

Recommended Budget Fiscal Year 2022-23



**Town of
Manchester, CT**



**TOWN OF MANCHESTER, CONNECTICUT
RECOMMENDED BUDGET
FY 2022/23**

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2022-23 RECOMMENDED BUDGET AT A GLANCE



The Recommended General Fund budget for FY 2022-23 totals \$203,492,007, an increase of \$5,486,796 or 2.77% over the current year.

32.18
Recommended General
Fund Mill Rate

-11.89%
Compared to Current
Mill Rate of 36.52

+3.37%
Increase net of
revaluation

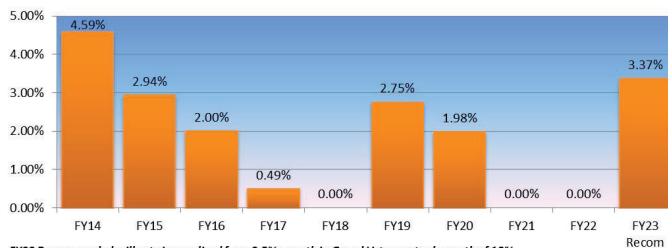
The Recommended Fire Fund budget for FY 2022-23 totals \$19,440,863, an increase of \$899,691 or 4.85% over the current year.

4.73
Recommended District
Mill Rate

-12.50%
Compared to Current
Mill Rate of 5.41

+5.03%
Increase net of
revaluation

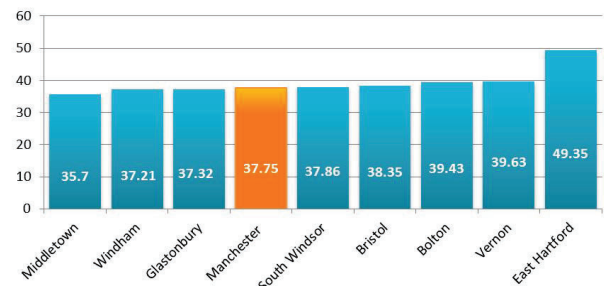
General Fund Mill Rate Increases, FY14-FY23



FY23 Recommended mill rate is equalized for a 0.5% growth in Grand List, vs actual growth of 18%

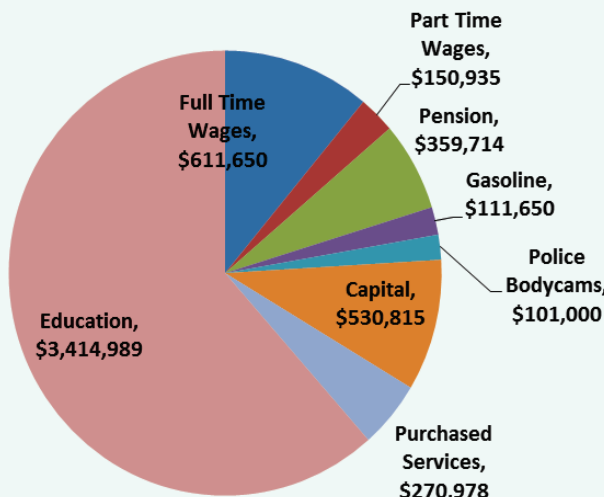
| % Tax Increase Based on Property Value Increase | | | | | | |
|---|--------|-------|-------|-------|-------|-------|
| Property Value Increase: | 0.0% | 5.0% | 10.0% | 15.0% | 20.0% | 25.0% |
| Estimated Tax Increase: | -11.9% | -7.5% | -3.1% | 1.3% | 5.7% | 10.1% |

Mill Rate Comparison to Nearby/ Comparable Towns



Source: CT Office of Policy & Management FY2022 Mill Rates
Manchester mill rate is equalized (assumes 0.5% Grand List growth vs 18% actual growth)

General Fund Increases:



Water Rate: +5%

Sewer Rate: +5%

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

- Education increases by \$3.4M or 2.9%
- The Capital budget has relied on one-time funding sources in recent years; FY22 continues to restore investments to infrastructure improvements to sustainable General Fund budget levels.
- Gasoline and purchased services have been impacted by post-pandemic inflation.
- Wages and benefits increase based on contractual increases, minimum wage increases, labor market trends, and benefit valuation; health insurance decreases by 4% as a result of phasing-out of more costly plans.
- FY23 includes first year of funding for data storage of police bodycam data, as a part of police accountability measures being taken by the Town.

March 8, 2022

Honorable Mayor Moran and Board Members:

The past two years have been enormously challenging for the Town and entire Manchester community. Along with the rest of the world, we have faced the ebbs and flows of a global pandemic that has taken nearly a million U.S. lives, including over 10,000 in Connecticut and 184 Manchester residents. Beyond this tragic loss of life, we continue to deal with the economic and mental health impacts of the public health crisis. As a proudly diverse community, Manchester has confronted the racial, social and environmental justice issues that have been both highlighted and exacerbated by COVID-19. In addition, over the last two years, severe weather including multiple tropical storms has impacted Manchester.

In the face of this adversity, and under the leadership of the Board of Directors, the Town of Manchester has responded exceptionally well. Vital services such as public safety, Public Works, and Water & Sewer have continued 24/7, thanks to the work of dedicated front-line staff. Likewise, the services that enhance the quality of life such as our libraries, parks, and recreation, and Senior Center remained open serving Manchester residents throughout all last year, while the Human Services and Health departments focused on helping our most vulnerable neighbors respond to the effects of COVID-19.

The pandemic is not yet over, but thanks to the efforts of Town staff and the incredible resiliency of Manchester residents, our community is currently positioned to emerge from it stronger, more resilient, and more equitable than before the pandemic.

It is my pleasure to respectfully submit to you the General Manager's Proposed Budget for the fiscal year beginning July 1, 2022, and ending June 30, 2023. This annual budget represents the spending plan that fully funds the services that make Manchester a place where people of all ages and backgrounds want to live, work, play, go to school, and raise a family. It invests in education, social equity, public safety, technology, and sustainability, without compromising the quality-of-service residents and businesses expect from their local government. In addition, this budget preserves Manchester's AAA Credit Rating and prioritizing the long-term fiscal health of the Town.

Major investments for FY23 include:

- Human Services- the proposed budget increases funding for community agencies serving our most vulnerable residents, including
 - More resources for MACC and MACC outreach to help provide for the homeless and those in critical need.
 - Additional money for staff to assist homebound elderly residents.
 - Provides funding for the Center Congregational food pantry.
 - Additional funds provided for SAFS to assist residents with emergency needs.
- Resiliency – establishment of Resiliency Fund to ensure Manchester's climate readiness and respond to increase in severe weather.

- Emergency Management- funding for an Assistant Chief in the Fire Department whose responsibility will include emergency management operations.
- Community Events- Juneteenth, PrideLove, Fall Festival at Northwest Park.
- Diversity, Equity, and Inclusion-
 - Increases funding for DEI coordinator, maintain centralized funding for other DEI efforts.
 - Expands hours for Spruce Street Farmer's Market.
 - Elimination of Library fines that disproportionately affects low-income and marginalized communities.
- Arts & Culture- direct funding for Work_Space Gallery, which hosts culturally diverse & educational exhibits.
- Social worker assistance for emergency response-shift PD social worker to general fund so we can permanently invest in a reformed response model for mental health issues.
- Technology- invests in several enterprise software system upgrades that will make our government more efficient, effective, and responsive, and enhance our cybersecurity.

Under this recommended budget, municipal services spending will increase 2.4% over the FY22 budget. The Board of Education budget increases 2.9%, with a total general fund recommended increase of 2.7%, and a proposed mil rate of 32.18 mils, a 12% reduction from last year. The municipal spending increases reflect contractually obligated wage increases and pension costs, fully funding capital projects, and increased non-personnel costs affected by inflation. The Fire Fund, which provides resources for Manchester Fire-Rescue-EMS, includes a proposed 4.85% expenditure increase and proposed mill rate of 4.73, a 12.5% reduction from last year. The Fire Fund increases primarily reflect rising pension costs, plus OT & termination benefits, payments towards a new pumper, and the partial funding of an additional Assistant Chief position. Water and Sewer rates are recommended to increase by 5% to keep pace with the water & sewer utilities' infrastructure & environmental needs and declining billed consumption.

The Town, like all families and organizations across the nation, is facing inflationary pressures as the cost of goods and services have risen at a pace not seen in several decades. Fuel, supplies, vehicles, and construction materials are just some of the categories of spending in which departments have been forced to budget additional dollars. Fortunately, some of these costs have been offset by cost savings in health care (down 4%) and reduced energy consumption. Prudent policies by the Board in prior years (negotiating changes to health care plans and investing in energy efficiency projects) have thus mitigated some of the cost pressures on the expense side of the budget. For example, despite increasing per-unit utility costs, we've been able to hold utility budgets relatively flat due to the implementation of energy-efficient technologies, particularly LED lighting.

The last two adopted budgets have included no tax increases, putting further pressure on the FY23 budget, as expenses have continued to grow without a corresponding increase in property tax collections. Some of this pressure has been eased by growth in the grand list, but not all of it. In addition, the FY22 budget included an assumed increase in Education Cost Share (ECS) funding from the state. Unfortunately, this revenue source was not included in the state's final budget and this budget assumes that the town's direct ECS funding will once again stay flat, effectively resulting in a \$1.5 million loss in assumed general fund revenue.

