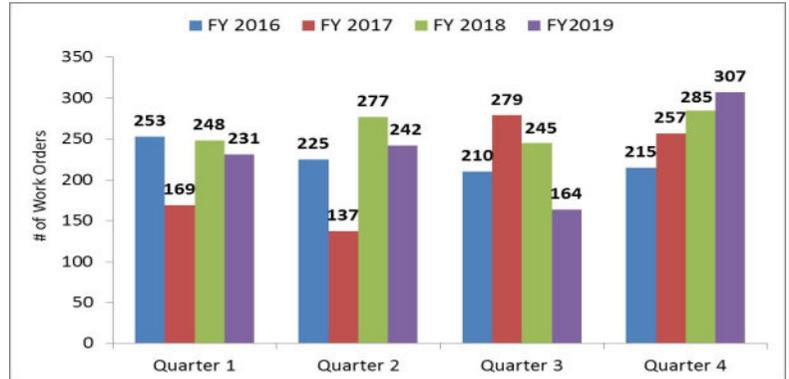
Note: The abbreviation "FY" is used to denote fiscal year. FY 2019 is the period from July 1, 2018 to June 30, 2019

# How are we doing?

## Facilities: Work Orders Completed

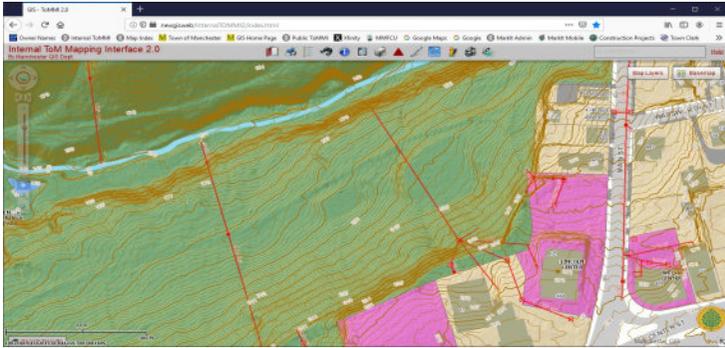


Facilities Building Maintenance completed **944** work orders on Town-owned buildings in FY 2019. Majority of these work orders were categorized as plumbing, lighting and electrical issues.



## 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.

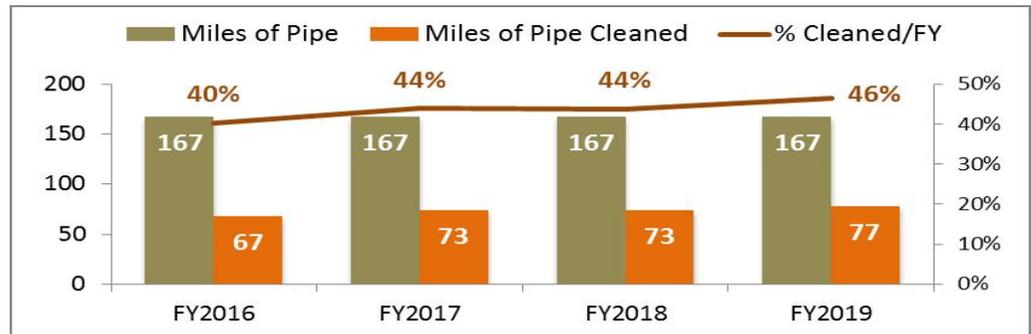


During FY 2019, GIS received 5,396 hits from the public.

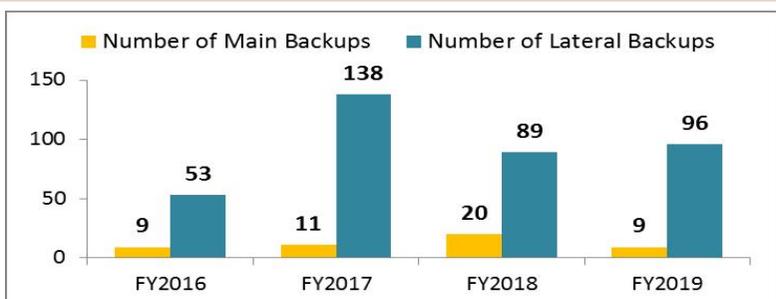
The GIS Unit also provides addressing data for public safety applications (E911 Dispatch). Recently, the GIS Unit has developed several mobile mapping applications including catch basin maintenance, tall grass violation, streetlight inspection and storm event recovery.

## Water & Sewer: Miles of Pipe Cleaned

Each year, approximately **44%** 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 9 or by 55% for FY 2019.

Lateral sewer backups are the responsibility of individual homeowners and not the Water & Sewer Department. Lateral sewer backups increased to 96 in FY 2019.

# 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.

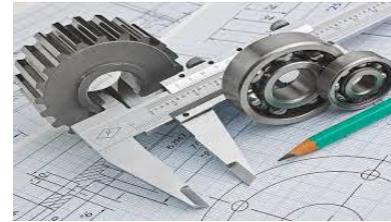
**Parks** is responsible for the maintenance and development of all public spaces, parks, play fields, pools, and recreation areas other than those maintained by the Board of Education. They are also responsible for street trees.

In 2019 Field Services completed the renovation of Robertson Pool House and facility. They also completed the repaving of East Coast Greenway from Keeney Street through Hartford Road and all of the Chapel Street Pathway. Veteran's soccer fields had a new drain system installed, improving both the turf and playing conditions for the athletes. Construction on the Cheney Trail from Center Street to Forrest St. has begun as well as the construction of the Cricket Field in Robertson Park. Six sets of ADA compliant bleachers have been installed as replacements throughout the town playing fields.



## 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 2019, the Division designed, permitted, and/or inspected the following projects: Center Springs Pond Dredging; Sidewalk Spot Repair Program; Road Resurfacing at Various Locations; Safety Improvements - Buckland St. at Buckland Hills Drive; LED Street Light Replacements; Water Main Replacements - Various Streets; Globe Hollow Water Quality Basin; Gardner Street Neighborhood Improvements; Gerard/Cone Neighborhood Improvements; Adams Street Pavement Rehabilitation; Manchester High School Parking Lot Reconstruction; Cricket Field at Robertson Park; 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 2019 included:

- Opening of renovated Waddell Elementary School for September 2018.
- Renovation of Verplanck Elementary School for September 2019 opening.
- Manchester Regional Academy Roof Replacement re-design, grant approval and public bid.
- Retro-commissioning mechanical systems in five town buildings to achieve better control, comfort and energy efficiency.
- Replacement of PD chiller and cooling tower.
- Police station building automation controls and terminal air unit replacements.
- Replacement of Weiss Center controls for heat pump units.
- Replacement of Town Hall building automation controls.
- Replacement of Whiten Library chiller.
- Town Hall Fire Alarm Panel replacement .
- Police Station Fire Alarm Panel replacement
- Army/Navy ADA Toilet Room Addition and Office Reconstruction.
- Fire Station #2 Rooftop HVAC and building controls.
- Lead window painting/encapsulation at Nike Tykes preschool center.





# Vibrant Economy

The Town of Manchester promotes a vibrant economy that provides quality jobs and employment opportunities for residents and destination retail opportunities for the region.

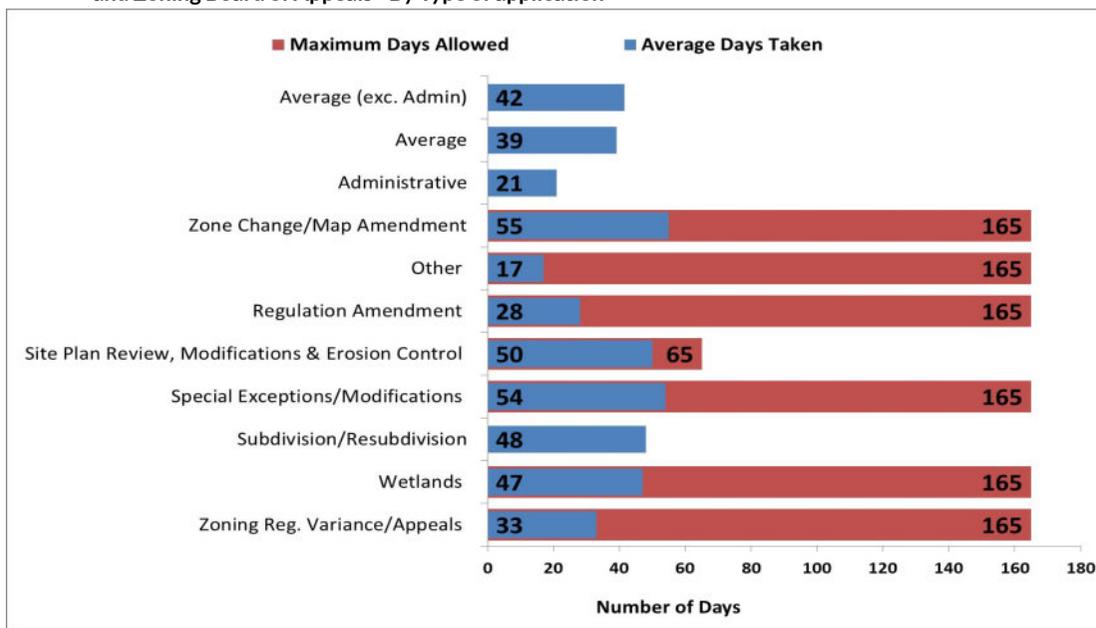
## How are we doing?

### Development Review Efficiency

In FY2019 Planning, Zoning and Wetland applications of all types were, on average, processed reviewed and acted upon within **39** days of receipt.

**90%** of applications that required Board or Commission approval were heard and acted upon in one meeting.

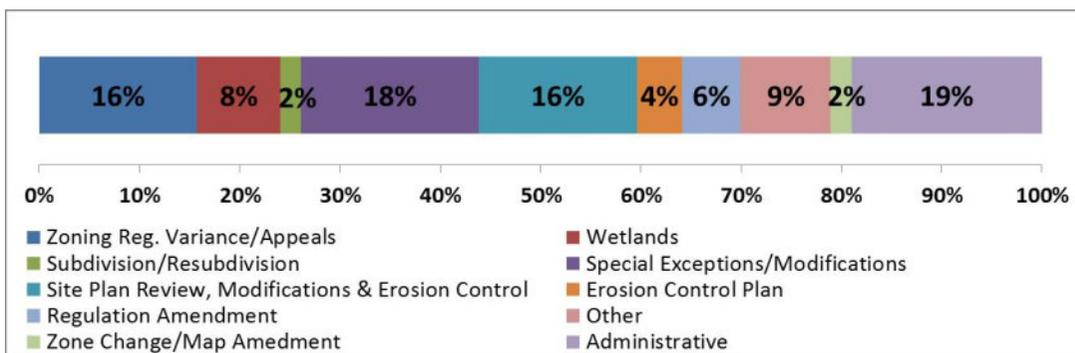
Average number of days from submission to action by Planning & Zoning Commission and Zoning Board of Appeals - By Type of application



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 2019, **142** planning and zoning applications were processed by the Planning and Zoning Commission and the Zoning Board of Appeals. This is an increase from 134 applications in FY 2018.



An average of 130 applications are processed by these commissions each year.

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

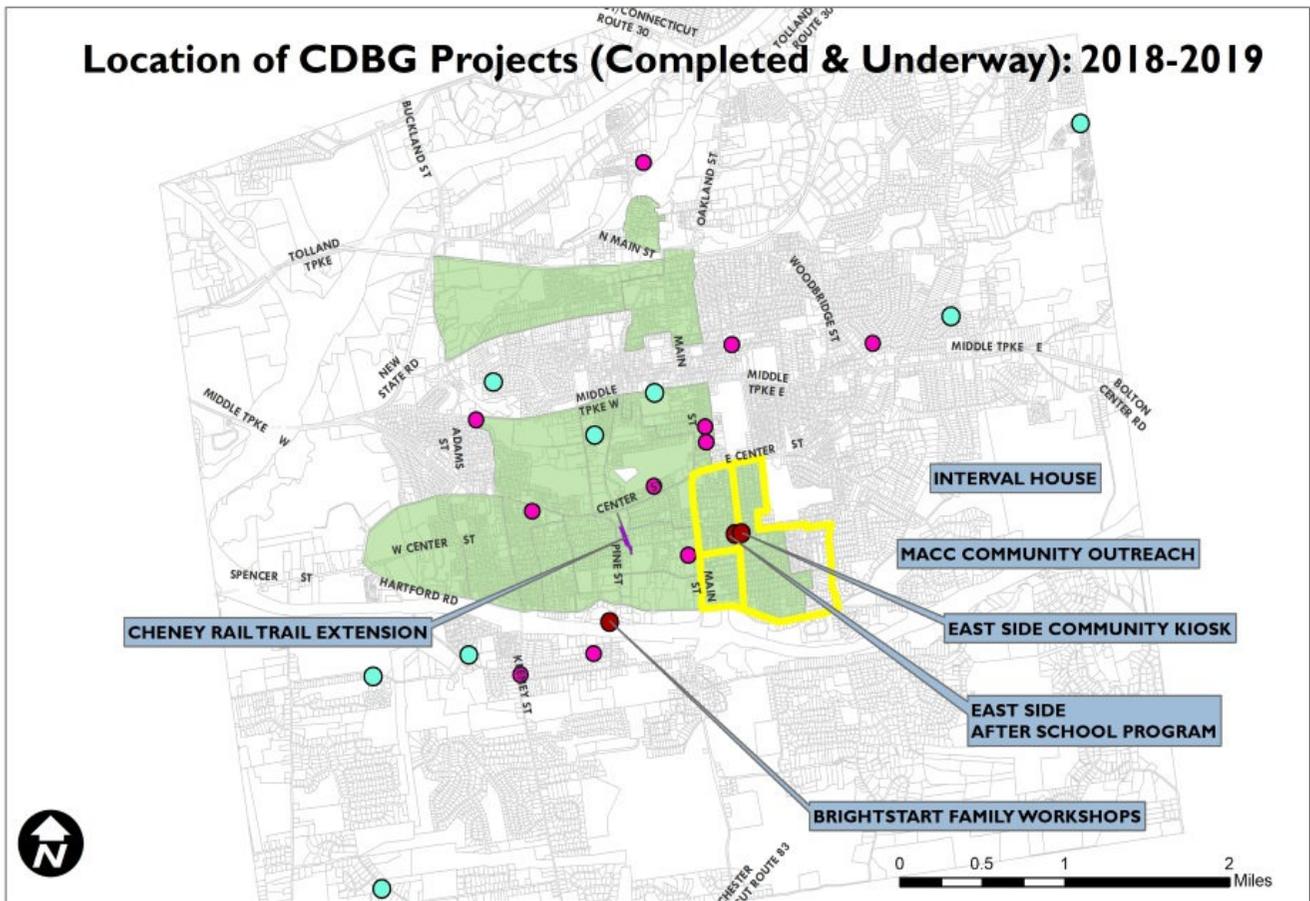
# How are we doing? .....

## 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 2019.

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 2016, CDBG has funded improvements in 92 housing units in every neighborhood in Manchester including **19** units in FY 2019. The map below plots the number of units, by type of improvement.



Town of Manchester  
Planning Department  
November 2019

PI\CDBG\Funded Projects Maps\CDBG Projects 2018-2019.mxd

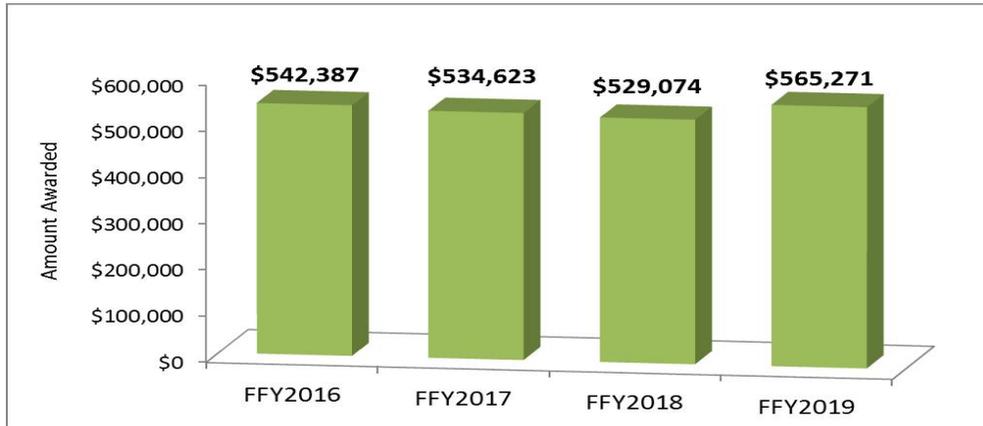
- East Side LED Lighting
- Cheney Rail Trail Extension
- Housing Rehabilitation Eligible Area

- Housing Rehab Projects & Emergency Replacements
- Rebuilding Together Roofing Program

\* Rebuilding Together, Emergency Replacement program and MACC Community Outreach are available town-wide. Interval House location is undisclosed to protect those served.

# How are we doing? .....

## Community Development Block Grant (CDBG)

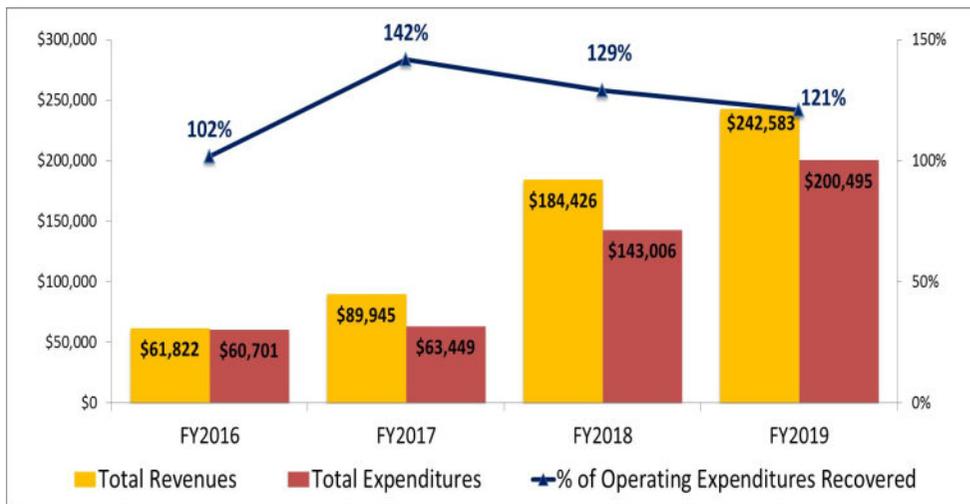
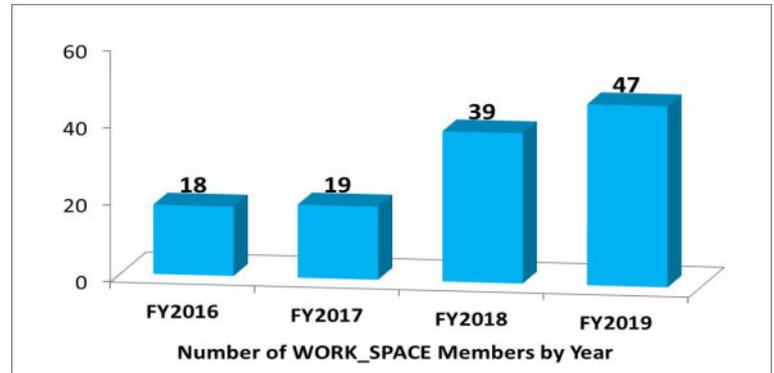


Building Better Neighborhoods

Over the past four federal fiscal years, Manchester has been awarded an average of **\$542,000** annually in CDBG funds.