Even with the increase in expenses and revenue constraints, this budget includes a recommended mil rate of 32.18 mils, or a 12% reduction from the FY22 levy of 36.52 mils. This is a result of a sizable increase in the grand list. Overall, the Real Estate Grand List is up 18.43%, with residential values (single-family, residential condominiums, two-family, three-family, and four-family properties)

up 26.96% due to the 2021 revaluation. Industrial property values are up 13.46%, while apartment values are up 10.99%. Other commercial properties values, primarily retail, are down 1.56%.

The revaluation impact on residents and the lowered mil rate will vary depending on the unique circumstances of each property. For some properties that have experienced significant value increases, the relative burden shift from commercial to residential will result in a net tax increase, although the increase will be less than the increase in property value because of the mil rate reduction. Depending on the increase in the assessed value of their property, net taxes will go up only a small percentage for some residents, while those with relatively small increases in property value will see a tax decrease. As a result of the revaluation, many businesses with commercial property in Manchester will see a tax decrease.

The following table estimates the impact of the Recommend FY23 Budget, depending on the increase in property value:

| Increase in Value | Change in Taxes |
|--------------------------|------------------------|
| 0% | -11.90% |
| 5% | -7.50% |
| 10% | -3.10% |
| 15% | 1.30% |
| 20% | 5.70% |
| 25% | 10.10% |
| 30% | 14.50% |

It should be noted that several assistance programs are available for Manchester residents, especially those on a fixed income who are most affected to changes in property taxes. These include abatements for Seniors, Disabled Individuals, and Veterans.

I would like to thank the Mayor and Board of Directors for your leadership and guidance, your collaboration and partnership, as well as your visionary thinking about our community and the residents we serve. I am continuously impressed and grateful for the work of Town staff in service delivery to the community 24 hours a day, 7 days a week, 365 days a year.

In the coming weeks, I look forward to hearing more input from residents, businesses and not-for-profit organizations, and the Board, about their priorities for Manchester's future, which I believe this 2023 Recommended Budget reflects.

Respectfully submitted,

Steve Stephanou
General Manager

EXPENDITURE SUMMARY

| | Expended 2020/21 | Adopted 2021/22 | Expended Through 12/31/21 | Estimated Expend. 2021/22 | Department Request 2022/23 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over Current Adopted | Percent Change |
|--|-------------------------|----------------------|------------------------------|---------------------------------|----------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| GENERAL GOVERNMENT | | | | | | | | | |
| Board of Directors | \$ 272,759.45 | \$ 361,672 | \$ 202,353.18 | \$ 363,818 | \$ 360,588 | \$ 360,588 | \$ - | \$ (1,084) | -0.30% |
| General Manager | \$ 600,245.99 | \$ 678,631 | \$ 289,631.13 | \$ 564,818 | \$ 799,503 | \$ 799,503 | \$ - | \$ 120,872 | 17.81% |
| Budget & Research Office | \$ 210,002.75 | \$ 235,626 | \$ 111,284.70 | \$ 235,626 | \$ 258,942 | \$ 258,942 | \$ - | \$ 23,316 | 9.90% |
| Human Resources | \$ 438,825.13 | \$ 431,200 | \$ 189,816.00 | \$ 427,501 | \$ 423,443 | \$ 423,443 | \$ - | \$ (7,757) | -1.80% |
| Customer Service/Info Office | \$ 157,131.74 | \$ 171,606 | \$ 79,427.21 | \$ 170,620 | \$ 174,368 | \$ 174,368 | \$ - | \$ 2,762 | 1.61% |
| Finance Admin & Accounting | \$ 770,354.86 | \$ 789,338 | \$ 103,262.76 | \$ 816,607 | \$ 825,457 | \$ 825,457 | \$ - | \$ 36,119 | 4.58% |
| Assessment & Collection | \$ 966,957.08 | \$ 1,070,462 | \$ 526,051.64 | \$ 1,035,253 | \$ 1,071,057 | \$ 1,062,942 | \$ - | \$ (7,520) | -0.70% |
| Purchasing | \$ 587,062.74 | \$ 636,721 | \$ 331,067.24 | \$ 608,919 | \$ 657,327 | \$ 651,915 | \$ - | \$ 15,194 | 2.39% |
| Planning and Economic Devel. | \$ 738,247.56 | \$ 784,511 | \$ 384,338.85 | \$ 797,377 | \$ 821,063 | \$ 821,063 | \$ - | \$ 36,552 | 4.66% |
| Town Clerk | \$ 401,692.19 | \$ 492,920 | \$ 237,543.82 | \$ 474,455 | \$ 501,644 | \$ 501,644 | \$ - | \$ 8,724 | 1.77% |
| Registrars | \$ 296,680.29 | \$ 277,417 | \$ 205,445.96 | \$ 289,924 | \$ 335,792 | \$ 335,792 | \$ - | \$ 58,375 | 21.04% |
| Town Attorney | \$ 363,222.33 | \$ 404,497 | \$ 159,171.67 | \$ 405,384 | \$ 415,459 | \$ 415,459 | \$ - | \$ 10,962 | 2.71% |
| Probate Court | \$ 40,180.11 | \$ 42,568 | \$ 21,092.91 | \$ 42,068 | \$ 44,568 | \$ 44,568 | \$ - | \$ 2,000 | 4.70% |
| TOTAL | \$ 5,843,362.22 | \$ 6,377,169 | \$ 2,840,487.07 | \$ 6,232,369 | \$ 6,689,211 | \$ 6,675,684 | \$ - | \$ 298,515 | 4.68% |
| DEPARTMENT OF PUBLIC WORKS | | | | | | | | | |
| DPW Administration | \$ 756,402.76 | \$ 819,620 | \$ 294,907.81 | \$ 819,687 | \$ 831,570 | \$ 831,570 | \$ - | \$ 11,950 | 1.46% |
| Engineering | \$ 2,219,362.98 | \$ 2,337,046 | \$ 1,134,523.03 | \$ 2,327,827 | \$ 2,366,232 | \$ 2,366,232 | \$ - | \$ 29,186 | 1.25% |
| Field Services | \$ 6,370,399.95 | \$ 7,521,206 | \$ 2,963,646.92 | \$ 7,243,992 | \$ 7,762,594 | \$ 7,422,594 | \$ - | \$ (98,612) | -1.31% |
| Facilities | \$ 2,219,695.98 | \$ 2,369,857 | \$ 976,146.91 | \$ 2,353,219 | \$ 2,406,684 | \$ 2,406,684 | \$ - | \$ 36,827 | 1.55% |
| Building Inspection | \$ 913,756.12 | \$ 993,285 | \$ 461,042.49 | \$ 997,374 | \$ 1,015,435 | \$ 1,015,435 | \$ - | \$ 22,150 | 2.23% |
| TOTAL | \$ 12,479,617.79 | \$ 14,041,014 | \$ 5,830,267.16 | \$ 13,742,098 | \$ 14,382,515 | \$ 14,042,515 | \$ - | \$ 1,501 | 0.01% |
| PUBLIC SAFETY | | | | | | | | | |
| Police | \$ 20,846,404.52 | \$ 23,022,953 | \$ 12,202,469.61 | \$ 22,933,425 | \$ 24,007,577 | \$ 23,714,577 | \$ - | \$ 691,624 | 3.00% |
| Paramedic Services | \$ - | \$ 2,586,848 | \$ 2,586,848.00 | \$ 2,586,848 | \$ 2,855,829 | \$ 2,855,829 | \$ - | \$ 268,981 | 10.40% |
| Emergency Management | \$ 52,649.18 | \$ 60,971 | \$ 24,124.62 | \$ 60,971 | \$ 60,971 | \$ 60,971 | \$ - | \$ - | 0.00% |
| TOTAL | \$ 20,899,053.70 | \$ 25,670,772 | \$ 14,813,442.23 | \$ 25,581,244 | \$ 26,924,377 | \$ 26,631,377 | \$ - | \$ 960,605 | 3.74% |
| DEPARTMENT OF HUMAN SERVICES | | | | | | | | | |
| Human Services Administration | \$ 825,005.80 | \$ 857,461 | \$ 400,525.18 | \$ 823,653 | \$ 869,626 | \$ 869,626 | \$ - | \$ 12,165 | 1.42% |
| Health | \$ 875,044.43 | \$ 917,168 | \$ 433,406.02 | \$ 919,701 | \$ 940,038 | \$ 940,038 | \$ - | \$ 22,870 | 2.49% |
| Senior, Adult and Family Services | \$ 615,676.49 | \$ 665,401 | \$ 303,710.17 | \$ 648,193 | \$ 794,113 | \$ 794,113 | \$ - | \$ 128,712 | 19.34% |
| Senior Center | \$ 530,586.92 | \$ 738,825 | \$ 251,995.29 | \$ 719,732 | \$ 764,329 | \$ 764,329 | \$ - | \$ 25,504 | 3.45% |
| TOTAL | \$ 2,846,313.64 | \$ 3,178,855 | \$ 1,389,636.66 | \$ 3,111,278 | \$ 3,368,106 | \$ 3,368,106 | \$ - | \$ 189,251 | 5.95% |
| LEISURE SERVICES | | | | | | | | | |
| Recreation | \$ 1,402,676.25 | \$ 2,197,445 | \$ 644,211.65 | \$ 2,150,342 | \$ 2,233,703 | \$ 2,233,703 | \$ - | \$ 36,258 | 1.65% |
| Neighborhood & Families | \$ 172,659.83 | \$ 195,239 | \$ 80,969.45 | \$ 197,788 | \$ 246,304 | \$ 241,304 | \$ - | \$ 46,065 | 23.59% |
| Youth Services Bureau | \$ 632,251.31 | \$ 740,795 | \$ 345,393.21 | \$ 688,011 | \$ 734,688 | \$ 734,688 | \$ - | \$ (6,107) | -0.82% |
| Library | \$ 3,047,991.35 | \$ 3,404,719 | \$ 1,579,388.75 | \$ 3,278,530 | \$ 3,427,134 | \$ 3,422,834 | \$ - | \$ 18,115 | 0.53% |
| TOTAL | \$ 5,255,578.74 | \$ 6,538,198 | \$ 2,649,963.06 | \$ 6,314,670 | \$ 6,641,829 | \$ 6,632,529 | \$ - | \$ 94,331 | 1.44% |
| FIXED COSTS AND MISCELLANEOUS | | | | | | | | | |
| Retired Employee Benefits | \$ 4,641,275.12 | \$ 4,833,966 | \$ 4,599,615.22 | \$ 4,834,889 | \$ 4,996,756 | \$ 4,996,756 | \$ - | \$ 162,790 | 3.37% |
| Interfund Transfers* | \$ 7,320,995.00 | \$ 4,839,147 | \$ 4,549,147.00 | \$ 4,555,147 | \$ 7,052,530 | \$ 5,027,530 | \$ - | \$ 188,383 | 3.89% |
| Miscellaneous | \$ 438,590.01 | \$ 375,214 | \$ 308,109.00 | \$ 329,943 | \$ 575,214 | \$ 575,214 | \$ - | \$ 200,000 | 53.30% |
| Debt Service | \$ 12,961,935.06 | \$ 13,881,935 | \$ 7,511,559.63 | \$ 13,881,935 | \$ 13,849,583 | \$ 13,849,583 | \$ - | \$ (32,352) | -0.23% |
| TOTAL | \$ 25,362,795.19 | \$ 23,930,262 | \$ 16,968,430.85 | \$ 23,601,914 | \$ 26,474,083 | \$ 24,449,083 | \$ - | \$ 518,821 | 2.17% |
| * - Transfer to Paramedics, previously included as interfund transfers, is now shown under Public Safety | | | | | | | | | |
| TOTAL NON-EDUCATIONAL | \$ 72,686,721.28 | \$ 79,736,270 | \$ 44,492,227.03 | \$ 78,583,574 | \$ 84,480,121 | \$ 81,799,294 | \$ - | \$ 2,063,024 | 2.59% |