The Community Development Block Grant (CDBG) is a federal grant program that provides cities and counties with funding to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons.

## WORK\_SPACE: Membership & Operating Cost Recovery



Membership at WORK\_SPACE increased from an average of 39 members a month in FY2018 to an average of 47 members per month in FY2019

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

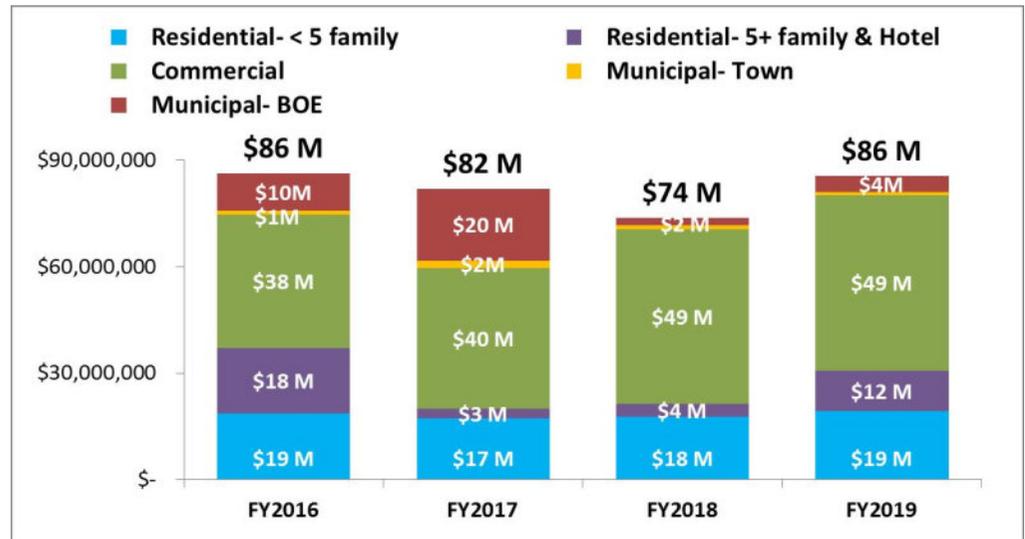
WORK\_SPACE, located at 901/903 Main Street, hosted **904** meetings and **10,933** visits in FY 2019. It recovered **121%** of its operating expenditures for the same Fiscal year.

# How are we doing?

## Building Inspection: Estimated Construction Value



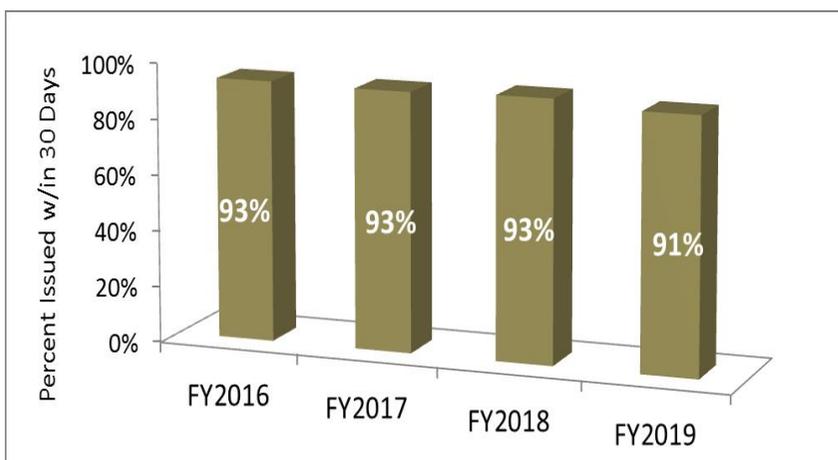
Estimated construction value went up by 16% compared to last fiscal year.



Total value rose from an estimated \$74 million in FY 2018 to **\$86 million** in FY 2019. Of that \$86 million, \$80 million was private or nonprofit (non-municipal / BOE) construction, a four year high.

The estimated construction value of inspected work is a proxy for the overall level of development activity occurring in Town.

## Building Inspection Plan Review Permits Issued w/in 30 Days



In FY 2019, **91%** of building permits were issued within 30 days.

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.

# 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 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.

### Downtown Manchester

**Downtown 2020:** In FY2019 the Board of Directors approved the Downtown 2020 initiative, which aims to increase vibrancy and economic opportunity Downtown. Planning and Economic Development, in partnership with the General Manager and other departments, designed a three-pronged approach to achieving this goal:

- A 0% loan program that is aimed at incentivizing private investment in older buildings. The Downtown loans are intended to bring a particular building up to current fire, building and/or health codes in order to accommodate a transformative new use that will have a significant, positive impact on all of Downtown.
- Opportunities for Downtown capital improvements to enhance and improve public spaces.
- A decrease in the special assessment added to Downtown properties. This change provided for restructuring the relationship between the Town and the Downtown Special Services District, allowing the Town to play a larger role in real estate, marketing and promotion of Downtown.



New Downtown development in FY 2019 included a new CVS pharmacy on the corner of Main and Charter Oak Streets, replacing the former Carter Chevrolet. The architecture and building materials were chosen to reflect the historic character of the Downtown Central Business District. Lucky Taco and Touch by J Hair salon, two award-winning local businesses, also both completed significant expansions in FY 2019.

**Downtown Design Guidelines:** The Town's Downtown Design Guidelines were updated and modernized. Last revised in 1991, this document provides guidance on how building facade changes can reflect the best of the historic character of the Downtown area.

Town Staff and the Planning and Zoning Commission, with the support of the Downtown Special Services District, revised this document to reflect the current interest in the district and ensure Downtown remains relevant and attractive in the 21st century. The new document encourages improvements to older buildings, requiring that unique architectural features remain protected, while providing room for property owners and businesses to express creativity. The guidelines are available here: <http://planning1.townofmanchester.org/index.cfm/data-and-reports/>

# What are we doing? .....

## Buckland Hills

The Buckland Hills district is a super-regional retail and entertainment destination, housing over 3 million sf of commercial and entertainment space, dozens of restaurants and several hundred hotel rooms. While offering residents and visitors prime access to shopping and recreational options, Buckland Hills also accounts for a large portion of Manchester's property tax revenue. Recent market trends, including but not limited to online shopping, demand for "experiential" retail and a shift away from "big box" stores have already drastically changed the nature of retail throughout the United States. While these changes have had an impact on Buckland Hills, its prime location and market position have ensured the area remains healthy as a center of commerce for the region.



During FY19 large national retailers including Trader Joe's, At Home and Cost Plus World Market chose to open new locations here, as did a host of smaller retailers. The Shoppes at Buckland Hills installed a 1 Megawatt solar array, Cinemark movie theaters transitioned to a luxury cinema and CTTransit began CTFastrak service between Hartford, Buckland Hills and UConn Storrs. Such changes have allowed individual businesses and the district to remain competitive in a challenging market environment.



In FY 2019 Staff worked with the Planning and Zoning Commission to add additional permitted uses within the Buckland Hills area including conference centers, banquet halls and indoor agriculture and horticulture. Such changes to accommodate new uses are aimed to ensure the land and buildings within Buckland Hills remain able to accommodate market-driven business activity. Like Manchester as a whole, Buckland Hills continues to welcome change as it comes, making it well-positioned to continue to thrive into the future.



# 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



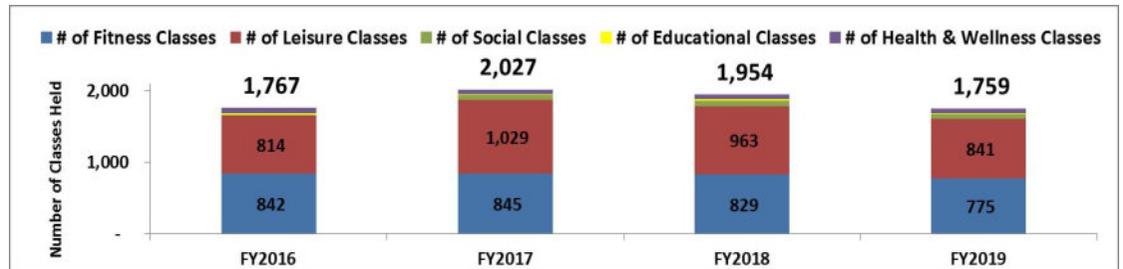
Over the past four fiscal years, membership has averaged 1,380.



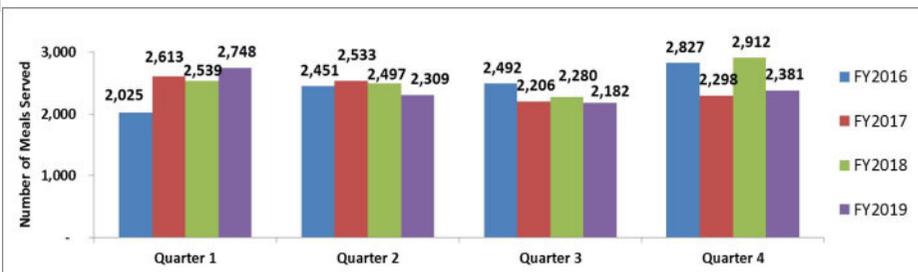
Manchester residents age 60 and up are eligible for membership at the Senior Center for an annual fee of \$10.

### Senior Center: Classes Held

Like previous years, fitness classes and leisure classes were very popular in FY 2019.



### Senior Center: Meal Program



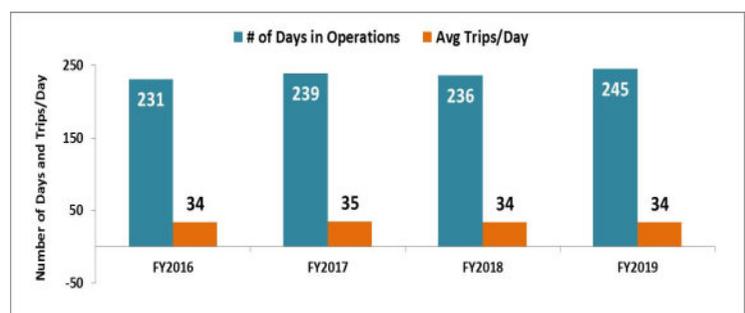
An average of 9,823 meals are served each year to Manchester seniors. Meals are served on approximately 237 days each year.



Meals are being prepared by the Manchester Area Conference of Churches (MACC).

### Senior Center: Transportation Services

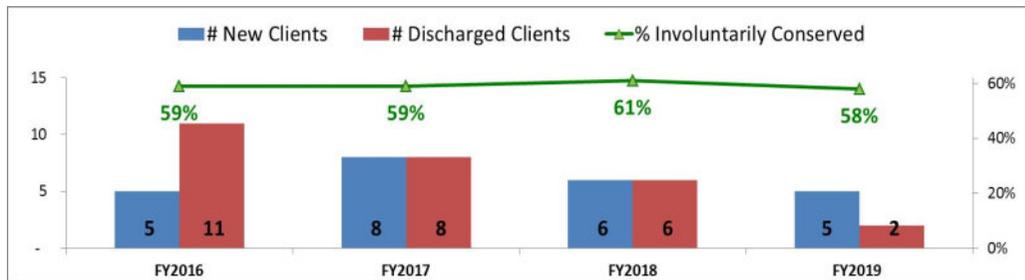
The Senior Center provides Transportation Services to the Manchester senior residents approximately 238 days each year by making about 34 trips per day.



Note: The abbreviation "FY" is used to denote fiscal year. FY 2019 is the period from July 1, 2018 to June 30, 2019

# How are we doing?

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

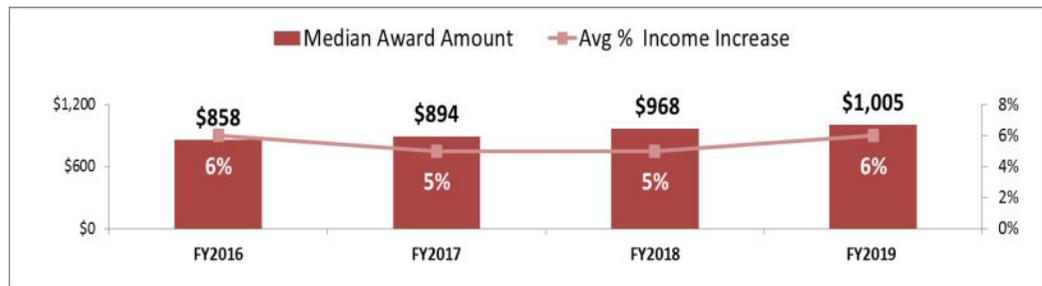


Over the past four fiscal years, all clients were determined to be receiving an appropriate level of care; have stable finances and housing; and were linked with outside support services.

Each year, Senior, Adult, and Family Services (SAFS) acts as conservator for approximately 53 clients. In FY 2019 these individuals ranged in age from 31 to 100 years old, with the majority (60%) over age 60.

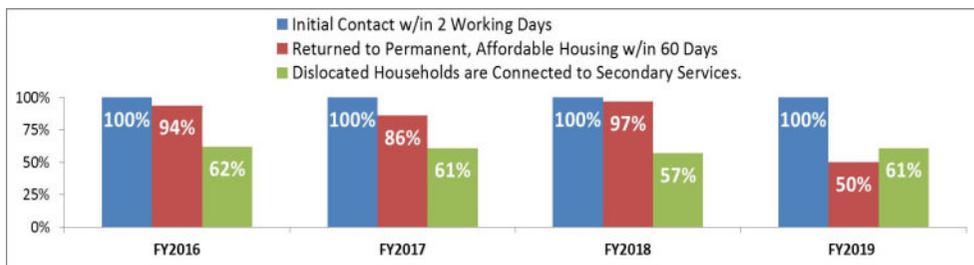
## Senior, Adult, and Family Services: Financial Assistance

In FY 2019, 2,830 households received assistance valued at \$1,005 per household. Average annual income for recipient households was \$17,350.



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

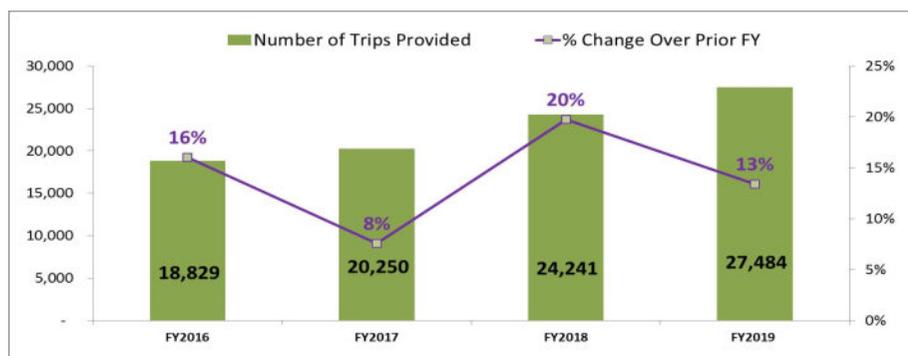


In FY 2019, SAFS assisted 101 residents from 49 households who were dislocated due to fire or building code violations. 50% of dislocated households were returned to permanent, affordable housing within 60 days of the dislocating event.

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

In FY 2019, 27,484 free rides were provided to senior and disabled riders in Manchester

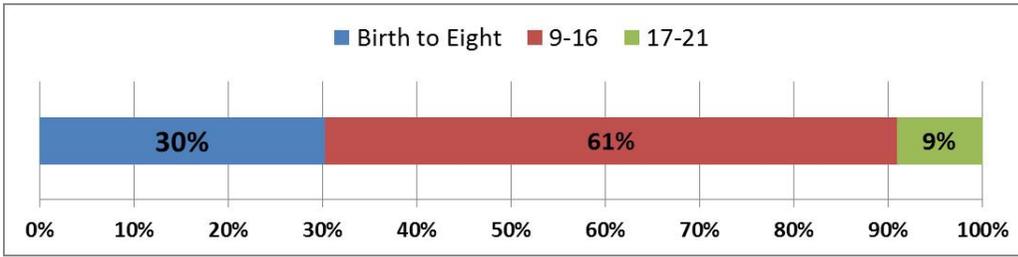
The SAFS transportation program includes the use of wheelchair-equipped buses (Dial-a-Ride), the distribution of free tickets for the ADA transportation program and contribution to residents' Freedom Rides accounts. Dial-a-Ride services are provided by Hockanum Valley Community Council.



# How are we doing?



## Youth Services: Students Served

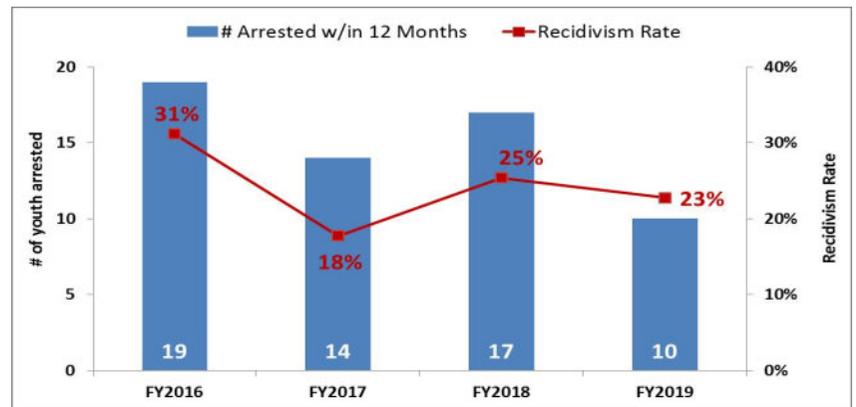


In FY 2019, the Youth Service Bureau served 727 Manchester youth, the majority of whom were ages 9 to 16.

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.

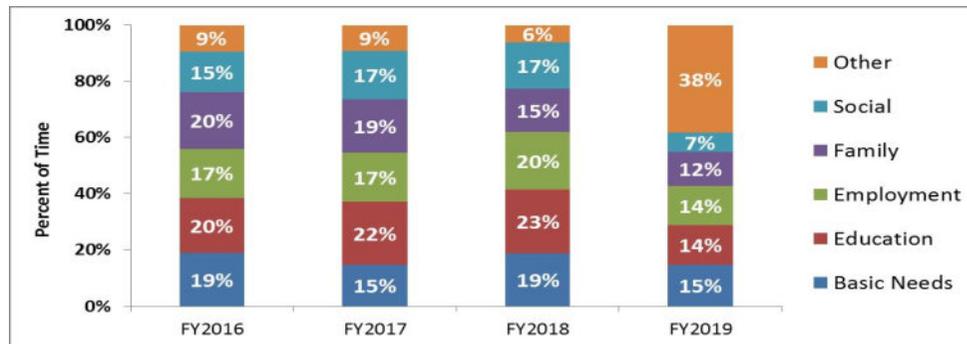
## Youth Services: Diversion Program

In FY 2019, 23% of participants were re-arrested by Manchester Police within 12 months of program completion, a slight decrease from 25% in FY 2018.



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.

## Youth Services: Outreach Activities - By Type

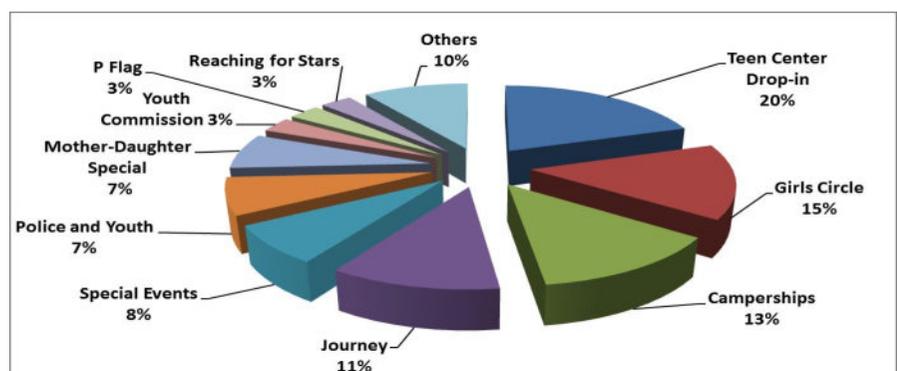


Youth Service Coordinators spent approximately 564 hours on outreach activities on behalf of Manchester youth in FY 2019.

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 in FY 2019.



Note: The abbreviation "FY" is used to denote fiscal year. FY 2019 is the period from July 1, 2018 to June 30, 2019

# 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 180 qualified taxpayers in FY 2019.

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 2019, 12 Manchester agencies participated and 15 volunteers completed 750 hours of community service through this program.

## Senior Center

The Senior Center offers a variety of recreational programming, social work services, and health services to Manchester residents. Some examples of program offerings include lunch five days per week, transportation to and from the Senior Center, grocery and retail shopping two days per week, and social work services.

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 2019, SAFS provided service to 4186 residents.

During FY19, SAFS took an increased role in advocacy and protection for older and disabled residents who were victims of exploitation and neglect. SAFS continues to partner 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 actively worked on approximately a dozen hoarding cases in FY19. SAFS also assisted 49 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.

SAFS staff meets regularly with key partners in Manchester including Community Health Resources, Manchester Area Conference of Churches, Manchester Fire, Rescue and EMS, and Manchester Police Department to address the impact of homelessness, mental illness, addiction and poverty in the community. During FY 2019, SAFS staff attended the Statewide Hoarding Conference and the Statewide Opening Doors Housing Conference.

## 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.

The youth group, F.A.C.T.S (Fighting Against Common Teen Substances), a youth counterpart to the Change Collaborative of Manchester (CCM), has participated in and hosted a number of events this past year. In the spring of 2019, they conducted their second annual Junior and Senior Prom Promise, which is a pledge for high school students attending Manchester High School to have a safe, sober free prom experience. Over 250 youth signed the promise. In honor of National Prevention Week, in May 2019, they hosted a Dangers of Underage Drinking and Distracted Driving event in collaboration with Manchester High School's Health Fair. CCM/F.A.C.T.S. together hosted their first Parent and Teen Night Out event, which includes a presentation from Hidden in Plain Sight, an interactive drug education program for parents which included insights into current trends and youth substance abuse, drug paraphernalia and concealment of drugs and alcohol. Parents and youth were educated on the dangers of the substances thru interactive activities with Manchester Police Department and Change Collaborative Coalition Members.

Note: The abbreviation "FY" is used to denote fiscal year.  
FY 2019 is the period from July 1, 2018 to June 30, 2019

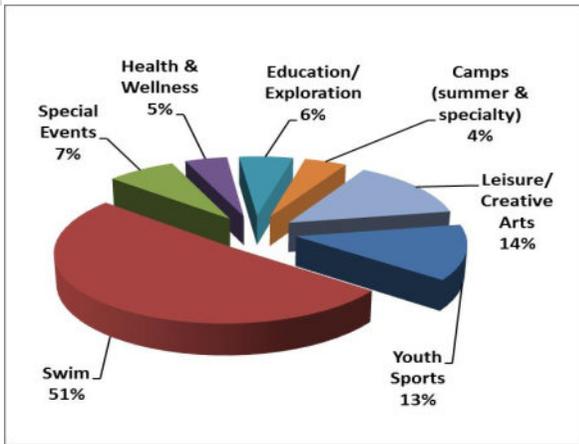


# Quality Parks & Leisure Services

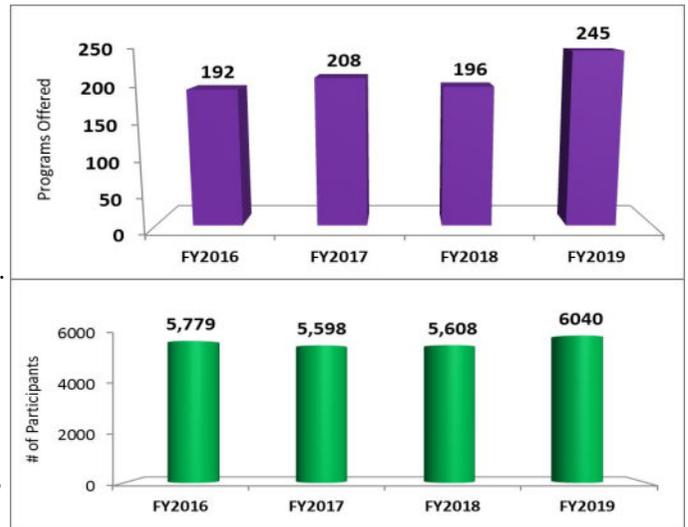
The Town of Manchester seeks to enhance the quality of life for all residents by providing comprehensive recreation programming and safe, attractive, and well maintained parks and recreation facilities.

## How are we doing?

### Youth Program Offerings & Participation

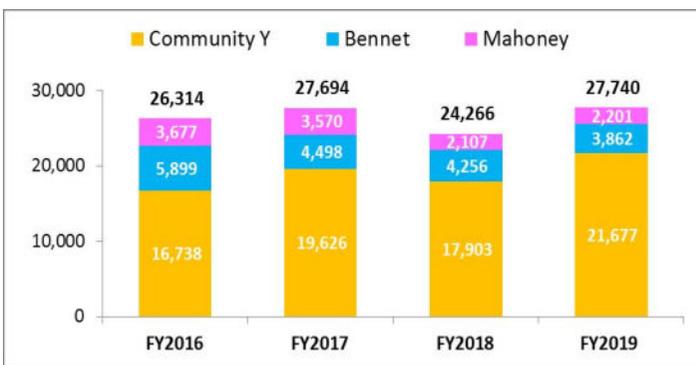


The Recreation Division makes every effort to offer quality youth programs.

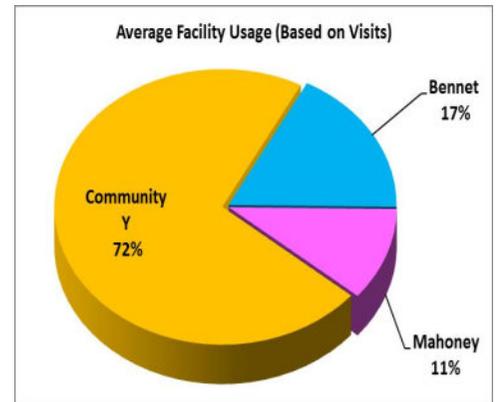


in FY 2019, the program offerings increased by **25%**, and participation increased by almost **8%**.

### Recreation Facility Usage



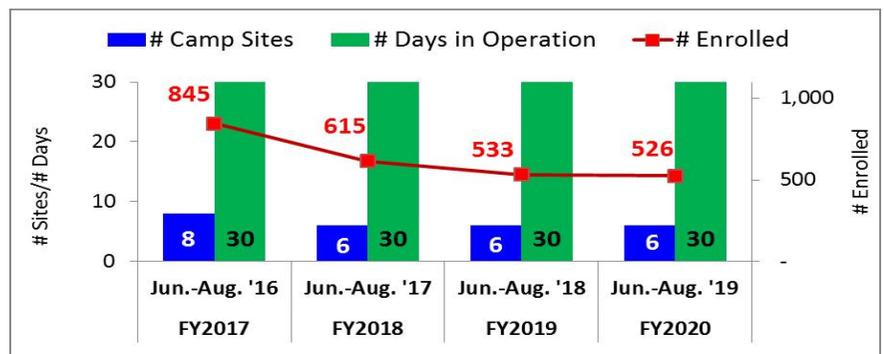
Overall recreation facility usage increased by 14% in FY 2019. The majority of attendance is attributable to the Community Y like previous years.



### Summer Camp Participation



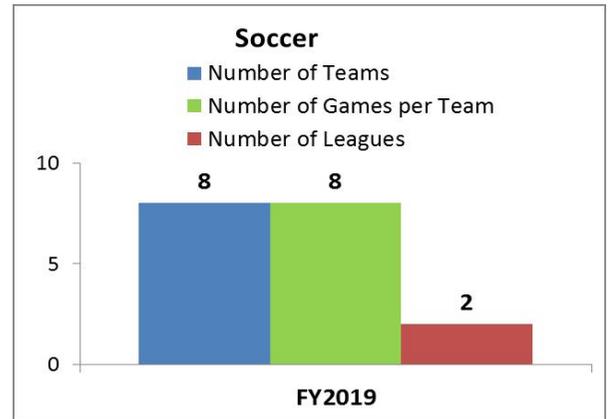
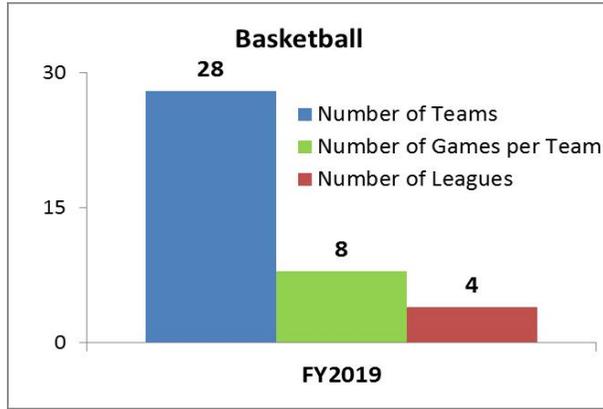
Summer camp participation slightly decreased to **526** in FY 2019 as compared to 533 last fiscal year.



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# How are we doing?

## Youth Indoor Games



In FY 2019, 280 players participated in indoor basketball. The number of teams and games per team stayed the same as the previous fiscal years.

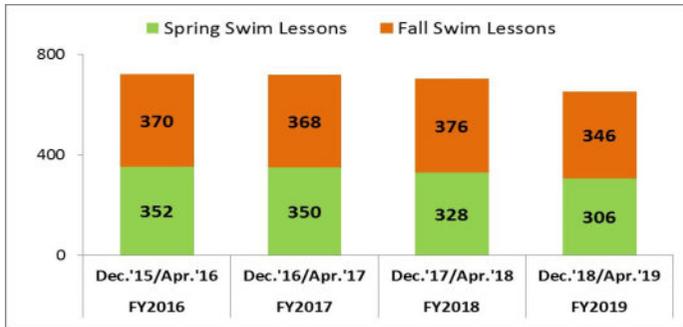
In FY 2019, 85 players participated in indoor Soccer. The number of teams and games per team remained the same as the previous fiscal years.

## Youth Swim Lessons and Attendance

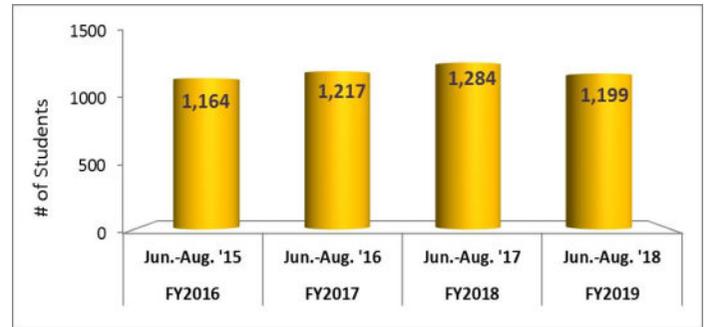
Participation in indoor and outdoor swim lessons declined by almost **7%** in FY 2019.



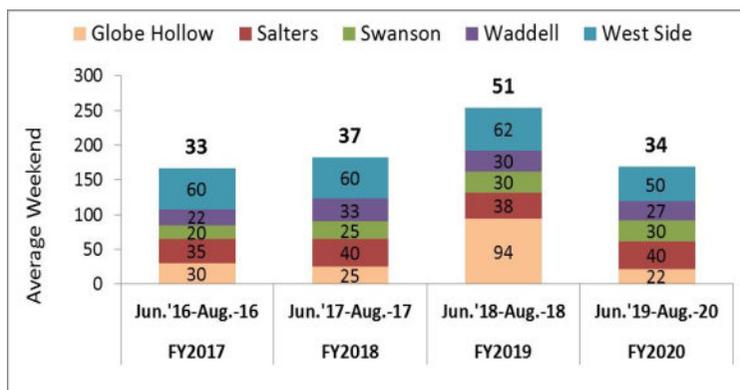
### Indoor Swim Lessons: Spring & Fall



### Outdoor Swim Lessons: Summer



### Average Weekday Pool Attendance



### Average Weekend Pool Attendance



In the summer of 2019, **550** students attended pools during weekdays and **169** students attended pools on weekends. Weekday attendance at the pools is largely driven by summer recreation programming, which operates Monday - Friday, from late June through early August.

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# How are we doing? .....

## Spruce Street Community Garden



The Spruce Street Community Garden hosts 27 planting beds which are rented on an annual basis by neighborhood gardeners to grow food for themselves in the families. In FY 2019, the Garden provided food for 67 individuals of all ages. In addition to serving resident gardeners, the garden provides a robust slate of educational opportunities at no cost to the community including advisory support to nonprofits and community organizations interested in starting community gardens at their own locations.

In FY 2019, the Spruce Street Community Garden's LearnShop series provided over **100** participants with information about organic growing practices, covering topics from soil science to composting to pest management.

## Spruce Street Market Nights

The Office of Neighborhoods and Families (ONF), a Division of the Department of Leisure, Family and Recreation, held its third season of the Spruce Street Market in FY 2019. Wednesday Market Nights take place weekly throughout the summer months and feature CT grown produce, cage free eggs, pasture raised meats, and free gardening workshops. In the spirit of accessibility and equity, the Market participates in the WIC and Senior Farmers Market Nutrition Programs and the Supplemental Nutrition Assistance Program (SNAP). Through the Connecticut Fresh Match Program, the Market is able to provide up to \$10 worth of free fresh fruits and vegetables for every \$10 SNAP purchase.



In FY 2019, the Market ran for 18 nights and served over 4000 customers.



## Community Events

With the support of community partners, ONF offers a variety of no cost community events throughout the year. Examples of events in FY 2019 include:

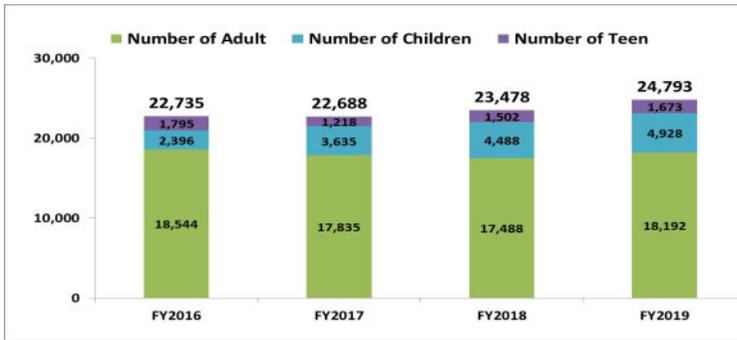
- Youth-organized open mic nights featuring live spoken word, music and dance performances.
- Family Fun Nights featuring opportunities for art and music making, dance, juggling, creative problem solving and teamwork.
- Pop up art and music events featuring local visual and performing artists.
- Monthly movie nights.
- "Things in a Park" Youth Art Show & Event, featuring work from Manchester youth grades 1 – 8

## East Side Community Kiosk

In FY 2019, the Office of Neighborhoods and Families was awarded a \$3963 Community Development Block Grant to purchase and install a three-sided message board on the corner of Spruce and Florence Street with the goal of highlighting Town and community programs and events in Manchester's three most widely used languages: English, Spanish, and Bangla.

# How are we doing?

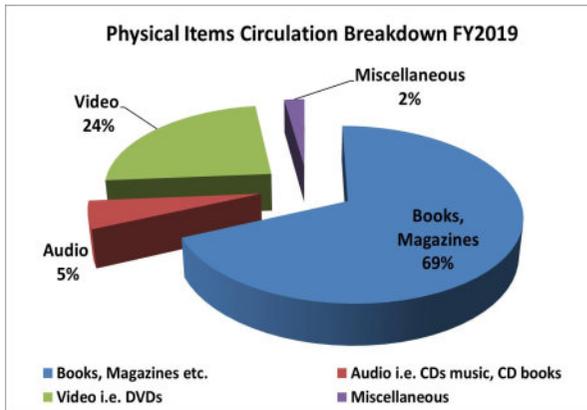
## Library: Registered Card Holders



In FY 2019, the number of registered card holders with the library increased by approx. 6% to 24,793.

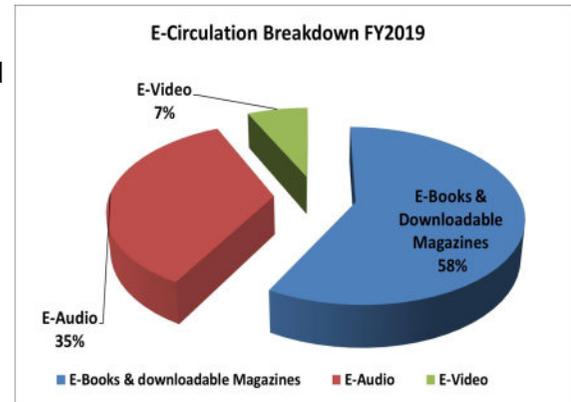
In order to better meet the needs of residents, new items are added and older items are removed from the collection.