EXPENDITURE SUMMARY

| EDUCATION | | | | | | | | | |
|-----------------------------|--------------------------|-----------------------|-------------------------|----------------------|-----------------------|-----------------------|-------------|---------------------|--------------|
| Board of Education | \$ 116,281,237.00 | \$ 117,774,174 | \$ 50,316,331.83 | \$117,774,174 | \$ 121,489,163 | \$ 121,189,163 | | \$ 3,414,989 | 2.90% |
| Priv. Sch. Health & Welfare | \$ 410,182.56 | \$ 426,145 | \$ - | \$ 426,145 | \$ 434,928 | \$ 434,928 | | \$ 8,783 | 2.06% |
| Transitional Living Center | \$ 188,821.00 | \$ 68,622 | \$ 34,311.00 | \$ 68,622 | \$ 68,622 | \$ 68,622 | | \$ - | 0.00% |
| TOTAL | \$ 116,880,240.56 | \$ 118,268,941 | \$ 50,350,642.83 | \$118,268,941 | \$ 121,992,713 | \$ 121,692,713 | \$ - | \$ 3,423,772 | 2.89% |

| | | | | | | | | | |
|---------------------------|--------------------------|-----------------------|-------------------------|----------------------|-----------------------|-----------------------|-------------|---------------------|--------------|
| GENERAL FUND TOTAL | \$ 189,566,961.84 | \$ 198,005,211 | \$ 94,842,869.86 | \$196,852,515 | \$ 206,472,834 | \$ 203,492,007 | \$ - | \$ 5,486,796 | 2.77% |
|---------------------------|--------------------------|-----------------------|-------------------------|----------------------|-----------------------|-----------------------|-------------|---------------------|--------------|

| OTHER BUDGETED FUNDS: | | | | | | | | | |
|---------------------------------|-------------------------|----------------------|------------------------|----------------------|----------------------|----------------------|-------------|-------------------|--------------|
| FIRE FUND | \$ 17,876,595.31 | \$ 18,541,172 | \$ 9,589,879.55 | \$ 18,255,811 | \$ 19,440,863 | \$ 19,440,863 | \$ - | \$ 899,691 | 4.85% |
| INFORMATION SYSTEMS FUND | \$ 2,090,526.99 | \$ 2,281,993 | \$ 1,143,948.33 | \$ 2,192,142 | \$ 2,596,267 | \$ 2,296,267 | \$ - | \$ 14,274 | 0.63% |
| WATER FUND | \$ 8,125,633.23 | \$ 8,625,217 | \$ 4,556,308.51 | \$ 8,332,496 | \$ 9,185,828 | \$ 9,005,828 | \$ - | \$ 380,611 | 4.41% |
| SEWER FUND | \$ 6,831,010.53 | \$ 9,817,828 | \$ 4,005,398.62 | \$ 9,641,796 | \$ 11,385,014 | \$ 10,185,014 | \$ - | \$ 367,186 | 3.74% |
| SANITATION FUND | \$ 6,672,410.56 | \$ 7,816,104 | \$ 2,820,035.64 | \$ 7,702,279 | \$ 7,849,543 | \$ 7,849,543 | \$ - | \$ 33,439 | 0.43% |

| | | | | | | | | | |
|--------------------|--------------------------|-----------------------|--------------------------|----------------------|-----------------------|-----------------------|-------------|---------------------|--------------|
| GRAND TOTAL | \$ 231,163,138.46 | \$ 245,087,525 | \$ 116,958,440.51 | \$242,977,038 | \$ 256,930,349 | \$ 252,269,522 | \$ - | \$ 7,181,997 | 2.93% |
|--------------------|--------------------------|-----------------------|--------------------------|----------------------|-----------------------|-----------------------|-------------|---------------------|--------------|