## Library: Circulation



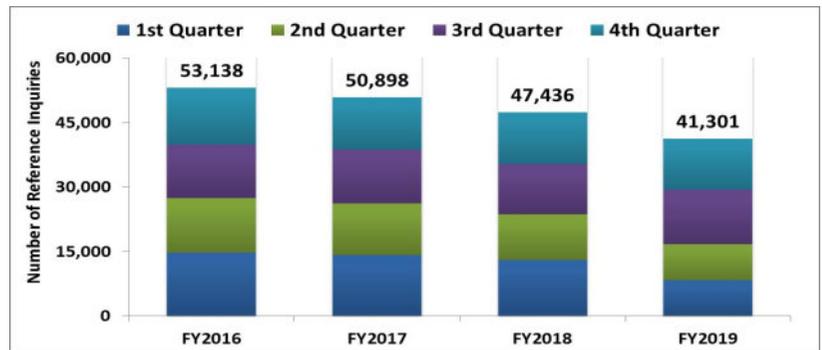
In FY2019, both physical materials borrowing and e-material borrowing increased by 3% each.

- Total physical materials borrowing for FY2019: 675,439
- Total e-material borrowing for FY2019: 53,833

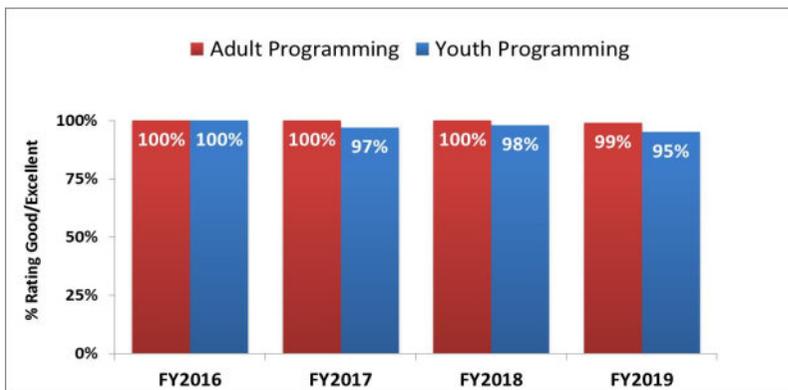


## Library: Reference Inquiries

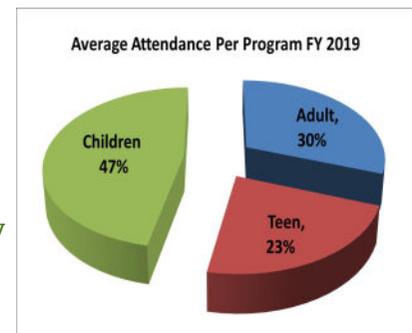
The number of reference inquiries decreased by 13% to 41,301 in FY 2019.



## Library: Programming



The vast majority of program participants rate the quality of adult and youth programming offered by the Library as Good or Excellent each year.



# What are we doing? .....

## Recreation Transformation

Manchester is always changing and as it is, programs, resources and facilities evolve to meet emerging desires and demands. Here's some of what's new and what's soon to be:

**Cricket Field:** By most accounts the world's second-most popular sport (behind only futbol, aka soccer), cricket has for the past few years been played on any available open spaces in town but starting in 2020 will have its own home—the field opposite Whiton Library and adjacent to Robertson School. Construction was scheduled to begin spring this year allowing for a year of grass growth with play starting next summer.

**Center Springs Disc Golf Expansion:** Since its installation three years ago, the disc golf course at Center Springs Park has become incredibly popular, and in response an additional nine holes (actually baskets) will be added in coming months. Incidentally, there's a 27-hole course at Wickham Park but use of that facility requires admission to the park itself, while Center Springs is free.

**Jay Howroyd Fit Trail at Union Pond Park:** The centerpiece of the revitalized Union Pond Park, this trail consists of eight fitness stations arranged around the 0.5 mile loop overlooking the 60-acre reservoir. The equipment ranges from simple (steps at varying heights, parallel bars, an overhead ladder) to intricate (including the Combi 2, a graduated workout space featuring an incline bench, push up bar, decline bench, horizontal ladder, and pull up station).

**Yellow Bikes & Scooters at Charter Oak Park:** This program debuted last summer, with residents invited to 'borrow' yellow bicycles during weekday evenings (5:30-8:30 PM) at Charter Oak Park. This year, the fleet included scooters for smaller children and youth and are available for residents and non-residents. There's no charge, but ID is required.

**Rotary Pavilion at Charter Oak Park:** The Rotary Music Garden and Adventure Playground at Charter Oak Park are extremely popular, and this year even got better. Coming soon—a new pavilion will be built between the music garden and playground.

**Rec On The Run:** New this season—a REC ON THE RUN vehicle traveled throughout town bringing programs and activities to different neighborhoods. Recreation leaders led sports and group games, run read-aloud programs and offered free book giveaways, even provided health and wellness information and programs. What else? There are arts, music, and creative fun and activities; environmental projects and games; and information about other youth programs, facilities and services.

**OurParks Nature Explorers:** OurParks Nature Explorers gives children and families the opportunity to explore nature, gain knowledge through creative and science-based activities, and learn how to be stewards of OurParks, trails and greenspaces. Every week brings a different nature theme for extended camp time, and once a week there is a fun, in-depth evening activity at Charter Oak Park related to the weekly theme.



## 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 emphasizes individual service, especially to children, and serves as a focal point for interaction among diverse community residents of all ages. A wide range of programs are offered, from storytimes for babies to family programs for all ages and to a variety of reading-and-author-centered book clubs. These programs are developing independent intellectual growth and a lifetime love of reading and learning.

The loaning of printed books for all ages as well as the borrowing of ebooks increased and the library ended the fiscal year with more valid cardholders than ever. Use by the public of the library's social media pages grew rapidly and proved to be the best way to promote programming. Internally, the diversity of the collection of materials was reviewed and the existing adult and children's Spanish Language collections were steadily expanded. Over two dozen programs were held in conjunction with the Lutz Children's Museum (thanks to grant-funding) and the public library continued its youth-centered ongoing presence at Squire Village. At the Whiton Branch building, the first customer self-service book checkout machine was installed.

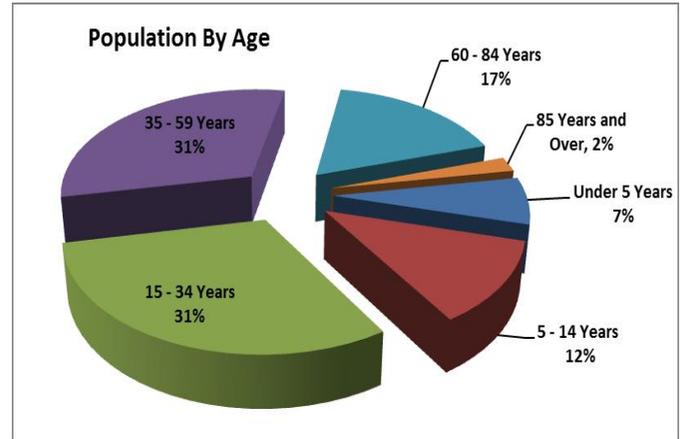
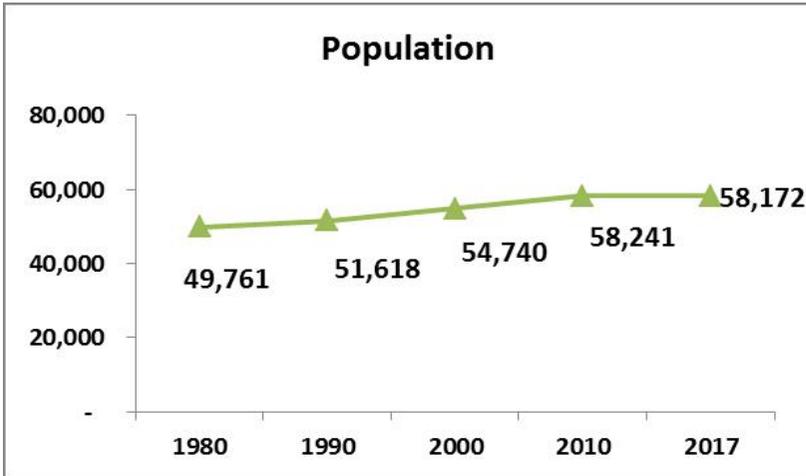




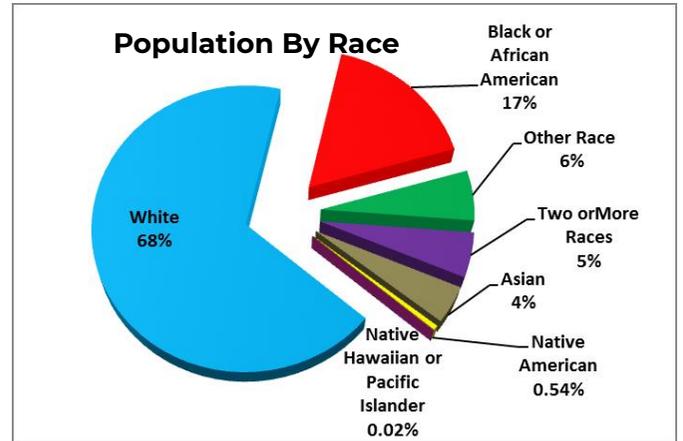
# Diversity, Equity & Inclusion

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.

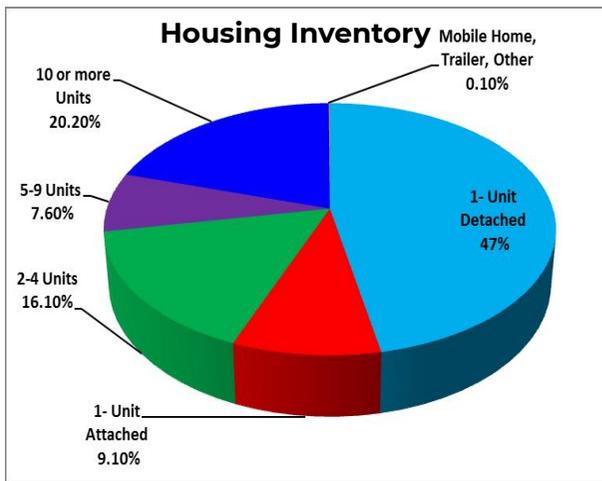
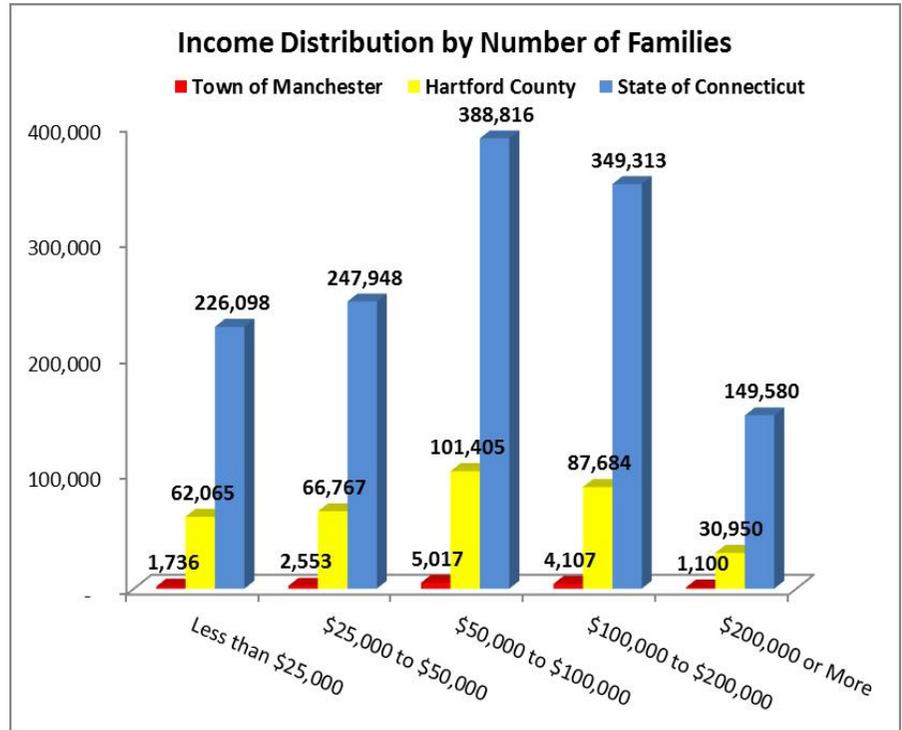
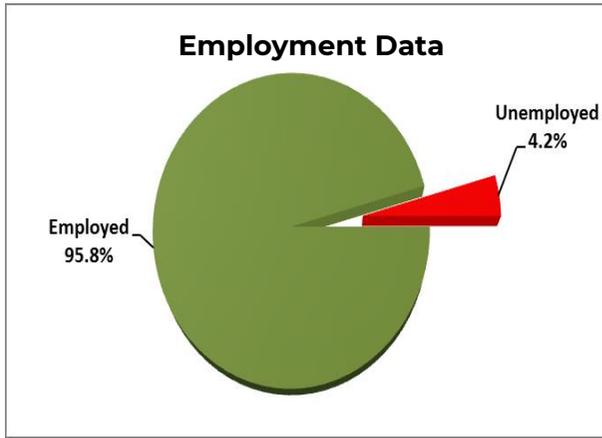
Comparative Measures	Town of Manchester	Hartford County	State of Connecticut
Population	58,172	123,400	3,594,478
Per Capita Income	\$34,244	\$37,817	\$41,365
Median Household Income	\$67,325	\$69,936	\$73,781
Percent of Families Below Poverty Level	7.7%	8.1%	7.0%
Median Age (Years)	35.4	40.4	40.8
Percent Unemployed 2018	4.2%	4.2%	4.2%
Total Housing Units	25,293	377,840	1,507,711
Owner-Occupied Housing Median Value	\$182,100	\$235,300	\$270,100

Source: U.S. Department of Commerce, Bureau of Census, American Community Survey, 2013-2017. <http://worldpopulationreview.com/us-cities/manchester-ct-population/#language>

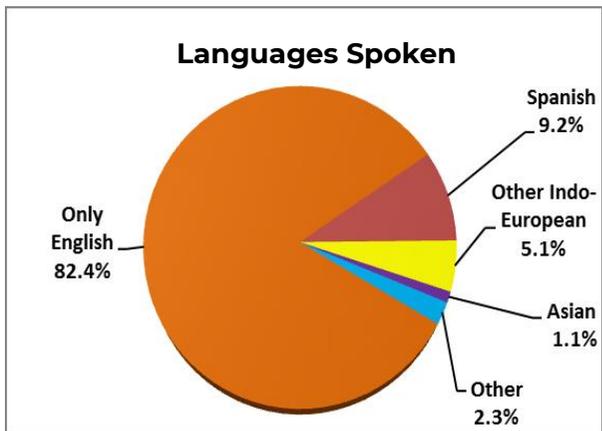
CT State Data Center, Analysis by DataHaven

Note: The abbreviation "FY" is used to denote fiscal year. FY 2019 is the period from July 1, 2018 to June 30, 2019

# Economic and Demographic Information (contd.)



The demographic and socioeconomic characteristics of Manchester residents influence the ability of the Town to raise funds to support infrastructure and provide services, which in turn influences local economic activity and opportunities for town residents.



**A comprehensive analysis of household and/or overall population growth provides the “big picture” of potential retail demand for goods & services in the Town of Manchester.**

Middle- and high-income families are often attracted to municipalities that can offer good educational and recreational services as well, and may be more likely to have the means to relocate to those municipalities. The Town of Manchester is equipped with recreational and natural amenities helpful to attract retirees, homeowners, and visitors for tourist activity.

Source: U.S. Department of Commerce, Bureau of Census, American Community Survey, 2013-2017.  
<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>

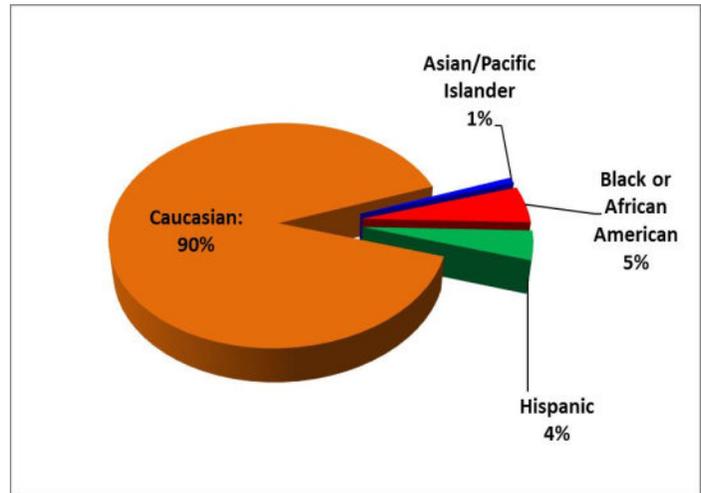
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# How are we doing?

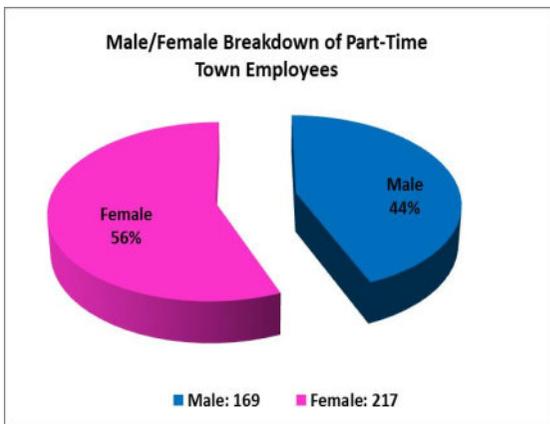
## Ethnicity Diversity of Town Employees

In FY 2019, the Town of Manchester has **479** full-time employees and **385** part-time employees.

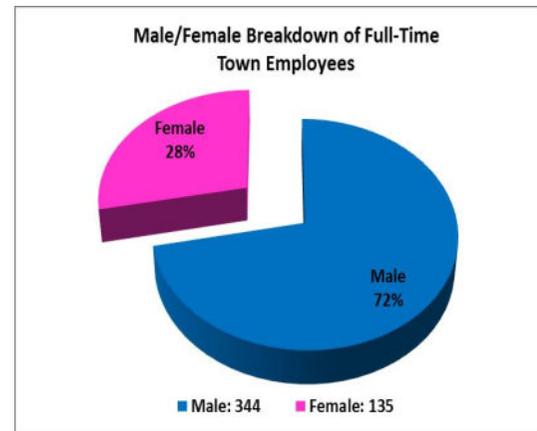
- The majority (90%) of the town workforce comprises White or Caucasian employees.
- 5% of employees are Black or African American.
- 4% of the Town employees are Hispanic.
- Only 1% of the town staff is Asian / Pacific Islander.



## Gender Diversity of Town Employees

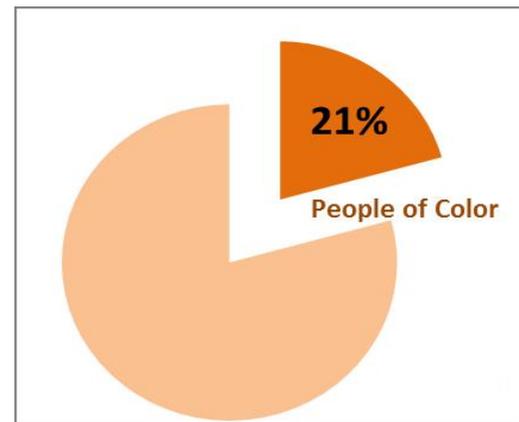
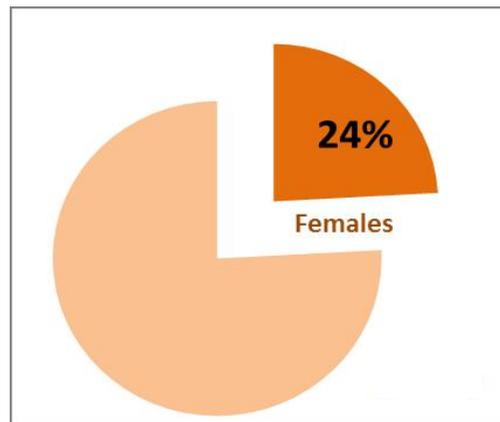


The Town of Manchester provides an equal employment opportunity to all qualified individuals.



## Recruiting and Outreach

### FY 2019 Hires



Town of Manchester supports initiatives for the development and advancement of diverse communities. It attracts and retains qualified & talented individuals from a wide range of backgrounds.

# What are we doing? .....

## Town Initiatives - Promoting Diversity, Equity & Inclusion



The Town of Manchester offered a three-part community workshop series on diversity, equity, and inclusion. The series was designed to build a foundation for ongoing learning related to diversity, race, bias, equity, and social justice. Workshops occurred from March through June 2019, with four opportunities to attend each topic. Weekday and weekend sessions were offered in the morning, afternoon, and evening to accommodate a growing number of participants.



### PRIORITY 1

To Cultivate Inclusive & Culturally Competent Attitude and Behaviors in Manchester

### PRIORITY 2

To Promote Inclusive Public Engagement

Over the course of the "Manchester Means" campaign, **12** educational Diversity, Equity and Inclusion Workshops were held, serving **125** town employees and community members.

Over the course of FY 2019, the Office of Neighborhoods and Families worked with KJR Consulting and the Equity and Inclusion Collaborative to develop a strategy for inclusive community engagement in Manchester. Through the "Manchester Means" campaign, individuals and community focus groups were invited to share their current perceptions of the Town related to diversity, equity and inclusion. All those participants were then invited to join the Equity and Inclusion Collaborative to develop the community input into an actionable strategic plan. The plan was finalized in June of 2019 and adopted by the Board of Directors the following month.

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# Financial Stability

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

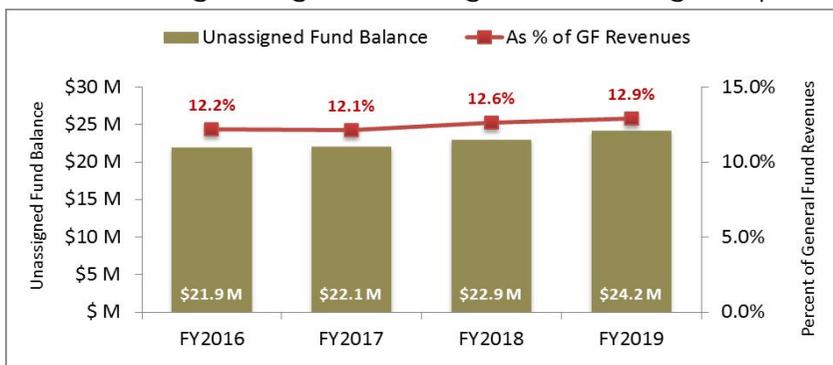
## How are we doing?

### Unassigned Fund Balance

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

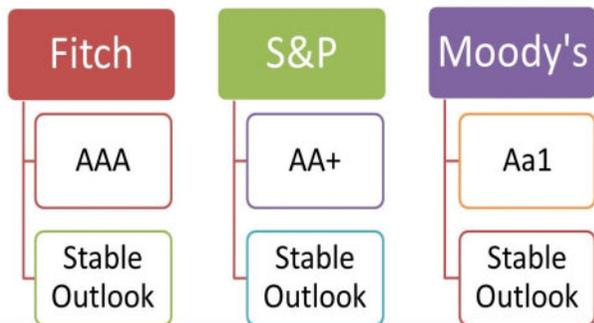


Over the past four fiscal years, unassigned fund balance has averaged 12.5%.



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. The increase in fund balance for FY 2019 is primarily attributable to increased tax and intergovernmental revenues.

### Credit Ratings



The three national rating agencies have assigned the Town of Manchester's general obligation bonds strong credit ratings. In February 2019, S&P reaffirmed the Town's of AA+ rating, and Fitch reaffirmed the Town's AAA rating. In its issuer comment on February 20, 2019, 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.

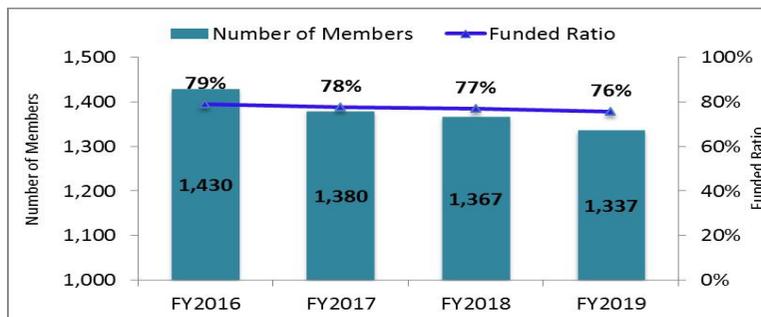
\*Moody's as of June 2019, Fitch and S&P February 2019

### Town of Manchester Pension Plan: Funded Ratio

The funded ratio of the Town of Manchester Pension Plan for FY 2019 was 76%.



The decline in the last three years is attributable to lowering the assumed rate of return from 7.375% to 7%.

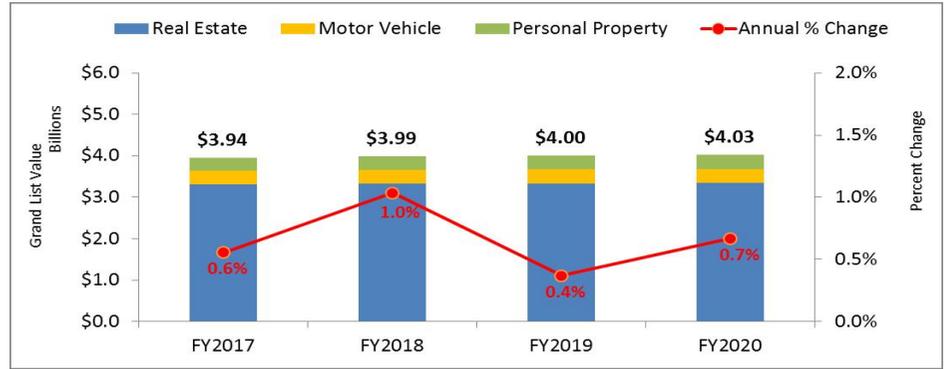


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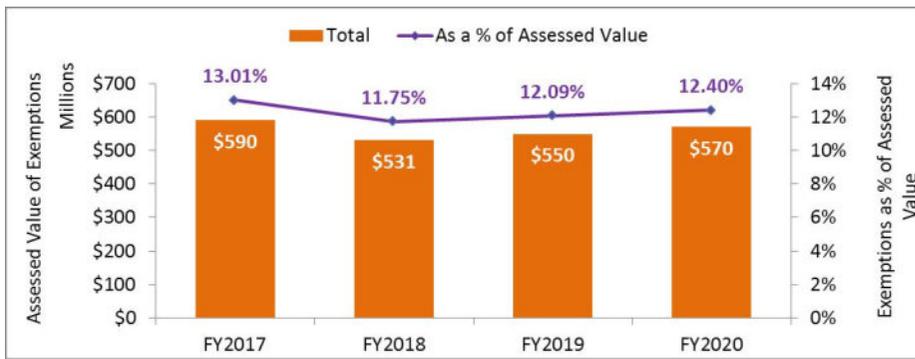
# How are we doing?

## Grand List Value

The assessed value of the Town's Grand List grew by **0.75%** to **\$4.03B** for the FY 2020



## Assessment Value of Tax Exemptions

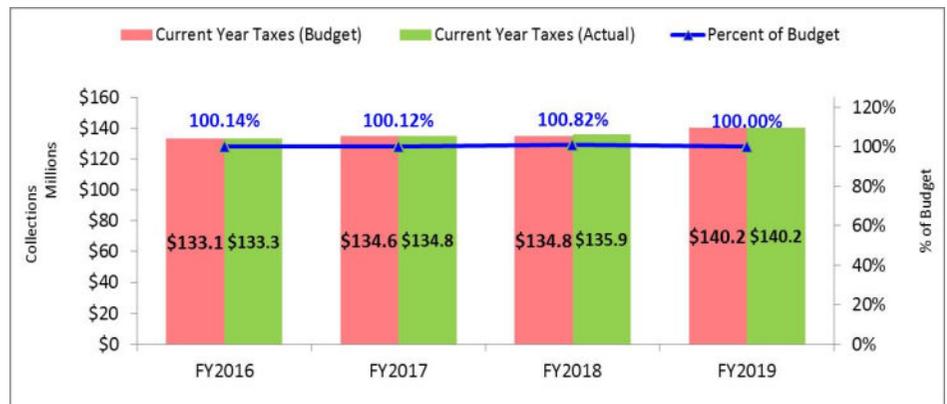


In FY 2020, approximately \$570M in assessment value was excluded from the Grand List due to various property tax exemptions, many of which are mandated by the State.

The assessed value of these exemptions totaled approximately 12.40% of the Grand List in FY 2020.

## General Fund Property Tax Collections vs. Budget

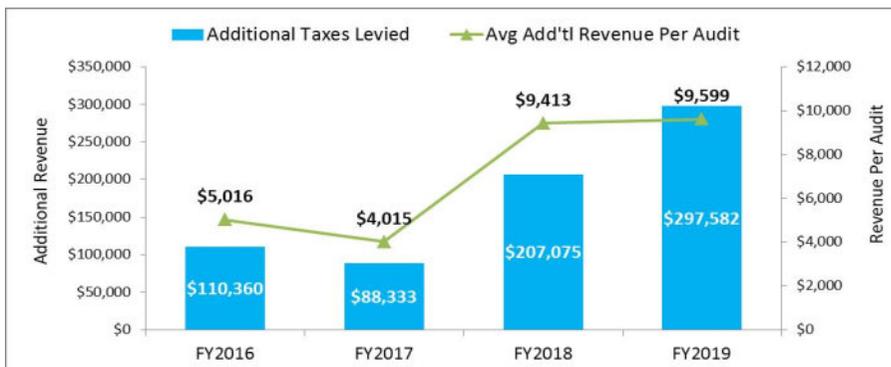
When developing the annual budget, the Town of Manchester assumes a tax collection rate of **97.8%** to account for mid-year adjustments to the Grand List and for non-payment of taxes. This assumption has proven to be a good predictor of current year taxes collected, with current year tax revenues coming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



Note: The abbreviation "FY" is used to denote fiscal year. FY 2019 is the period from July 1, 2018 to June 30, 2019

# 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, General Services 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 2019 included:

- Awarded the "Government Finance Officers' Association Certificate of Achievement for Excellence in Financial Reporting" for the 24th consecutive year.
- Issued \$15 million in general obligation bonds and \$16 million in temporary notes to support ongoing school and infrastructure projects.
- Maintained strong AAA (Fitch) and AA+ (S&P) credit ratings.
- Experienced positive variances in both general fund revenues and expenditures.
- Assisted in the implementation of the Downtown 2020 Loan Program to encourage economic development downtown.

## 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 2019, 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 FY 2018, with very positive results, though some appeals were still pending at the end of FY 2019. In FY 2019, the State budget issues that caused Manchester and many other Connecticut municipalities to deviate from our normal motor vehicle tax billing cycle did not exist. Therefore, we were able to return to our traditional late June motor vehicle tax bill mailing, with the payments due by the first business day of August.

## 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 2019, the Office of Budget & Research focused on improving a number of core service areas, including:

- Redesigned and updated long-term financial models for all major Town funds, including the General Fund, Fire Fund, Water Fund, Sewer Fund, and Sanitation Fund. The new models allow for more "what-if" analysis and responsive scenario modeling.
- Conducted a complete review of all performance measures and developed a streamlined, dashboard-based reporting tool. The new reporting mechanism allows for faster insights to be gleaned from the data and facilitates easier information sharing and analysis.
- Began the planning stages for the redesigned Annual Operations & Performance Report, which was completed in FY 2018.



# 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.

## 2018 Physical Planning Award

Connecticut Chapter of the American Planning Association honored the Town of Manchester Center Springs Park Master Plan with **"2018 Physical Planning Award"**.

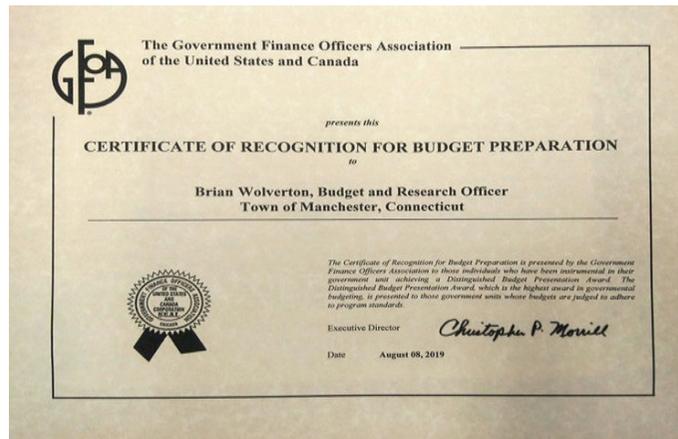
"Center Springs Park is a critical node and an important element of revitalization efforts for central Manchester. However, lack of visibility, poor physical connectivity to adjacent districts, and limited internal park amenities and programming hinder the park's use. The Master Plan for Center Springs Park was a physical planning project that addressed challenges and identified physical enhancements to improve park connectivity, visibility, amenities, and core programming to attract users to the Park. In addition, the Plan provided Town policy makers and staff with a blueprint for implementing various enhancements in an efficient, equitable and cost-effective manner so that the Park may continue its legacy as an important Town asset and destination."\*



We are proud of our Planning, Recreation and Public Works teams for this enormous achievement!

## 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.

\*<https://ct.planning.org/community-outreach/ccapa-awards/>

# FBI National Academy - Graduation

Captain Sean Grant **graduated** from the FBI National Academy's 276th Session in **June of 2019.**

The FBI National Academy is a 10 week professional course of study for U.S. and international law enforcement leaders. Chief William Darby, also a graduate of the FBI National Academy, attended the graduation services.



## Public Health Commissioner's Award; Distinguished Friend of Education 2019 & Chief EMS Officer 2019



Josh Beaulieu - Battalion Chief of Fire Department was recognized with **"Public Health Commissioner's Award"** this May 2019. We have all benefited from Battalion Chief Beaulieu's contributions and accomplishments in the EMS field at local, state and national levels. Josh drives the EMS field forward with a laser focus on continuous improvement of patient care.

This is a very prestigious award given to an individual who has positively impacted the EMS system. The intent of this award is to recognize and commend an individual that has made an impact on pre-hospital care. This award provides an opportunity for the Commissioner of the Connecticut Department of Public Health to recognize the talents and accomplishments of an individual's promotion of the Emergency Medical Services System as a Public Health entity.

Josh was awarded with **"Distinguished Friend of Education for 2019"** award by the Connecticut Association of Schools for exemplary commitment and extraordinary contributions to education in Connecticut. He was nominated for this award by MHS principal Katelyn Minor for partnering with the school on several initiatives including bleeding control education, job shadow and internship opportunities and the establishment of an EMT class for students.



Josh was designated as **"Chief EMS Officer"** by the Center for Public Safety Excellence Commission on Professional Credentialing this March 2019. The CEMSO designation is a peer reviewed professional credential that is held by less than 150 EMS leaders worldwide.

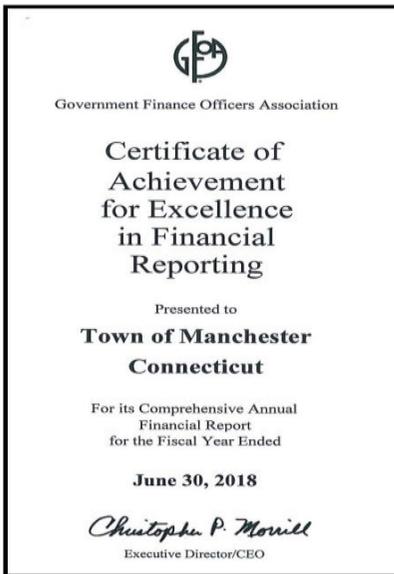
# CCAO - Presential Award

John Rainaldi, Director of Assessment & Collection, received the CAAO (Connecticut Association of Assessing Officers) "**Presidential Award**" in November 2018 by CAAO President Chandler Rose (of Windham).

This Presidential Award is given annually by the CAAO President to a CAAO member, based on that member's contribution to the organization during the president's administration.



## Certificate of Achievement for Excellence



The "**Certificate of Achievement for Excellence**" in Financial Reporting has been awarded to Town of Manchester by Government Finance Officers Association of the United State and Canada (GFOA) for its Comprehensive Annual Financial Report (CAFR).



The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting, and its attainment for the **24th** consecutive year by the Finance Department of the Town of Manchester represents a significant accomplishment.

## Grants & Endowments

Youth Service Bureau (YSB) is supported by Municipal funds and numerous state and federal grants, as well as private foundations. During FY 2019, YSB received approximately **\$1.5 million** grant to sponsor and support the following:

- Positive youth development programs such as: Journey, Boys Council, Girls Circle, Youth and Police, and Sibshop
- Preschool spaces at Manchester Early Learning Center, YWCA Nike Tykes Preschool, and Keeney Preschool
- The efforts and initiatives of the School Readiness Council
- A gambling prevention public service announcement
- Family Programs including Strengthening Families, Family Paint Night, and Mother Daughter Circle
- Substance Use Prevention and the work of the Change Collaborative of Manchester
- Manchester Plays On! an initiative dedicated to supporting the importance of play in child development



# Employee Engagement Survey

The greatest asset of the Town of Manchester is its people!

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

### Employee Engagement Survey Initiative

The Town of Manchester strives to provide a full array of high quality public services in an effective and fiscally responsible manner. To do so, the first and most important step is to attract, develop, and retain a diverse, well-qualified and professional workforce that reflects the high standards of the community. Achieving this strategic goal involves the participation and commitment of all employees, and decades of research across both the public and private sectors shows that high level employee engagement drives superior organizational performance.