REVENUE SUMMARY

| GENERAL RELATED | | Collected 2020/21 | Adopted Projection 2021/22 | Revised Estimate 2021/22 | Manager's Projected 2022/23 | Adopted Projection 2022/23 | Change Over Current Year | Percent Change |
|------------------------------------|-----------|-----------------------|----------------------------------|--------------------------------|-----------------------------------|----------------------------------|-----------------------------|-------------------|
| Property Taxes | | | | | | | | |
| Taxes - Current Year | \$ | 145,529,514.76 | \$ 147,546,298 | \$ 147,546,298 | \$ 153,327,046 | | \$ 5,780,748 | 3.92% |
| Motor Vehicle Supplement | \$ | 1,616,072.98 | \$ 1,729,000 | \$ 1,729,000 | \$ 1,929,000 | | \$ 200,000 | 11.57% |
| Taxes - Prior Years | \$ | 1,756,768.60 | \$ 2,250,000 | \$ 2,250,000 | \$ 2,250,000 | | \$ - | 0.00% |
| Suspense Collection | \$ | 294,633.00 | \$ 120,000 | \$ 120,000 | \$ 120,000 | | \$ - | 0.00% |
| Interest and Liens | \$ | 1,246,192.21 | \$ 1,230,000 | \$ 1,230,000 | \$ 1,250,000 | | \$ 20,000 | 1.63% |
| Total | \$ | 150,443,181.55 | \$ 152,875,298 | \$ 152,875,298 | \$ 158,876,046 | \$ - | \$ 6,000,748 | 3.93% |
| Permits, Licenses, Fees | | | | | | | | |
| Town Clerk Fees | \$ | 1,259,329.83 | \$ 1,180,000 | \$ 1,400,000 | \$ 1,200,000 | | \$ 20,000 | 1.69% |
| Town Clerk Land Record Fees | \$ | 15,732.00 | \$ 13,000 | \$ 13,000 | \$ 15,000 | | \$ 2,000 | 15.38% |
| Citizen Services Fees | \$ | 945.00 | \$ 8,000 | \$ 8,000 | \$ 4,000 | | \$ (4,000) | -50.00% |
| Building Inspection | \$ | 1,280,081.04 | \$ 1,030,000 | \$ 1,200,000 | \$ 1,100,000 | | \$ 70,000 | 6.80% |
| Engineering | \$ | 202.00 | \$ 2,000 | \$ 2,000 | \$ 500 | | \$ (1,500) | -75.00% |
| Road Cut Permits | \$ | 21,200.00 | \$ 20,000 | \$ 20,000 | \$ 20,000 | | \$ - | 0.00% |
| Health | \$ | 69,914.71 | \$ 74,000 | \$ 74,000 | \$ 74,000 | | \$ - | 0.00% |
| Planning and Zoning | \$ | 11,070.00 | \$ 15,000 | \$ 15,000 | \$ 12,000 | | \$ (3,000) | -20.00% |
| Police - Permits | \$ | 62,787.96 | \$ 35,000 | \$ 35,000 | \$ 35,000 | | \$ - | 0.00% |
| Bingo Proceeds | \$ | 5,147.91 | \$ 4,000 | \$ 4,000 | \$ 5,000 | | \$ 1,000 | 25.00% |
| Dog Licenses | \$ | 8,989.50 | \$ 10,000 | \$ 10,000 | \$ 8,000 | | \$ (2,000) | -20.00% |
| Dog Warden | \$ | 1,501.00 | \$ 1,500 | \$ 1,500 | \$ 1,500 | | \$ - | 0.00% |
| Police - Fines | \$ | 6,975.50 | \$ 20,000 | \$ 20,000 | \$ 10,000 | | \$ (10,000) | -50.00% |
| Library - Fines | \$ | 17,196.37 | \$ 20,000 | \$ 20,000 | \$ - | | \$ (20,000) | -100.00% |
| Total | \$ | 2,761,072.82 | \$ 2,432,500 | \$ 2,822,500 | \$ 2,485,000 | \$ - | \$ 52,500 | 2.16% |
| Charges for Services | | | | | | | | |
| Cemetery Fees | \$ | 253,855.00 | \$ 200,000 | \$ 200,000 | \$ 225,000 | | \$ 25,000 | 12.50% |
| Fleet Maintenance | \$ | 92,490.62 | \$ 100,000 | \$ 100,000 | \$ 100,000 | | \$ - | 0.00% |
| Grocery Bags | \$ | - | \$ 100 | \$ 100 | \$ 100 | | \$ - | 0.00% |
| Health - Flu Clinic | \$ | - | \$ - | \$ - | \$ - | | \$ - | N/A |
| Senior Center Activities | \$ | 1,325.00 | \$ 14,500 | \$ 14,500 | \$ 14,500 | | \$ - | 0.00% |
| Welfare Clients | \$ | 13,268.89 | \$ 500 | \$ 500 | \$ 500 | | \$ - | 0.00% |
| Recreation - General Facility Pass | \$ | 8,166.00 | \$ 27,000 | \$ 27,000 | \$ 27,000 | | \$ - | 0.00% |
| Recreation - Organized Sports | \$ | - | \$ 12,000 | \$ 12,000 | \$ 12,000 | | \$ - | 0.00% |
| Recreation - Aquatics | \$ | 12,075.00 | \$ 32,000 | \$ 32,000 | \$ 32,000 | | \$ - | 0.00% |
| Recreation - Summer Camp | \$ | 53,000.04 | \$ 200,000 | \$ 200,000 | \$ 100,000 | | \$ (100,000) | -50.00% |
| Total | \$ | 434,180.55 | \$ 586,100 | \$ 586,100 | \$ 511,100 | \$ - | \$ (75,000) | -12.80% |
| State and Federal Grants | | | | | | | | |
| PILOT State Property | \$ | 428,017.00 | \$ 428,017 | \$ 980,303 | \$ 980,303 | | \$ 552,286 | 129.03% |
| PILOT Tax Exempt Property | \$ | 552,286.00 | \$ 552,286 | \$ - | \$ - | | \$ (552,286) | -100.00% |
| M. Pequot/Mohegan Fund Grant | \$ | 412,450.00 | \$ 412,450 | \$ 412,450 | \$ 412,450 | | \$ - | 0.00% |
| PILOT - Phone Company | \$ | 85,003.78 | \$ 86,441 | \$ 86,441 | \$ 85,000 | | \$ (1,441) | -1.67% |
| Municipal Stabilization Grant | \$ | 780,354.00 | \$ 780,354 | \$ 780,354 | \$ 780,354 | | \$ - | 0.00% |
| Veterans Exemption Reimburse | \$ | 49,050.72 | \$ 52,000 | \$ 52,000 | \$ 50,000 | | \$ (2,000) | -3.85% |
| Disability Reimbursement | \$ | 7,908.81 | \$ 8,000 | \$ 8,190 | \$ 8,000 | | \$ - | 0.00% |
| State Historic Preservation Grant | \$ | - | \$ - | \$ - | \$ - | | \$ - | N/A |
| Controlling Interest Transfer Tax | \$ | 7,534.58 | \$ 10,500 | \$ 10,500 | \$ 10,000 | | \$ (500) | -4.76% |
| Town Aid Roads | \$ | 643,841.41 | \$ 643,681 | \$ 643,681 | \$ 643,903 | | \$ 222 | 0.03% |
| Federal Highway Safety | \$ | - | \$ 16,000 | \$ 16,000 | \$ - | | \$ (16,000) | -100.00% |
| Emergency Management | \$ | - | \$ 28,195 | \$ 28,195 | \$ - | | \$ (28,195) | -100.00% |
| Youth Service Bureau | \$ | 45,689.01 | \$ 32,000 | \$ 32,000 | \$ 32,000 | | \$ - | 0.00% |
| E-911 Dispatch Grant | \$ | 159,899.09 | \$ 129,500 | \$ 129,500 | \$ 159,000 | | \$ 29,500 | 22.78% |
| Health - Per Capita Grant | \$ | 62,306.24 | \$ 61,000 | \$ 111,137 | \$ 61,000 | | \$ - | 0.00% |
| Library Support/Connecticard | \$ | 75,320.00 | \$ 28,000 | \$ 55,000 | \$ 30,000 | | \$ 2,000 | 7.14% |
| Grant for Municipal Projects | \$ | 1,506,098.00 | \$ 1,506,098 | \$ 1,912,643 | \$ 1,912,643 | | \$ 406,545 | 26.99% |
| ARPA Reimbursable Expenses | \$ | - | \$ 290,000 | \$ - | \$ - | | \$ (290,000) | -100.00% |
| Total | \$ | 4,815,758.64 | \$ 5,064,522 | \$ 5,258,395 | \$ 5,164,653 | \$ - | \$ 100,131 | 1.98% |

REVENUE SUMMARY

| GENERAL RELATED | Collected 2020/21 | Adopted Projection 2021/22 | Revised Estimate 2021/22 | Manager's Projected 2022/23 | Adopted Projection 2022/23 | Change Over Current Year | Percent Change |
|---------------------------------|--------------------------|----------------------------------|--------------------------------|-----------------------------------|----------------------------------|-----------------------------|-------------------|
| Income from Assets | | | | | | | |
| Interest on Investments | \$ 81,587.19 | \$ 210,000 | \$ 210,000 | \$ 600,000 | | \$ 390,000 | 185.71% |
| Rent | \$ 203,122.20 | \$ 225,000 | \$ 225,000 | \$ 200,000 | | \$ (25,000) | -11.11% |
| Sale of Town-Owned Property | \$ 58,181.50 | \$ 130,000 | \$ 130,000 | \$ 130,000 | | \$ - | 0.00% |
| Total | \$ 342,890.89 | \$ 565,000 | \$ 565,000 | \$ 930,000 | \$ - | \$ 365,000 | 64.60% |
| Interfund Transfers | | | | | | | |
| Fire | \$ 337,541.00 | \$ 344,292 | \$ 344,292 | \$ 351,178 | | \$ 6,886 | 2.00% |
| Police Special Services | \$ 60,000.00 | \$ - | \$ - | \$ - | | \$ - | N/A |
| Capital Projects | \$ - | \$ - | \$ - | \$ - | | \$ - | N/A |
| Water | \$ 166,584.00 | \$ 169,916 | \$ 169,916 | \$ 173,314 | | \$ 3,398 | 2.00% |
| Sewer | \$ 128,264.00 | \$ 130,830 | \$ 130,830 | \$ 133,446 | | \$ 2,616 | 2.00% |
| Sanitation Fund | \$ 112,993.00 | \$ 115,253 | \$ 115,253 | \$ 117,558 | | \$ 2,305 | 2.00% |
| Trust Funds | \$ 32,000.00 | \$ 32,000 | \$ 32,000 | \$ 32,000 | | \$ - | 0.00% |
| Water/Sewer Transfer for Engin. | \$ 903,031.00 | \$ 921,091 | \$ 921,091 | \$ 939,512 | | \$ 18,421 | 2.00% |
| PILOT Housing Authority | \$ 102,844.96 | \$ 98,000 | \$ 105,526 | \$ 105,000 | | \$ 7,000 | 7.14% |
| PILOT Bennet Housing | \$ 69,022.80 | \$ 68,000 | \$ 69,023 | \$ 70,000 | | \$ 2,000 | 2.94% |
| Total | \$ 1,912,280.76 | \$ 1,879,382 | \$ 1,887,931 | \$ 1,922,008 | \$ - | \$ 42,626 | 2.27% |
| Miscellaneous Income | | | | | | | |
| Unclassified Revenue | \$ 156,518.11 | \$ 75,000 | \$ 109,957 | \$ 100,000 | | \$ 25,000 | 33.33% |
| Camp Kennedy Donations | \$ (30.00) | \$ 600 | \$ 600 | \$ 600 | | \$ - | 0.00% |
| ISO-NE Demand Response | \$ - | \$ - | \$ - | \$ - | | \$ - | N/A |
| OTB Revenue | \$ 34,649.61 | \$ 60,000 | \$ 60,000 | \$ 30,000 | | \$ (30,000) | -50.00% |
| Citizen Service Sales | \$ 1,508.85 | \$ 4,500 | \$ 4,500 | \$ 1,500 | | \$ (3,000) | -66.67% |
| Main Street Banner Sales | \$ 1,250.00 | \$ 2,000 | \$ 2,000 | \$ 2,000 | | \$ - | 0.00% |
| Total | \$ 193,896.57 | \$ 142,100 | \$ 177,057 | \$ 134,100 | \$ - | \$ (8,000) | -5.63% |
| Total Non-Education | \$ 160,903,261.78 | \$ 163,544,902 | \$ 164,172,280 | \$ 170,022,907 | \$ - | \$ 6,478,005 | 3.96% |
| EDUCATION RELATED | Collected 2020/21 | Adopted Projection 2021/22 | Revised Estimate 2021/22 | Manager's Projected 2022/23 | Adopted Projection 2022/23 | Change Over Current Year | Percent Change |
| Charges for Services | | | | | | | |
| Tuition - High School | \$ 20,931.11 | \$ 200,000 | \$ 200,000 | \$ 200,000 | | \$ - | 0.00% |
| Total | \$ 20,931.11 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ - | \$ - | 0.00% |
| State and Federal Grants | | | | | | | |
| General State Aid (ECS)* | \$ 30,479,491.00 | \$ 32,120,309 | \$ 30,619,100 | \$ 30,619,100 | | \$ (1,501,209) | -4.67% |
| Private School Health & Welfare | \$ 162,934.00 | \$ 140,000 | \$ 140,000 | \$ 150,000 | | \$ 10,000 | 7.14% |
| Total | \$ 30,642,425.00 | \$ 32,260,309 | \$ 30,759,100 | \$ 30,769,100 | \$ - | \$ (1,491,209) | -4.62% |
| Total Education Revenue | \$ 30,663,356.11 | \$ 32,460,309 | \$ 30,959,100 | \$ 30,969,100 | \$ - | \$ (1,491,209) | -4.59% |
| Use of Fund Balance | \$ - | \$ 2,000,000 | \$ 1,721,134 | \$ 2,500,000 | \$ - | \$ 500,000 | 25.00% |
| GENERAL FUND TOTAL | \$ 191,566,617.89 | \$ 198,005,211 | \$ 196,852,515 | \$ 203,492,007 | \$ - | \$ 5,486,796 | 2.77% |
| FIRE FUND | \$ 17,582,013.90 | \$ 18,206,172 | \$ 18,206,172 | \$ 19,440,863 | \$ - | \$ 1,234,691 | 6.78% |
| INFORMATION SYSTEMS FUND | \$ 2,029,982.75 | \$ 2,073,528 | \$ 2,073,528 | \$ 2,176,955 | \$ - | \$ 103,427 | 4.99% |
| WATER FUND | \$ 9,632,831.70 | \$ 9,100,652 | \$ 9,519,649 | \$ 10,048,890 | \$ - | \$ 948,238 | 10.42% |
| SEWER FUND | \$ 10,222,977.73 | \$ 9,656,814 | \$ 10,557,932 | \$ 10,181,752 | \$ - | \$ 524,938 | 5.44% |
| SANITATION FUND | \$ 8,742,523.46 | \$ 8,146,100 | \$ 9,699,065 | \$ 8,531,100 | \$ - | \$ 385,000 | 4.73% |
| GRAND TOTAL | \$ 239,776,947.43 | \$ 245,188,477 | \$ 246,908,861 | \$ 253,871,567 | \$ - | \$ 8,683,090 | 3.54% |