Accordingly, in 2019, the Town conducted its first ever Employee Engagement Survey.

The results of the survey, which contains honest feedback- both good and bad- from employees about working for the Town, will be used to help ensure the town continues to foster a work environment where employees feel valued and motivated to provide the best possible service to the residents of Manchester.

### Survey Highlights

- This Employee engagement survey was administered between Aug –Sep 2019.
- In total **285** responses were received. This gives an overall response rate of **60%**. This is a moderate response rate as many organizations achieve rate above 60%.
- The employee survey was set out in a number of sections including Employee Information, Career Development, Work Engagement, Relationship Management, Benefits & Compensation and Work Environment.
- Respondents were asked to rate statements on a five point scale ranging from “Strongly Agree” to “Strongly Disagree”.
- The survey revealed that majority of those completing the questionnaire responded positively to the statements relating to their work engagement and work environment.

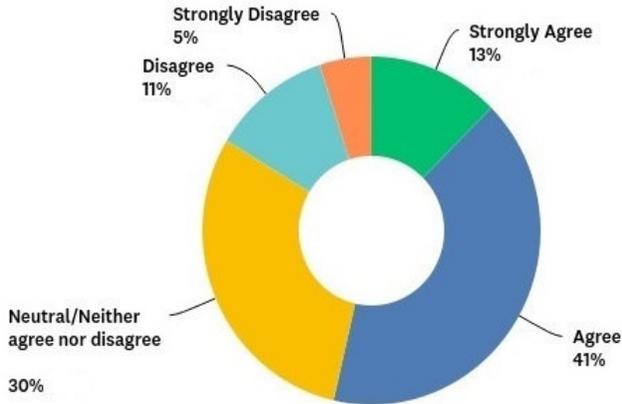
# How are we doing?



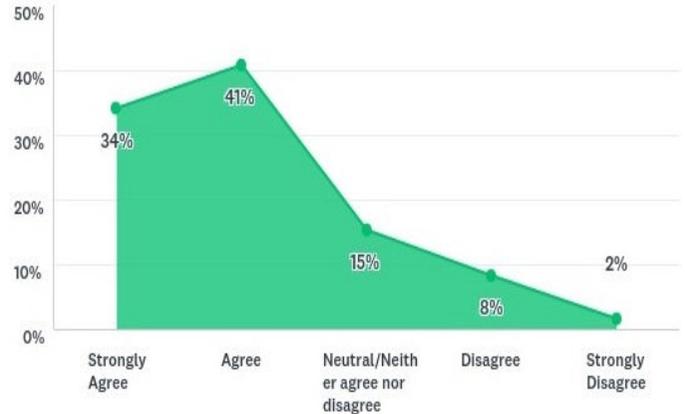
## Highlighted Summary Graphs

The outcomes of a selection of survey questions are visualized below:

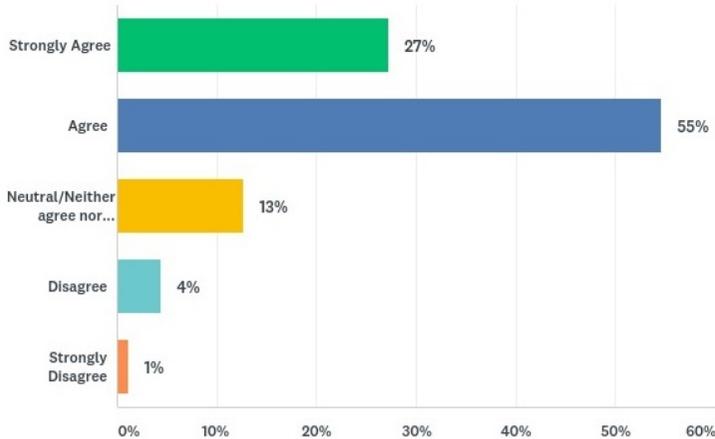
**I am satisfied with my opportunities for professional growth.**



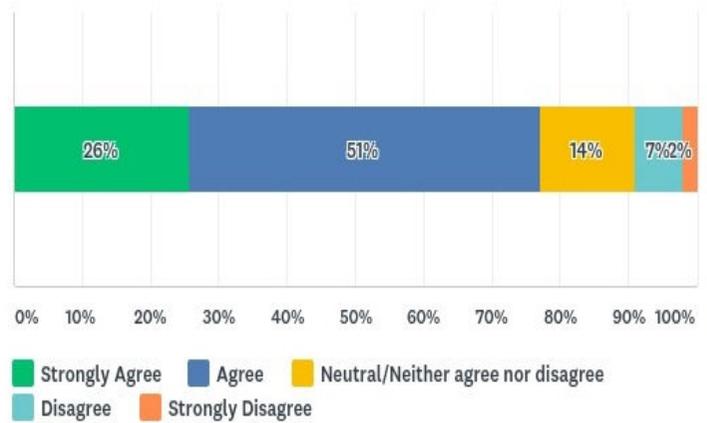
**Employees in my organization take initiative to help other employees when the need arises.**



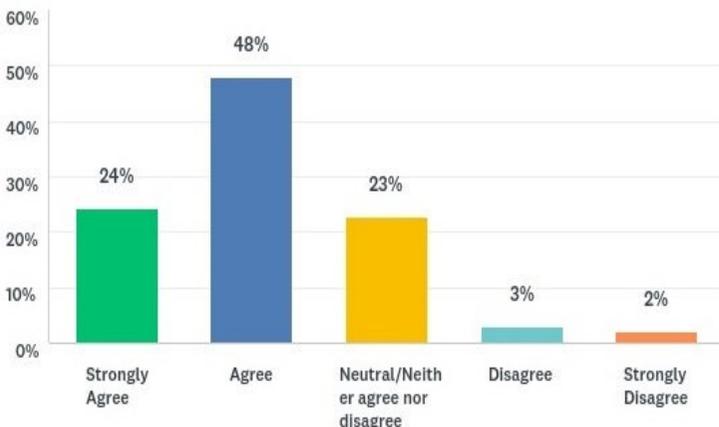
**I am able to make decisions affecting my work.**



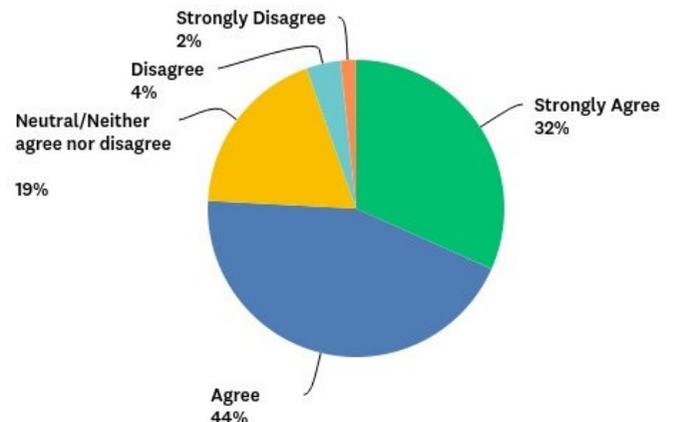
**My organization has a safe work environment.**



**I am satisfied with the culture of my workplace.**



**My organization is dedicated to diversity and inclusiveness.**



# How are we doing?



## Summary

Engaged employees are rare. According to the State of the American Workplace report, just 33% of employed residents in the United States are engaged at work.



Only 13% of employees worldwide are engaged at work, according to Gallup's new 142-country study on the State of the Global Workplace. Engaged employees are 17% more productive.

Engaged Employees are Involved in, Enthusiastic about and Committed to their work & workplace.

Compared to national benchmarks, employees working for the Town of Manchester are more highly engaged in their work than the average employee in the private sector, as well as federal, state, and local government.

According to the Institute for Public Sector Employee Engagement, only 40% of private sector employees report being “fully engaged” at work, while the percentage in the public sector is even lower: 32%, 35%, and 37% for the federal, state, and local government, respectively. Regarding work engagement, the 2019 survey indicates that nearly half of all Town of Manchester employee respondents are fully engaged, and over 85% are at least “somewhat engaged”, while only 10% of respondents report being not engaged.

Positive highlights of the survey include:

- Nearly 90% of respondents report a positive relationship with their supervisor.
- Nearly 90% understand how their work impacts the organization's strategic goals.
- Over 80% feel that they are able to make decisions affecting their work.
- Nearly 80% of employees are satisfied with the workplace culture.
- 75% report that “employees in my organization take the initiative to help other employees when the need arises.”

Nevertheless, the survey indicates that the Town of Manchester could do better with certain aspects of employee engagement, specifically in the areas of career development, communication, and workplace flexibility.



# 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 & 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 Manchester Public Schools system is among the state's most diverse -- 34 percent of our students are white, 29 percent Hispanic or Latino, and 24 percent black or African-American. In addition, 63 percent of our students are receiving free- or reduced-priced meals based on household income or state benefits such as SNAP and Medicaid and approximately 15 percent of students have disabilities that are addressed through Individualized Education Plans. We have approximately 6,200 students attending classes at 14 sites (preschool center, seven elementary schools, two middle schools, one high school and three alternative education sites) across the district. These students are supported by over 650 certified staff members along with 700 non-certified staff.

The mission of Manchester Public Schools is to engage all students in the highest quality 21st century education preschool through graduation. Through an active partnership with students, school personnel, families, community or businesses the Manchester Public Schools seek to create safe, inclusive environments where equity is the norm and excellence is the goal. The work of the school system is to engage students in critical and creative thinking to solve personal, social and academic problems and actively pursue independent learning opportunities as outlined in this report.

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  
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

Jason Scappaticci, 2020

Melanie Stefanovicz, 2021

Darryl Thames, Sr., Board Chair 2023



# At a glance



## Did you know?



650 certified educators and  
700 non-certified staff members

6,200 students walk through the  
halls of our schools



- 59 languages spoken across the district
- 38 languages spoken within our English Learner program

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  
63% of students eligible for free  
and reduced lunch

14 Schools  
2 million square feet of cleanable  
space in buildings



\$116 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

The Manchester Board of Education remains committed to ensuring that all schools are adequately funded to support success for 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. Grant funds are secured to provide additional funding to improve student achievement. Parameters established by equity, 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 2019-20 school budget is \$116,531,237, which is a 2.8 percent increase over the previous year.

### 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 below are just some of the grants awarded to Manchester Public Schools in 2018-19.

Grant	Award
Alliance Grant	\$4,317,896
Priority School Districts Funds	\$823,588
Extended School Hours Funds	\$128,157
School Accountability - Summer School	\$150,603
Nellie Mae - Equity Root Causes	\$295,000
TITLE I	\$1,614,299
IDEA	\$1,789,429
Hartford Foundation for Public Giving	\$459,500

# How are we doing?



## Instructional Staff

It takes many people to educate over 6,000 students as illustrated in the chart below.

### Full-Time Equivalent (FTE)<sup>1</sup> Staff

	FTE
<b>General Education</b>	
Teachers and Instructors	467
Paraprofessional Instructional Assistants	34
<b>Special Education</b>	
Teachers and Instructors	90
Paraprofessional Instructional Assistants	133
<b>Administrators, Coordinators and Other Leadership Positions</b>	
District Central Office	11
School Level	45
<b>Library/Media</b>	
Specialists (Certified)	10
<b>Instructional Specialists Who Support Teachers</b>	38
<b>Counselors, Social Workers and School Psychologists</b>	66
<b>School Nurses</b>	24
<b>Other Staff Providing Non-Instructional Services/Support</b>	272

<sup>1</sup>In the full-time equivalent count, staff members working part-time in the school are counted as a fraction of full-time. For example, a teacher who works half-time in a school contributes 0.50 to the school's staff count.

### Educators by Race/Ethnicity (this includes both teachers and admins)

	Count	District Percent of Total (%)
American Indian or Alaska Native	1	.01
Asian	8	.11
Black	45	6.1
Hispanic	35	4.7
Pacific Islander	1	.1
Two or more	7	.9
White	644	87

# How are we doing? .....

## Buildings and Grounds

Building and Grounds (B&G) consists of carpenters, painters, groundskeepers, plumbers, electricians, heating and cooling mechanics. There are 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, cleaning 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.

## Food Services



The district's Food Service Department is a self-operated and self-funded entity, and not part of the Board of Education Budget. The department operates on an annual budget of approximately \$5.1 million with revenue coming from the sale of meals during breakfast and lunch, miscellaneous food items, and onsite catering as well as state and federal reimbursements.

The department has 57 employees who work in the kitchen, 2 office support staff 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. Manchester participates in the Federally

Funded National School Breakfast and National School Lunch Program, thus each meal and food item sold must meet all federal and state nutritional standards. 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.

We are continuing to participate in the Community Eligibility Provision with the hopes of expanding the program further. The schools currently participating are Martin, Verplanck, Waddell, and Manchester Preschool, where all students are eligible for free meals as part of a federally funded Community Eligibility Provision. Essentially, if enough students in a particular school are from families that qualify for certain public assistance (e.g. Supplemental Nutrition Assistance), then instead of "re-qualifying" those families for free school meals, everyone is eligible regardless of family income.

## Transportation

The district contracts with Dattco, a New Britain-based transportation company, to provide school bus transportation for 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 if special transportation is required by a student's 504 and/or Individual Education Plan.



# How are we doing?



## Equity

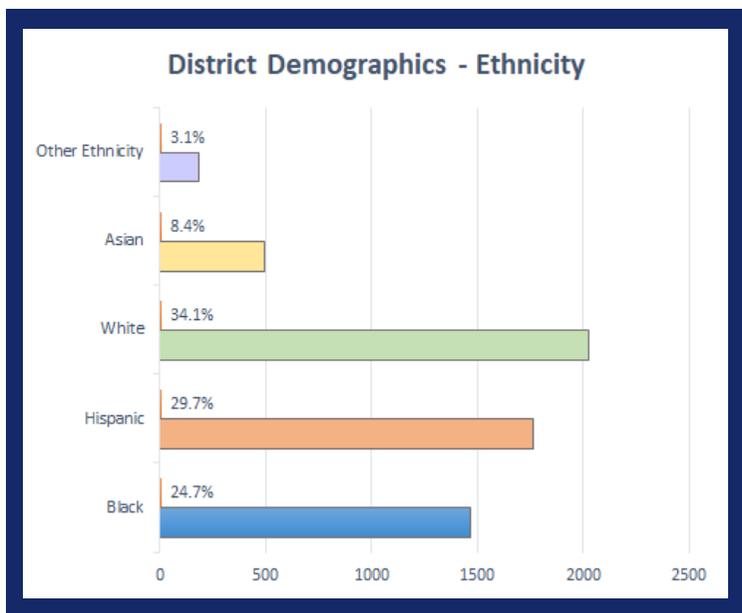
During 2018-19, Manchester Public Schools utilized data from the Equity Informed School Climate Assessment to develop a plan for work in the area of equity. By focusing on the experiences of students of various races, genders, disabilities, first languages, and sexual orientations we are better able to understand what what can be done to provide every student with what they need to be successful. The focus of the 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 MPS students, staff and community members.

## Diversity

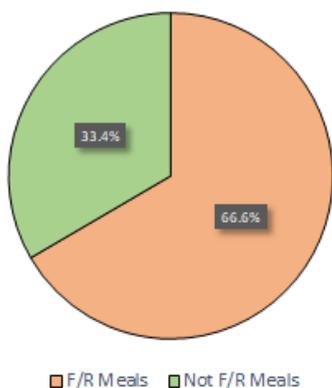
Our diverse student population includes 24% Black, 29% Hispanic, 8% Asian and 34% White students, with growing populations of Central American, Indian, Bengali, African, West Indian, Middle Eastern and other immigrant populations. 7.6% of MPS students currently receive English Learner services. There are 59 languages spoken within the district, and 38 languages in our English Learner program, and many more spoken as a district. Spanish is the second-most-spoken language among students who were enrolled in the 2018-19 school year, followed by Bengali, Twi/Fante/Akan, Telugu and Tamil.



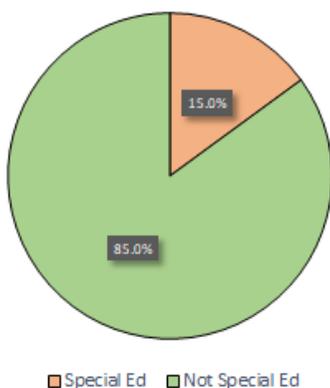
Besides race and ethnicity, we have diversity in socioeconomic status among students and families, with nearly 63% of students receiving free/reduced lunch. We have diversity in religion, particularly with a large Muslim population. We also have a growing number of students who identify as LGBTQ and 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 these needs - with prayer rooms for our Muslim students, halal meal options, recognition of religious holidays and gender neutral bathrooms.

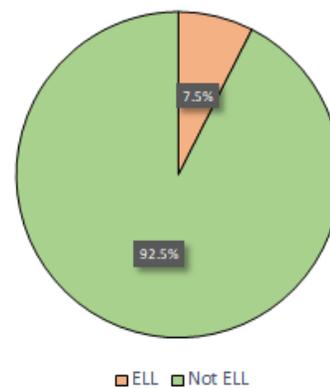
District F/R Meals



District Special Ed



District ELL





# 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. Teachers access lesson plans and resources electronically in Unit Planner, a web-based planning tool that enables educators to create curriculum goals and assessments on an individual unit level. Unit Planner provides continuity across the district and ensures that teachers have real time access to the curriculum and supporting resources.

Each year Manchester Public School facilitates a broad scope and sequence of professional development opportunities. Ongoing professional development has included implementation of readers & writers workshop Kindergarten through Grade 8, restorative practices PK through Grade 12, increased exposure to anytime anywhere learning opportunities Grade 9 through Grade 12 and training and support of world language teachers to ensure all classrooms provide environments in which students are immersed in conversations in the target language.

Technical assistance and coaching are provided district wide to support implementation of best practices to support student success.

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

The integration of Science, Technology, Engineering, Art and Mathematics is at the heart of the STEAM department. Every student Kindergarten through Grade 4 engages in hands on experiences that educate them in the four 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 students development as “future ready.”



Which means preparing students to be creators of, not just consumers of, technology. Manchester is a Google District -- and all students (and staff) have Google accounts and thus access to G-Suite tools and support. Students get Google accounts in Kindergarten and use them for assignments with increasing frequency. In Grades 5-8 Chromebooks are kept in classrooms and carts and used in support of the curriculum. At the start of Grade 9, students are issued a Chromebook and are allowed to take the devices home (and also communicate through school-issued Gmail accounts).

# What are we doing? .....

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

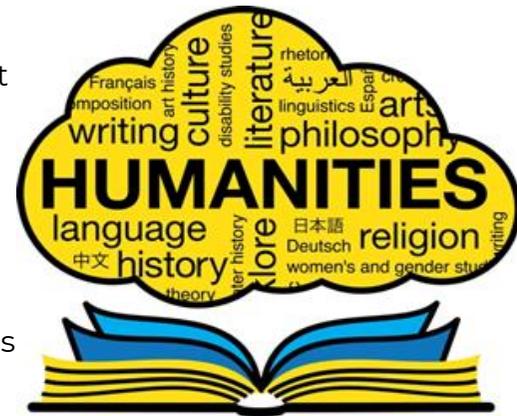
Other technology resources which support teaching and learning in Manchester include:

- 5 iPads per classroom in Kindergarten to support literacy and numeracy instruction
- 5 laptops per room in grades 1 - 4 to support instruction across content areas
- Dot and Dash robots are used for coding and programming instruction in Grades 3 and 4.
- iPad carts are available to support music and art classes
- Lego mindstorm - Grade 7 exposure for all students
- Vex Robotics - class in Grade 8, class club in Grades 5-8; 9-12

## 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. World language opportunities have been extended to Grade 5, teachers in Kindergarten through Grade 8 continue to implement readers & writers workshop and build libraries to offer choice in text selections. The Social Studies curriculum includes relevant, learning experiences where students are actively engaged in driving their learning.



## 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).

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

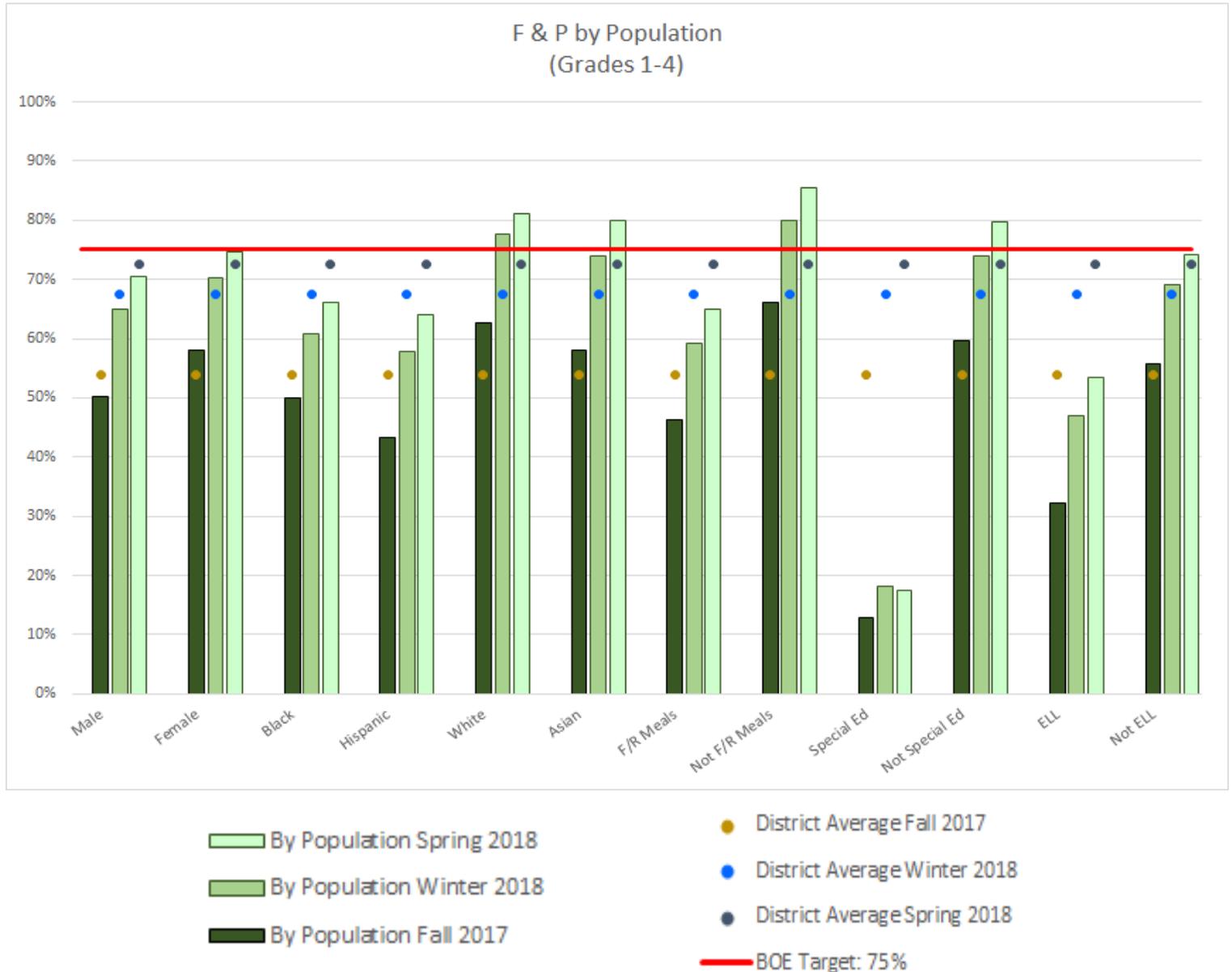
- Reading at or above grade level as indicated by the Fountas and Pinnell assessments
- Scoring at or above standard on Math Unit Assessments
- Scoring at or above the state average on the PSAT
- Earning a B or better on High School Final Exams

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.

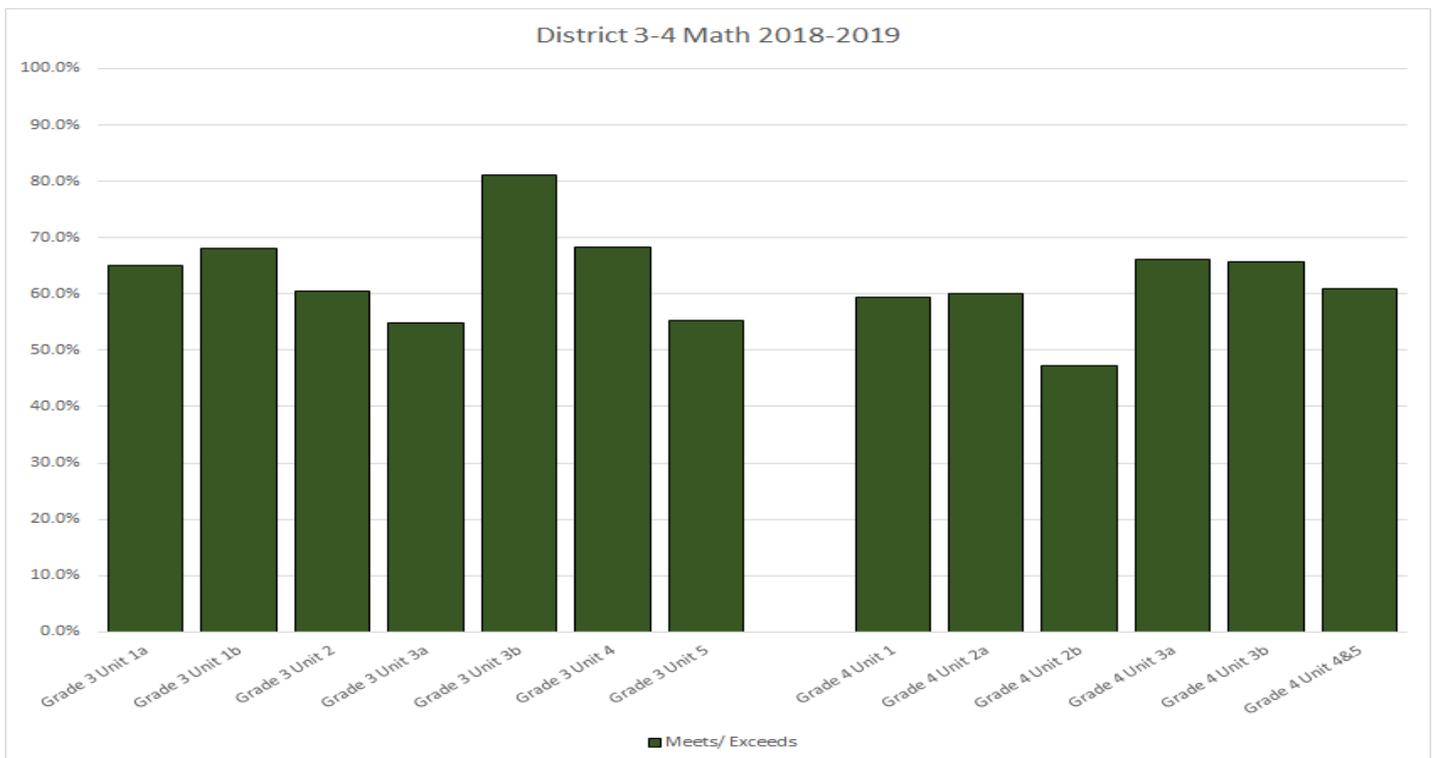
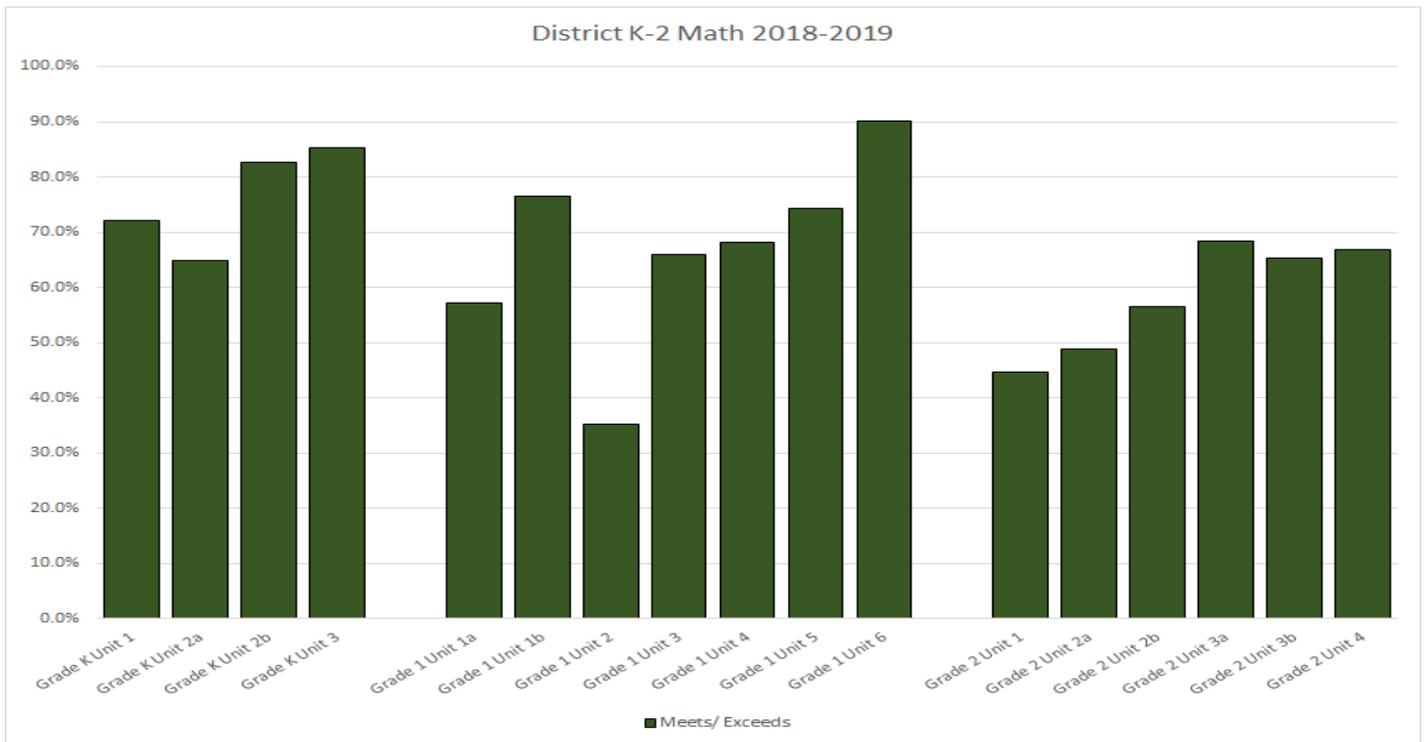


# How are we doing?



## 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.

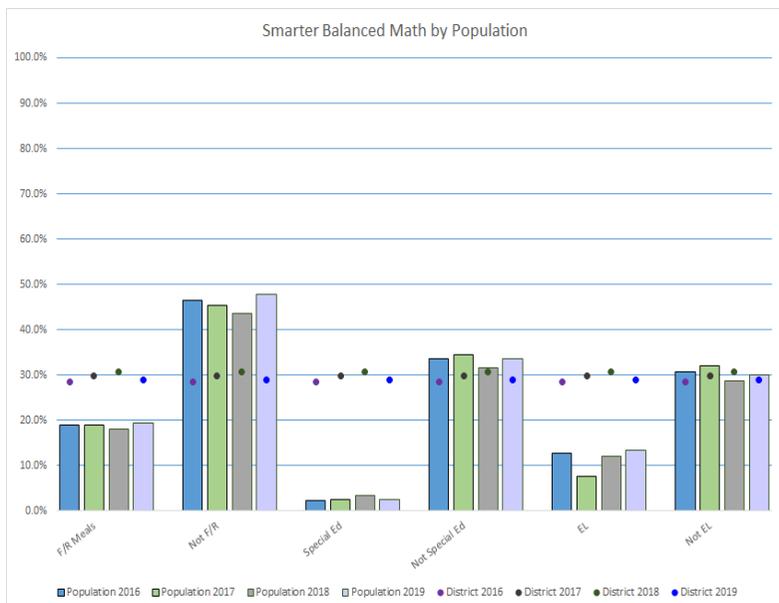
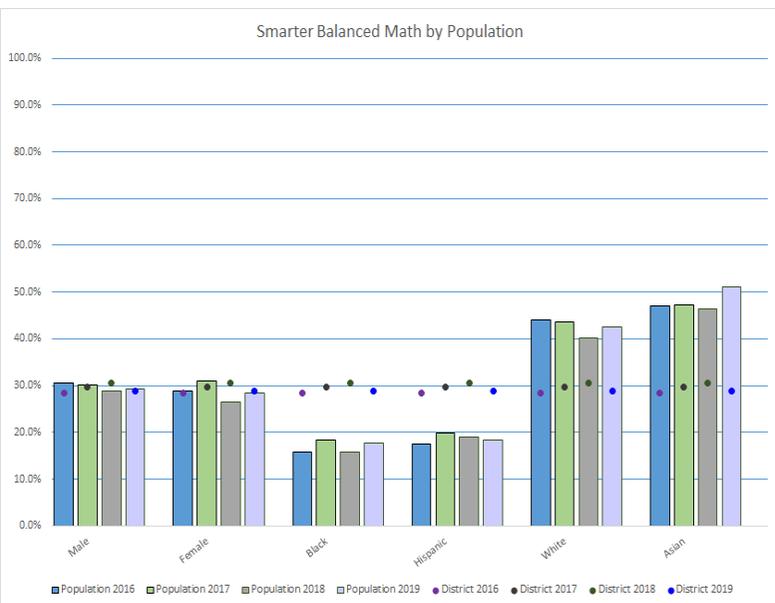
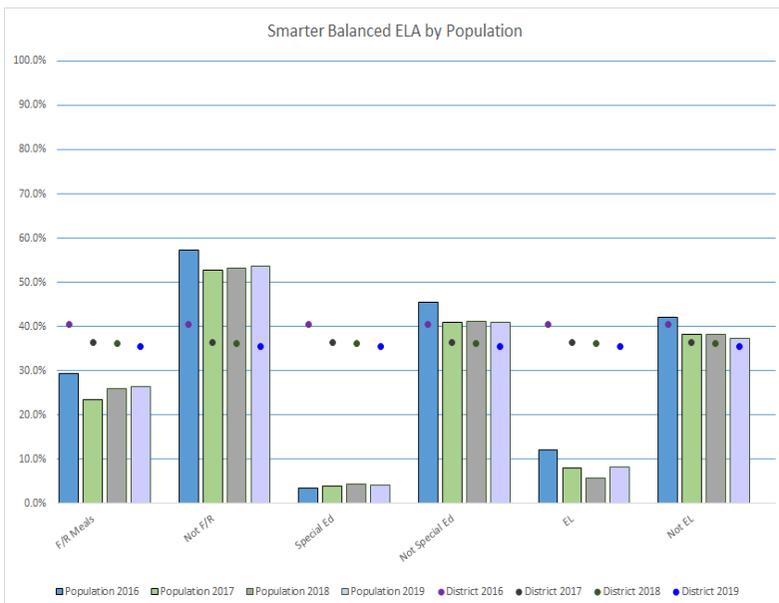
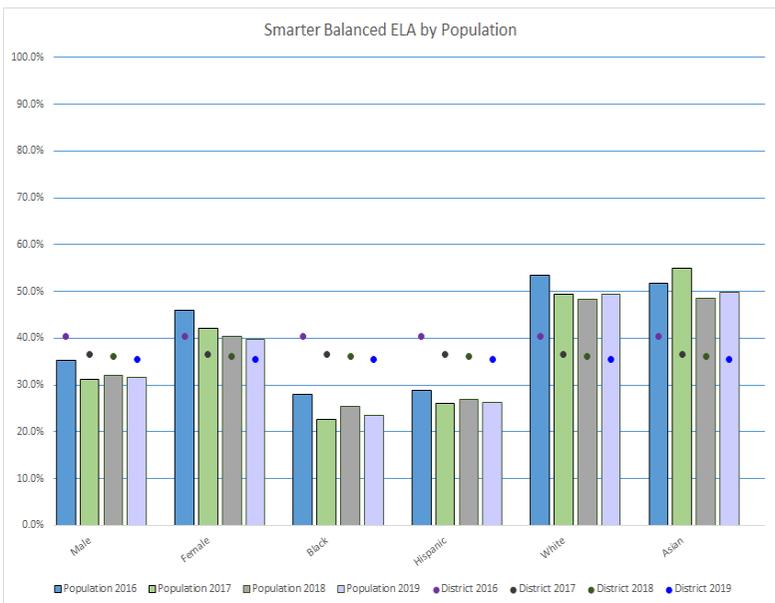


# How are we doing?



## Smarter Balanced Assessments

The Smarter Balanced Assessment Consortium has acted 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.