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

AUTHORIZED & FUNDED POSITIONS

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|---|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| GENERAL GOVERNMENT | | | | | |
| Board of Directors | 1.25 | 1.25 | 1.25 | 1.25 | 1.25 |
| General Manager | 4.25 | 4.25 | 3.75 | 4.25 | 3.75 |
| Budget and Research | 3.00 | 3.00 | 2.00 | 3.00 | 2.00 |
| Human Resources | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Customer Service & Information | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Finance Administration & Insurance | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 |
| Accounting | 9.00 | 9.00 | 7.00 | 9.00 | 7.00 |
| Assessment/Collection | 10.00 | 10.00 | 9.00 | 10.00 | 9.00 |
| Purchasing | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Planning and Economic Development | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 |
| Town Clerk | 6.00 | 6.00 | 5.00 | 6.00 | 5.00 |
| Registrars of Voters | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Town Attorney | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Information Systems | 14.00 | 14.00 | 12.00 | 14.00 | 12.00 |
| Total General Government | 71.00 | 71.00 | 63.50 | 71.00 | 63.50 |
| PUBLIC WORKS | | | | | |
| Administration | 1.95 | 1.95 | 1.95 | 1.95 | 1.95 |
| Engineering | 23.00 | 23.00 | 19.00 | 23.00 | 19.00 |
| Field Services | 57.25 | 57.25 | 55.25 | 57.25 | 55.25 |
| Facilities Management | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 |
| Building Inspection | 9.00 | 9.00 | 8.00 | 9.00 | 8.00 |
| Water | 26.65 | 26.65 | 26.15 | 26.65 | 26.15 |
| Sewer | 25.65 | 25.65 | 25.15 | 25.65 | 25.15 |
| Sanitation | 13.50 | 13.50 | 13.00 | 13.50 | 13.00 |
| Total Public Works | 165.00 | 165.00 | 156.50 | 165.00 | 156.50 |
| PUBLIC SAFETY | | | | | |
| Police-Sworn Officers | 124.00 | 124.00 | 117.00 | 124.00 | 117.00 |
| Police-Civilians | 37.50 | 37.50 | 35.50 | 37.50 | 35.50 |
| Emergency Management | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Fire | 86.00 | 86.00 | 85.00 | 86.50 | 85.25 |
| Total Public Safety | 248.50 | 248.50 | 238.50 | 249.00 | 238.75 |
| HUMAN SERVICES | | | | | |
| Administration | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Health | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 |
| Senior Center | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 |
| Senior, Adult and Family Services | 5.00 | 5.00 | 5.00 | 6.00 | 6.00 |
| Total Human Services | 20.00 | 20.00 | 20.00 | 21.00 | 21.00 |
| LEISURE SERVICES | | | | | |
| Library | 28.00 | 28.00 | 25.00 | 28.00 | 25.00 |
| Resource Office for Neigh. and Families | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Youth Services | 6.50 | 6.50 | 6.50 | 6.50 | 6.50 |
| Recreation | 9.00 | 9.00 | 8.00 | 9.00 | 8.00 |
| Total Leisure Services | 44.50 | 44.50 | 40.50 | 44.50 | 40.50 |
| TOTAL TOWN EMPLOYEES | 549.00 | 549.00 | 519.00 | 550.50 | 520.25 |

MILL RATE CALCULATION

GENERAL FUND

A. Adjusted Net Taxable Assessment \$4,871,667,730

THEREFORE, 1 MILL = \$4,871,668

B. Tax Dollars Required \$ 153,327,046

C. To allow for approximately 97.8% collection rate, mill rate should be calculated on a higher requirement; divide Item B by 97.8% \$156,776,121

D. Item C Amount, \$156,776,121 32.18
divided by mill value \$4,871,668
equals mill rate

FIRE DISTRICT SPECIAL FUND

A. Adjusted Net Taxable Assessment \$3,301,972,810

THEREFORE, 1 MILL = \$3,301,973

B. Tax Dollars Required \$15,630,034

C. Item B Amount, \$15,630,034 4.73
divided by mill value \$3,301,973
equals mill rate

SPECIAL TAXING DISTRICT

A. Net Taxable Assessment \$29,053,610

THEREFORE, 1 MILL = \$29,054

B. Tax Dollars Required \$83,674

C. Item B Amount, \$83,674 2.88
divided by mill value \$29,054
equals mill rate

Citizen's Guide to the Budget

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

Introduction to the Town of Manchester, Connecticut



"The City of Village Charm"

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

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

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



MANCHESTER'S BOARD OF Directors & General Manager

Timothy Bergin
Director

**Pamela
Floyd-Cranford**
Director

Jessee Muñiz Poland
Director

Dennis Schain
Director

Zachary Reichelt
Director

Peter Conyers
Director

Jacqueline Crespan
Director

Sarah Jones
Director

Jay Moran
Mayor

Stephen Stephanou
General Manager

Form of Government

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

THE TOWN OF MANCHESTER

Organization

General Fund

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



Enterprise & District Funds

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

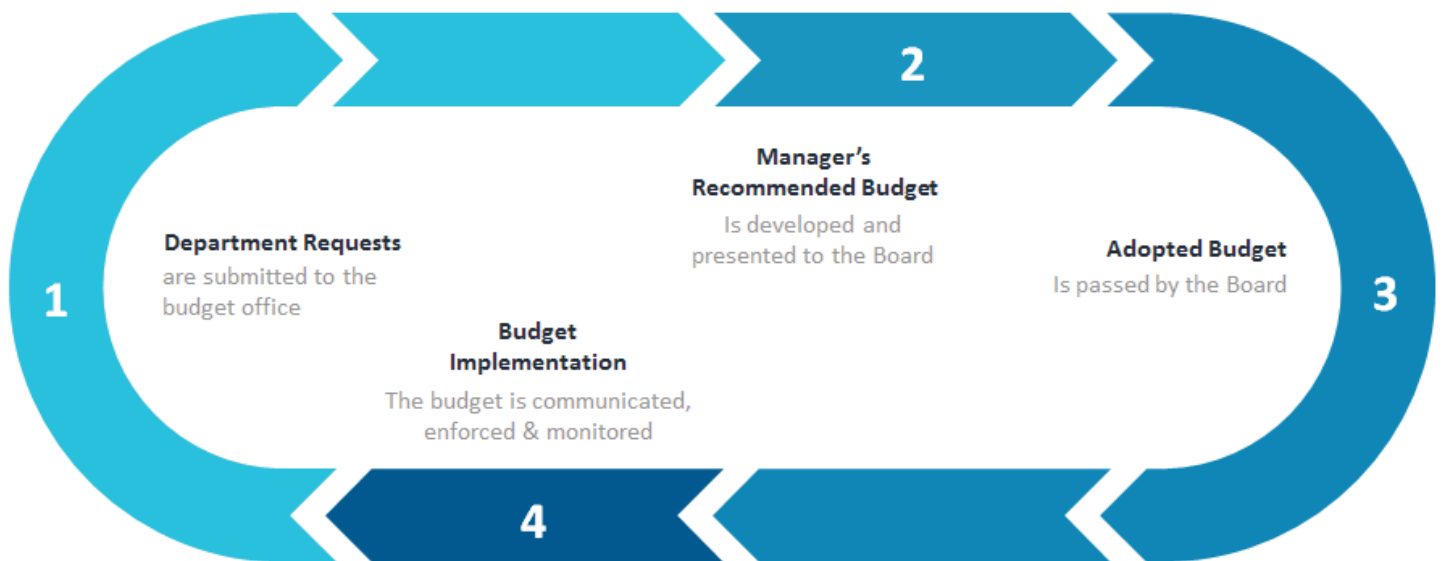
UNDERSTANDING THE Funds and Funding

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



FOLLOWING THE Budget Process

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



2022 Key Dates

March 8th: General Manager presents Recommended Budget to the Board of Directors

Budget Workshops:

March 9th: Education (session 1)

March 10th: General Gov, Human Services

March 16th: Public Works

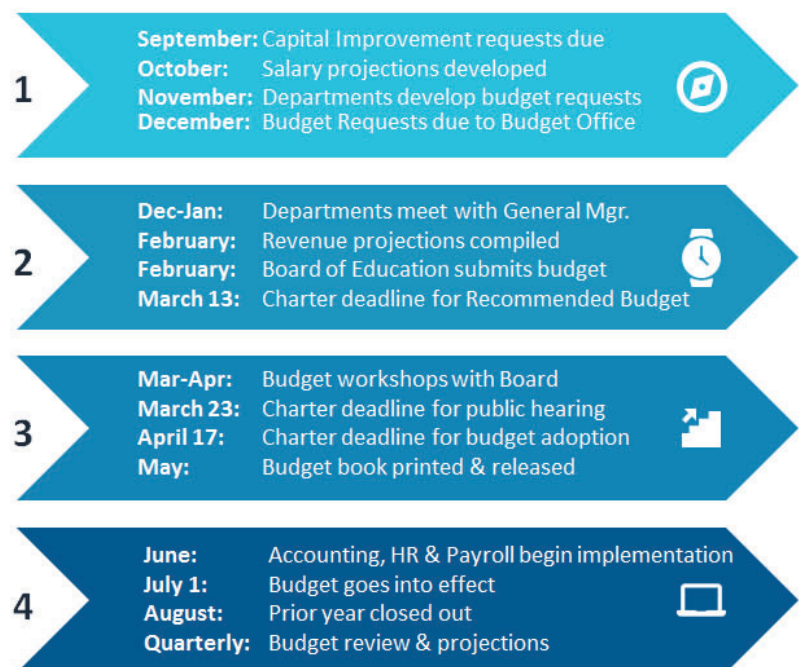
March 17th: Water & Sewer, Leisure Services

March 22nd: Public Safety

March 23rd: Education (session 2)

March 16th: Public Hearing

April 12: Budget adoption



READING THE Budget Book

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

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



WAYS TO

Get Involved



Attend a Public Hearing

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



Send an Email or Letter

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



Volunteer

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

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



Use Online Tools

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

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



Social Media


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



Vote at Elections & Referenda

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

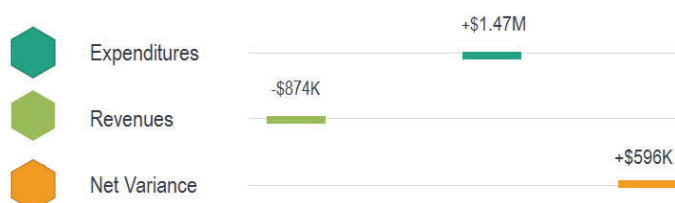
Financial Overview

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

CURRENT YEAR Projections

The following represent best estimates using year-to-date figures and assessment of anticipated circumstances over the remainder of the year.

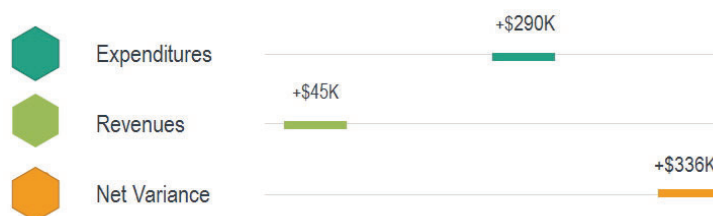
General Fund



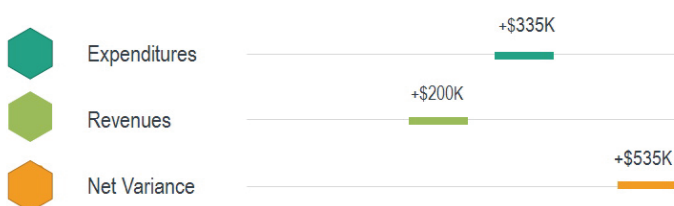
Full time position vacancies are the main contributors to the projected expenditure savings. On the revenue side, delay of the ECS phase-in will cause state revenues to be \$1M under budget. A positive net variance of around \$600K is projected.

Fire Fund

Staff turnover & vacancies will generate expenditure savings, but overtime expenses are trending high which will offset much of those savings. The Fire Fund is projected to end the year with a positive net result of roughly \$300,000.



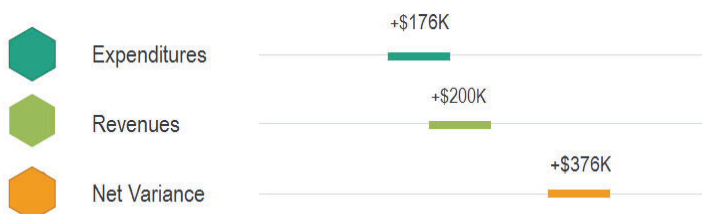
Water Fund



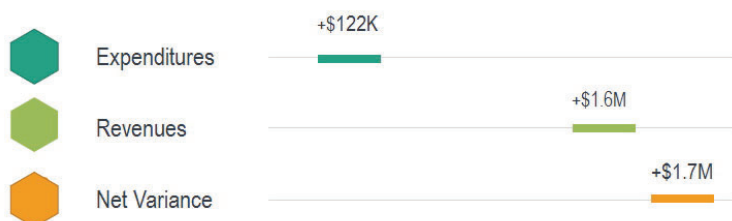
Full time position vacancies and low-trending electrical consumption are expected to generate expenditure savings, while revenues are trending at or above budgeted levels.

Sewer Fund

The Sewer fund is in the same situation as the Water Fund this year; Full time position vacancies are expected to generate expenditure savings, while consumption is trending above budget.



Sanitation Fund



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

BUDGET YEAR- GENERAL FUND

Expenditure Summary

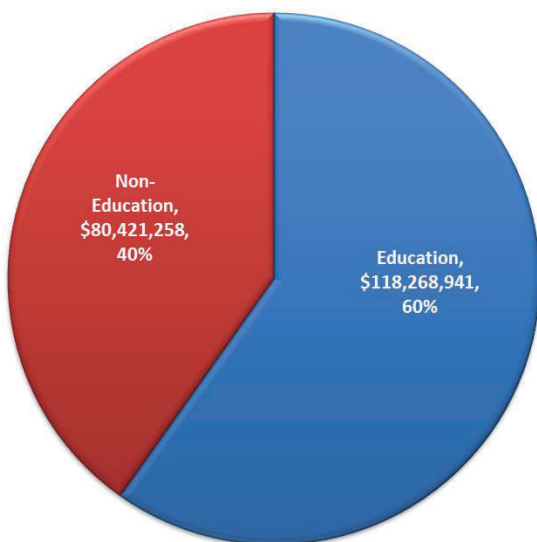
The following table provides a breakdown of the current year and next year Recommended budget by major categories

| | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Change Over Current Adopted | Percent Change |
|-------------------------------|--------------------------|-----------------------|---------------------------------|--------------------------------|-----------------------------------|-------------------|
| Town-Side Operations | \$ 47,323,926.09 | \$ 55,806,008 | \$ 54,981,660 | \$ 57,350,211 | \$ 1,544,203 | 2.77% |
| Capital & Non-Operating | \$ 12,400,860.13 | \$ 10,048,327 | \$ 9,719,979 | \$ 10,599,500 | \$ 551,173 | 5.49% |
| SUBTOTAL- TOWN | \$ 59,724,786.22 | \$ 65,854,335 | \$ 64,701,639 | \$ 67,949,711 | \$ 2,095,376 | 3.18% |
| Board of Education | \$ 116,281,237.00 | \$ 117,774,174 | \$ 117,774,174 | \$ 121,189,163 | \$ 3,414,989 | 2.90% |
| Other Education-Related Costs | \$ 599,003.56 | \$ 494,767 | \$ 494,767 | \$ 503,550 | \$ 8,783 | 1.78% |
| SUBTOTAL- EDUCATION | \$ 116,880,240.56 | \$ 118,268,941 | \$ 118,268,941 | \$ 121,692,713 | \$ 3,423,772 | 2.89% |
| DEBT SERVICE | \$ 12,961,935.06 | \$ 13,881,935 | \$ 13,881,935 | \$ 13,849,583 | \$ (32,352) | -0.23% |
| TOTAL GENERAL FUND | \$ 189,566,961.84 | \$ 198,005,211 | \$ 196,852,515 | \$ 203,492,007 | \$ 5,486,796 | 2.77% |

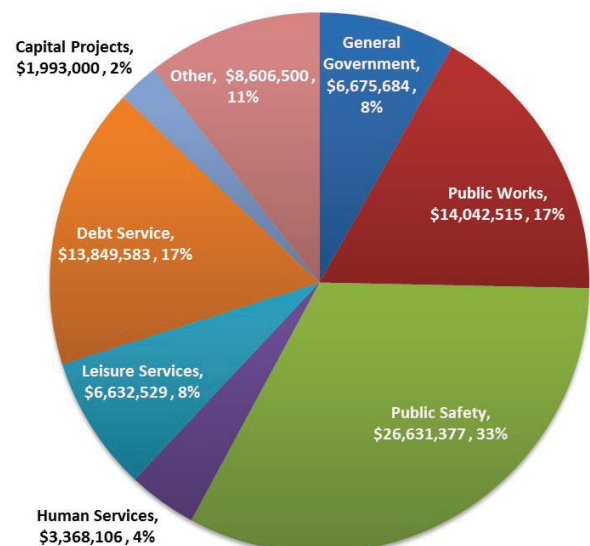
The FY2022/23 Recommended budget includes a **\$5.5M increase, or 2.77%**, over the current year. Of that, \$3.4M represents increases to the Board of Education budget, \$780k in increases to Town-side personnel and benefits costs, \$530k in increases to capital after using one-time funding sources for several years, and \$270k in purchased services & contractual increases, which is largely driven by unusually high inflation that has been observed since the pandemic.