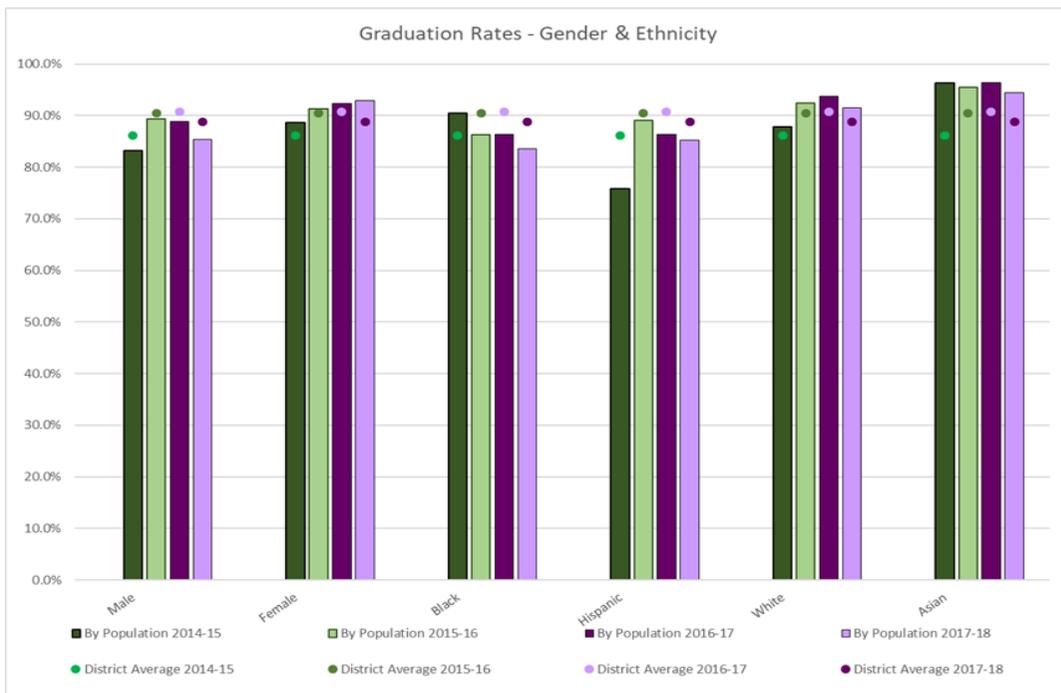


# How are we doing?



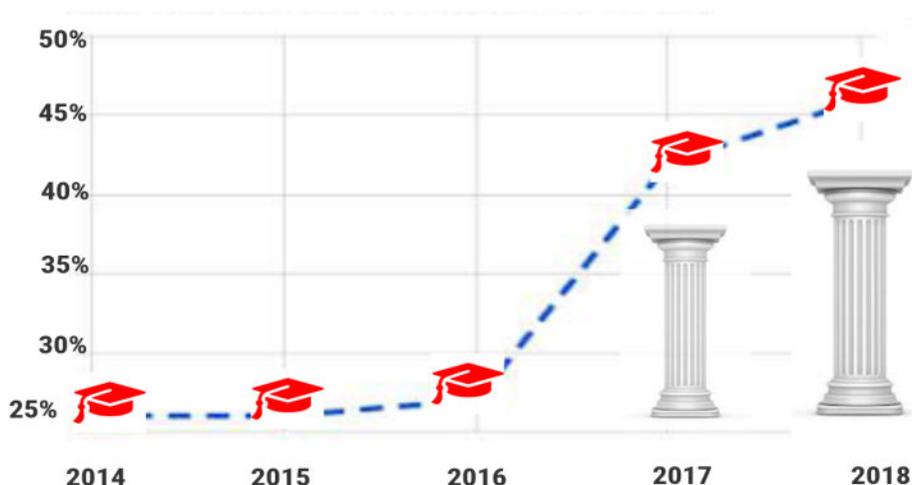
## High School Graduation Rate and College/Career Readiness

The graduation rate at Manchester High has risen steadily during the past few years and the 'achievement gap' between white students and students of color has narrowed considerably.



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:

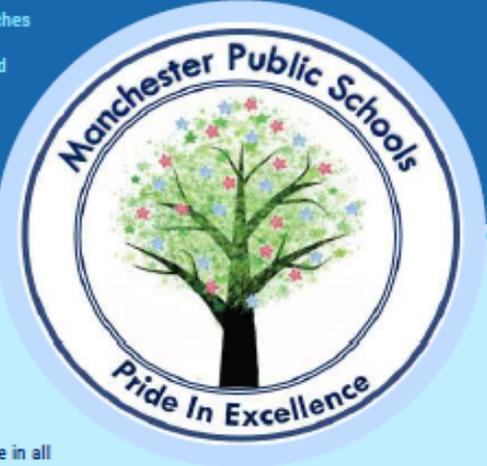
### College Ready (At least 2.0 GPA and > 1000 SAT)



# What are we doing?



## District Improvement Plan

<h3>Academics</h3> <p>Work continues to focus on delivering instruction with fidelity through the workshop model K-8 and in an engaging manner with opportunities for personalized learning in grades 5-12</p> <p>Teams of teachers, with the support of instructional coaches and administrators, meet regularly to discuss how to strengthen instruction PreK-12 through research-based instructional practices.</p>		<h3>Talent</h3> <p>Our focus includes human capital development, with leadership development opportunities provided for all building and central office administrators.</p> <p>We continue to use the Work Place Inventory (WPI), an innovative and flexible assessment based around sixteen key work styles, or work-related personality traits, shown to be important to job success in a wide range of occupations.</p> <p>The results of the WPI have been used by adults as a tool for reflection and discussion among administrators and teacher leaders.</p>
<h3>Climate &amp; Culture</h3> <p>The district is focused on actively engaging families as partners in their children's education and this work is supported by funding from the Hartford Foundation for Public Giving.</p> <ul style="list-style-type: none"> <li>• Full time Family Resource Centers (FRC) are now in place in all schools PK-6, with FRC Coordinators leading our work to connect with parents and families.</li> <li>• In addition, we continue to implement the Social Emotional Learning curriculum at the elementary level as part of our efforts to support skill building in the areas of self-awareness, self-management, social awareness, relationship skills, and responsible decision-making.</li> <li>• We also began implementing restorative practices as part of our response to student behavior in all schools.</li> </ul>		<h3>Systems</h3> <p>We continue to focus on the implementation of professional learning communities (PLCs) as well as targeting professional development opportunities and resources.</p> <ul style="list-style-type: none"> <li>• Outside program evaluators continue to monitor work in the areas of Instructional Coaching, Science Technology Engineering and Math (STEM), Personalized Student Centered Learning, Improvement Planning, and Family and Community Partnership.</li> <li>• These evaluators help ensure effective communication, collaboration, consistency, and efficiency within and across district systems while also measuring effectiveness of core programs in place in the district.</li> </ul>

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. Some recent changes to staffing and resource allocation in response to data include:

- Added Reading Consultants to Waddell, Verplanck, and Grade 5 at Bennet (Supercharged Reading)
- Maintained 2017-18 Special Education Staffing Levels at every elementary school for 2018-19 thereby reducing teacher to student ratio
- Ensured Special Education Staff is involved in Professional Development in Literacy
- Convened District 3 - 12 Vertical Team to Examine Key Skills and Unit Assessment Alignment
- Ensured Math Fluency Block is included in all elementary building schedules
- Introduced Math Fluency block in all schools
- Ensured consistent communication of key skills and ways to help at home with parents and families

The District Improvement Plan is separated into four areas: Systems, Talent, Academics and Culture/Climate. The work in the area of equity was clarified and added to 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 services and related services for students with disabilities in the least restrictive environment.

Receiving these services are more than 1,100 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 2018-19 academic year there were 952 Manchester students within the district who received special education services, with 169 more in magnet schools and 57 in out-of-district placements.

Another 657 students in district and 147 in magnet schools last year 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

In the area of school climate, we have worked to develop and implement a systemic approach to teach and reinforce expected behaviors that are appropriate to the developmental level of our 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 relationship 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.

In the Manchester Public Schools, we strive to...

**Be an Engaged Learner**

- ✓ Keep your brain and body in the group
- ✓ Follow the group plan
- ✓ Use whole body listening
- ✓ Think with your eyes to make a smart guess about what is expected
- ✓ Ask for help when you need it
- ✓ Be a flexible thinker

**ENGAGED!**

**Be Safe and Respectful in our Words and Actions**

- ✓ Do what is expected to keep yourself and others safe
- ✓ Talk to others in a way that gives them good thoughts and feelings
- ✓ Match your reaction to the size of the problem
- ✓ Think with your eyes to make a smart guess about how to play and work with others to keep them having good thoughts about you
- ✓ Be a flexible thinker
- ✓ Use your strategies and tools to keep yourself calm

**SAFE & RESPECTFUL!**

Engaged Safe Respectful

# 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.

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 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 recently renovated 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 teams 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. A highlight each year is the Buzz Wooldridge Invitational Basketball Tournament, a tradition for more than three decades.

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

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, to enhance family relationships, and to do 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; outreach; positive youth development; resources and referrals; and -- at the elementary level -- playgroups. As examples of the interaction, FRC coordinators run 'leadership lunch' groups for third- and fourth-graders and also invite the parents and guardians of K-2 students to visit at lunchtime to eat with their children while reading together and building literacy skills. 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

Manchester Public Schools recognizes that learning experiences that lead to student intellectual and personal growth can happen both inside and outside of the traditional classroom setting. We are proud of the many strong partnerships we have with local business and community organizations that make external learning possible for our students. We are committed to ensuring that all students are exposed to authentic, real-world experiences that prepare them for college and career success. We believe that, through collaboration with college, business, and community partners, Manchester Public Schools will ensure that learning is personalized, innovative, independent, and connected to students' personal interests and aspirations through the development of authentic experiences that enable them to engage in career exploration and immersion.



Manchester Fire-Rescue-EMS career exploration

In response to the need to provide engaging, relevant, and equitable approaches to teaching and learning to prepare all students for college and career, the Manchester Public Schools has identified methods to design, document and assess meaningful learning experiences that happen outside of the classroom.

Extended Learning Opportunities (ELO's) are learning experiences that take place outside of the classroom and beyond a traditional course sequence and allow students to meet graduation expectations. The goal of the ELO is to provide pathways for students to choose their own meaningful and relevant learning experiences by meeting their diverse learning styles, talents, and interests.



2019 EMT cohort

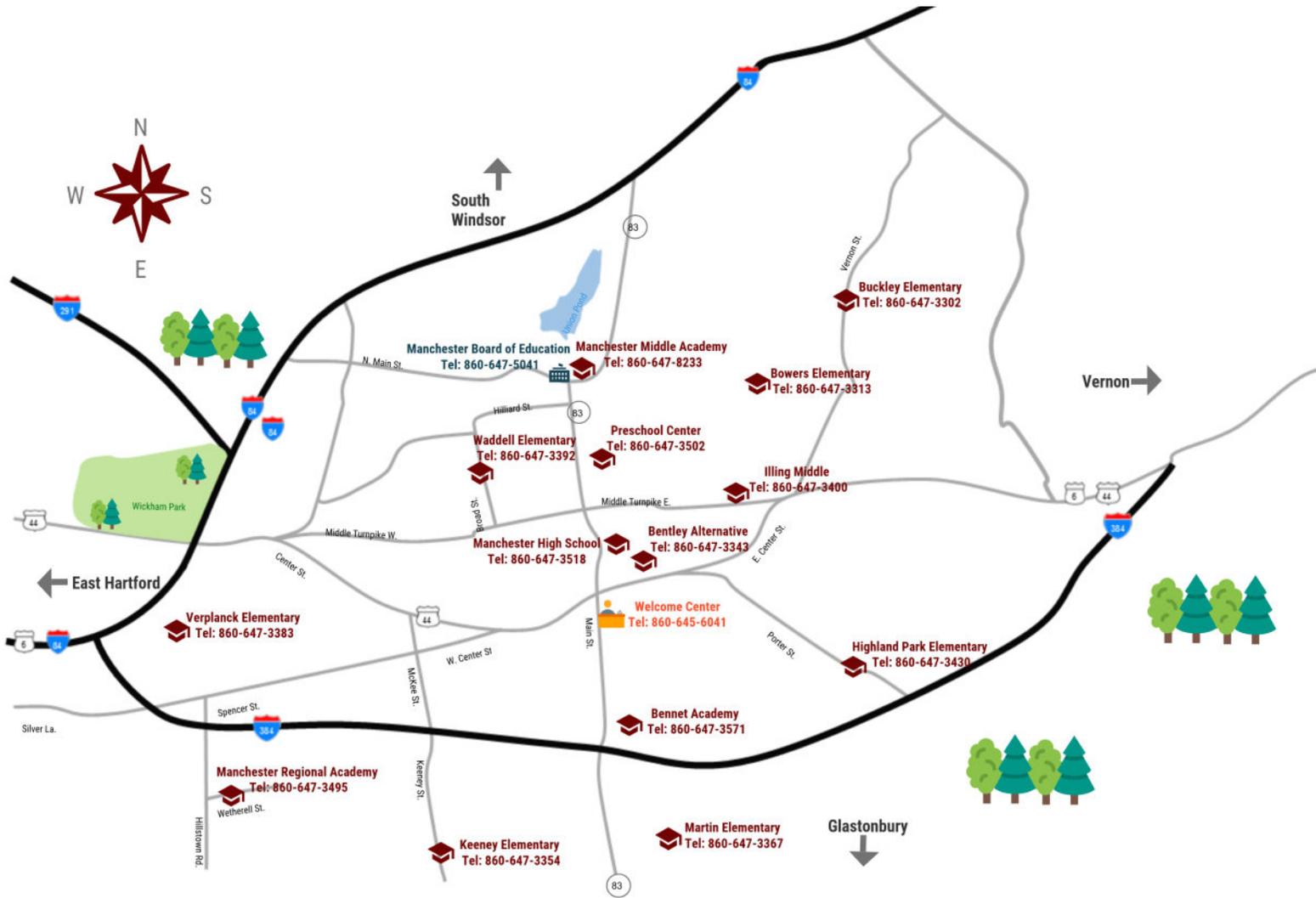


Police Explorers family information meeting



# 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

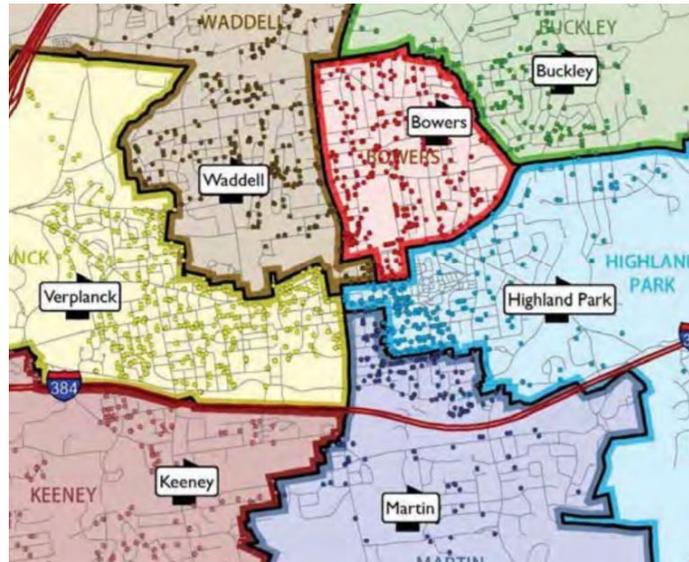
# How are we doing?



## Manchester Preschool and Elementary Schools

During the 2017-2018 school year, the Preschool Center served approximately 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 utilizes 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 Keeney, Buckley and Bowers in upcoming years. That 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 teams of counselors, social worker and school psychologist. 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.

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 worker and school psychologist 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 extensive extra-curricular program including interscholastic sports.

# 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.

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
- The schedule also includes a 'Flex Block' -- a 33-minute period each day when students can 'sign up' for extra help with a teacher.
- Through its Imagine College program, approximately 120 students (most of who would be the first in their family to attend college) each year receive intensive support from mentors that includes 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.

One hundred and forty two students in the class of 2018 took college credit courses through the AP program and partnerships with MCC and UConn and upwards of 1500 college credits were earned. Of special interest MHS is among the top three high schools in the state in terms in both the number of courses offered and number of students enrolled in the UConn 'Early College Experience' program.

**College Courses available to MHS Students**

- 16 AP classes, including two new starting in 2018-19: AP Computer Science Principles and AP Art History
- 12 UConn Early College Experience classes
- 14 MCC classes



# 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 provide appropriate education 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 in the Manchester Middle Academy, which opened in the fall 2018. The academy serves more than 40 students in Grades 5-8.

Staff in each school use positive behavioral environments and sound 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. The department offers programs including:

- 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 Circles, 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

TOWN OF MANCHESTER, CONNECTICUT  
 GENERAL FUND AND FIRE DISTRICT FUND  
 SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE  
 BUDGET AND ACTUAL (NON-GAAP BUDGETARY BASIS)  
 FOR THE YEAR ENDED JUNE 30, 2019  
 (In Thousands)

(Unaudited)

	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	\$ 144,857	\$ 144,857	\$ 145,806	\$ 949	\$ 13,537	13,537	13,582	45
Intergovernmental revenue	34,048	34,048	35,091	1,043				-
Investment and interest income	634	634	1,422	788	19	19	80	61
Licenses, permit and fines	2,127	2,127	2,737	610				-
Charges for goods and services	1,668	2,043	1,992	(51)	700	700	838	138
Other	161	161	133	(28)				-
Total revenues	<u>183,495</u>	<u>183,870</u>	<u>187,181</u>	<u>3,311</u>	<u>14,256</u>	<u>14,256</u>	<u>14,500</u>	<u>244</u>
Expenditures:								
Current:								
General Government	6,049	6,028	5,725	(303)				
Public Works	14,256	14,256	13,209	(1,047)				
Public Safety	20,725	20,725	20,520	(205)	15,608	15,463	14,949	(514)
Human Services	3,000	3,000	2,907	(93)				
Leisure Services	6,247	6,240	6,025	(215)				
Employee benefits	3,294	3,294	3,261	(33)				
Other	289	259	240	(19)				
Education	114,921	115,296	115,168	(128)				
Internal Service fund charges	2,772	2,772	2,772	-	409	409	409	
Debt Service	11,939	11,939	11,939	-	112	112	112	-
Capital outlay	1,354	1,669	1,669	-	250	395	395	-
Total expenditures	<u>184,846</u>	<u>185,478</u>	<u>183,435</u>	<u>(2,043)</u>	<u>16,379</u>	<u>16,379</u>	<u>15,865</u>	<u>(514)</u>
Excess (deficiency) of revenues over expenditure	(1,351)	(1,608)	3,745	5,354	(2,123)	(2,123)	(1,365)	758
Other Financing Sources (uses):								
Transfers in	1,764	1,764	1,762	(2)	2,266	2,266	2,266	-
Transfers out	2,413	2,456	2,856	400	318	318	318	
Total other financing sources (uses)	<u>(649)</u>	<u>(692)</u>	<u>(1,094)</u>	<u>(402)</u>	<u>1,948</u>	<u>1,948</u>	<u>1,948</u>	<u>-</u>
Net change in fund balances	<u>\$ (2,000)</u>	<u>\$ (2,300)</u>	<u>\$ 2,651</u>	<u>\$ 4,952</u>	<u>\$ (175)</u>	<u>\$ (175)</u>	<u>\$ 583</u>	<u>\$ 758</u>
Fund balance, beginning of year			<u>25,214</u>				<u>2,210</u>	
Fund balance, end of year			<u>\$ 27,865</u>				<u>\$ 2,793</u>	



# TOWN OF MANCHESTER **Department Directory**

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