2.77% Increase in General Fund expenditures

Education v. Non-Education Budgets



Non-Education General Fund



BUDGET YEAR- GENERAL FUND

Cost Drivers

The largest increases take place in the following sections of the non-Education Town budget:

- General Government:** largely due to election costs for midterm elections in 2022
- Public Safety:** driven by pension costs and new police bodycam annual expenses
- Human Services:** a social worker assigned to work with the Police Dept is shifted from grant to General Fund
- Fixed/Miscellaneous:** fewer unsustainable one-time funding sources are used to offset capital repairs

| | Expended 2020/21 | Adopted 2021/22 | Expended Through 12/31/21 | Estimated Expend. 2021/22 | Department Request 2022/23 | Manager's Recom. 2022/23 | Change Over Current Adopted | Percent Change |
|---------------------------|--------------------------|-----------------------|------------------------------|---------------------------------|----------------------------------|--------------------------------|-----------------------------------|-------------------|
| GENERAL GOVERNMENT | \$ 5,843,362.22 | \$ 6,377,169 | \$ 2,840,487 | \$ 6,232,369 | \$ 6,689,211 | \$ 6,675,684 | \$ 298,515 | 4.68% |
| PUBLIC WORKS | \$ 12,479,617.79 | \$ 14,041,014 | \$ 5,830,267 | \$ 13,742,098 | \$ 14,382,515 | \$ 14,042,515 | \$ 1,501 | 0.01% |
| PUBLIC SAFETY | \$ 20,899,053.70 | \$ 25,670,772 | \$ 14,813,442 | \$ 25,581,244 | \$ 26,924,377 | \$ 26,631,377 | \$ 960,605 | 3.74% |
| HUMAN SERVICES | \$ 2,846,313.64 | \$ 3,178,855 | \$ 1,389,637 | \$ 3,111,278 | \$ 3,368,106 | \$ 3,368,106 | \$ 189,251 | 5.95% |
| LEISURE SERVICES | \$ 5,255,578.74 | \$ 6,538,198 | \$ 2,649,963 | \$ 6,314,670 | \$ 6,641,829 | \$ 6,632,529 | \$ 94,331 | 1.44% |
| FIXED/MISC | \$ 25,362,795.19 | \$ 23,930,262 | \$ 16,968,431 | \$ 23,601,914 | \$ 26,474,083 | \$ 24,449,083 | \$ 518,821 | 2.17% |
| EDUCATION | \$ 116,880,240.56 | \$ 118,268,941 | \$ 50,350,643 | \$ 118,268,941 | \$ 121,992,713 | \$ 121,692,713 | \$ 3,423,772 | 2.89% |
| TOTAL GENERAL FUND | \$ 189,566,961.84 | \$ 198,005,211 | \$ 94,842,870 | \$ 196,852,515 | \$ 206,472,834 | \$ 203,492,007 | \$ 5,486,796 | 2.77% |



Full & Part Time Wages

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



Capital Improvement Plan

Restores funding after one-time funding sources used in current year, also addresses climate change through flood hazard mitigation efforts.



Debt Service

Incorporates first year of payments on 2022 bond issuance, but utilizes accumulated debt premium proceeds to offset increase.



Pension & Health Costs

Costs for pension increase due to changes in pension fund yields & life expectancy. Health insurance costs decrease in FY23 by 4% as a result of lower cost plan implementation.



Summer Camps

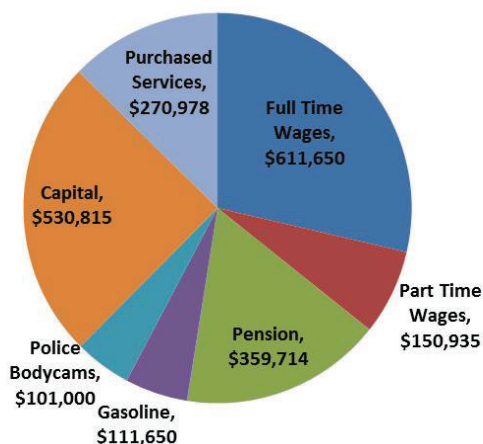
Summer camp programming is reduced in FY23 in light of expanded summer offerings by the school system.



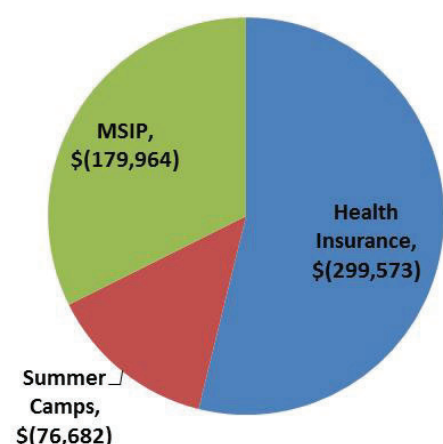
MSIP Self Insurance Fund

Costs are lowered in FY23 as a result of risk management efforts and phasing-in of valuated increases.

General Fund (non-Education) Significant Increases:



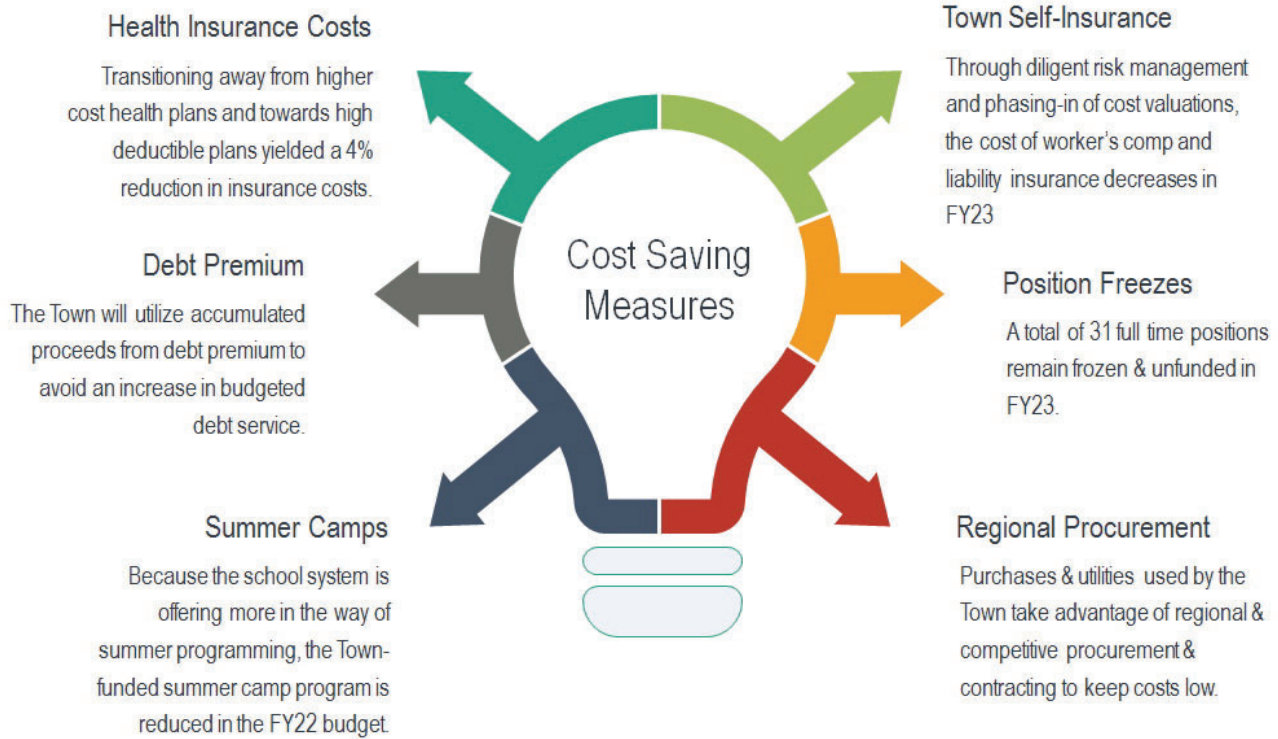
General Fund Significant Decreases:



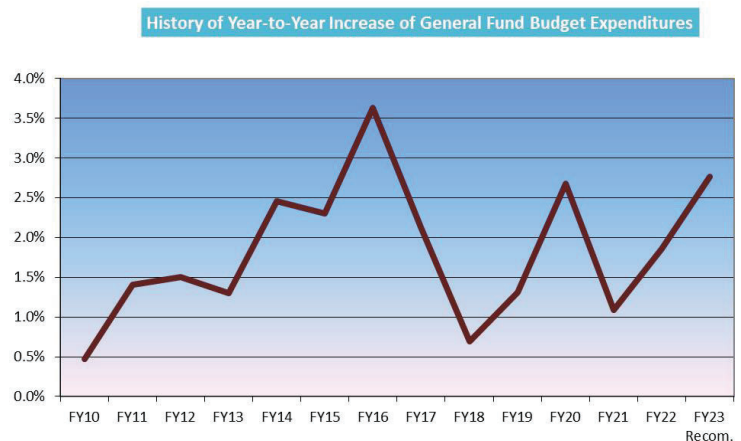
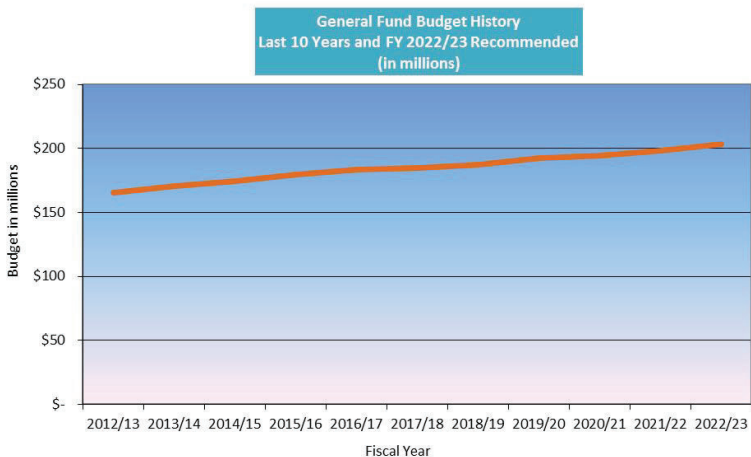
BUDGET YEAR- GENERAL FUND

Cost Saving Measures

Every year, the budget & management team and directors take every effort to identify cost-saving measures to minimize tax increases to the residents of Manchester. Cost-saving measures incorporated into the FY2022/23 budget include the following:



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



BUDGET YEAR- OTHER FUNDS

Expenditure Summary

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

| | Expended 2020/21 | Adopted 2021/22 | Expended Through 12/31/21 | Estimated Expend. 2021/22 | Department Request 2022/23 | Manager's Recom. 2022/23 | Change Over Current Adopted | Percent Change |
|---------------------------------|---------------------|--------------------|------------------------------|---------------------------------|----------------------------------|--------------------------------|-----------------------------------|-------------------|
| OTHER BUDGETED FUNDS: | | | | | | | | |
| FIRE FUND | \$ 17,876,595.31 | \$ 18,541,172 | \$ 9,589,880 | \$ 18,255,811 | \$ 19,440,863 | \$ 19,440,863 | \$ 899,691 | 4.85% |
| INFORMATION SYSTEMS FUND | \$ 2,090,526.99 | \$ 2,281,993 | \$ 1,143,948 | \$ 2,192,142 | \$ 2,596,267 | \$ 2,296,267 | \$ 14,274 | 0.63% |
| WATER FUND | \$ 8,125,633.23 | \$ 8,625,217 | \$ 4,556,309 | \$ 8,332,496 | \$ 9,185,828 | \$ 9,005,828 | \$ 380,611 | 4.41% |
| SEWER FUND | \$ 6,831,010.53 | \$ 9,817,828 | \$ 4,005,399 | \$ 9,641,796 | \$ 11,385,014 | \$ 10,185,014 | \$ 367,186 | 3.74% |
| SANITATION FUND | \$ 6,672,410.56 | \$ 7,816,104 | \$ 2,820,036 | \$ 7,702,279 | \$ 7,849,543 | \$ 7,849,543 | \$ 33,439 | 0.43% |

Fire
+4.85%

Increases to the Fire Fund are driven by a number of factors, including pension costs, payments on a new pumper, and overtime & staffing costs, including request for an additional Assistant Chief position.

Info Sys
+0.63%

The FY23 IS budget is kept flat through recommended use of ARPA grant funding to offset FY23 and 50% of FY24 cost of new operating system (\$300k/yr).

Water
+4.41%

Increase is largely driven by inflation of supplies, materials and contractual costs.

Sewer
+3.74%

The capital budget in the Sewer Fund is increased to more sustainable levels, and other expenses are also being driven by inflationary factors.

Sanitation
+0.43%

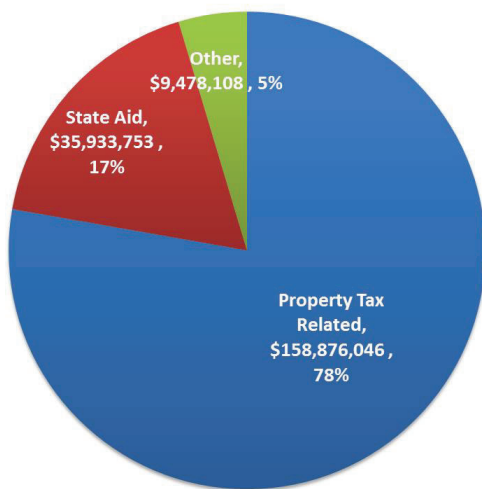
Sanitation expenses remain relatively stable compared to the current year.

BUDGET YEAR- GENERAL FUND

Revenues

The following table provides a breakdown of the sources of funding for the FY 2022/23 Recommended budget:

| | Collected 2020/21 | Adopted Projection 2021/22 | Revised Estimate 2021/22 | Manager's Projected 2022/23 | Adopted Projection 2022/23 | Change Over Current Year | Percent Change |
|--------------------------------|-----------------------|----------------------------------|--------------------------------|-----------------------------------|----------------------------------|-----------------------------|-------------------|
| GENERAL RELATED | | | | | | | |
| Property Taxes | 150,443,181.55 | 152,875,298 | 152,875,298 | 158,876,046 | 0 | 6,000,748 | 3.93% |
| Permits, Licenses, Fees | 2,761,072.82 | 2,432,500 | 2,822,500 | 2,485,000 | 0 | 52,500 | 2.16% |
| Charges for Services | 434,180.55 | 586,100 | 586,100 | 511,100 | 0 | -75,000 | -12.80% |
| State and Federal Grants | 4,815,758.64 | 5,064,522 | 5,258,395 | 5,164,653 | 0 | 100,131 | 1.98% |
| Income from Assets | 342,890.89 | 565,000 | 565,000 | 930,000 | 0 | 365,000 | 64.60% |
| Interfund Transfers | 1,912,280.76 | 1,879,382 | 1,887,931 | 1,922,008 | 0 | 42,626 | 2.27% |
| Miscellaneous Income | 193,896.57 | 142,100 | 177,057 | 134,100 | 0 | -8,000 | -5.63% |
| Total Non-Education | 160,903,261.78 | 163,544,902 | 164,172,280 | 170,022,907 | 0 | 6,478,005 | 3.96% |
| EDUCATION RELATED | | | | | | | |
| Charges for Services | 20,931.11 | 200,000 | 200,000 | 200,000 | 0 | 0 | 0.00% |
| State and Federal Grants | 30,642,425.00 | 32,260,309 | 30,759,100 | 30,769,100 | 0 | -1,491,209 | -4.62% |
| Total Education Revenue | 30,663,356.11 | 32,460,309 | 30,959,100 | 30,969,100 | 0 | -1,491,209 | -4.59% |
| Use of Fund Balance | - | 2,000,000 | 1,721,134 | 2,500,000 | 0 | 500,000 | 25.00% |
| GENERAL FUND TOTAL | 191,566,617.89 | 198,005,211 | 196,852,515 | 203,492,007 | 0 | 5,486,796 | 2.77% |



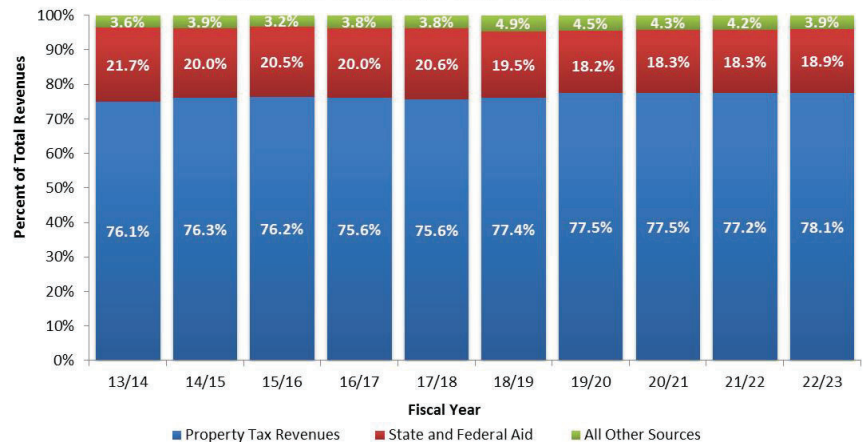
Revenue Sources

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

78% reliance on property taxes

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

Trends in General Fund Revenue Sources



GENERAL FUND

State Aid Revenue

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

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

| Grant | FY21 Town Adopted | FY21 Actual | FY22 Budget | FY23 Recommended | Change from Current Year |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|-----------------------------|
| State Property PILOT | \$ 428,017 | \$ 428,017 | \$ - | \$ - | \$ - |
| College & Hospital PILOT | \$ 552,286 | \$ 552,286 | \$ - | \$ - | \$ - |
| PILOT Tiered Reimbursement | | \$ - | \$ 980,303 | \$ 980,303 | \$ - |
| Pequot | \$ 412,450 | \$ 412,450 | \$ 412,450 | \$ 412,450 | \$ - |
| Education Cost Sharing | \$ 30,619,100 | \$ 30,479,491 | \$ 32,120,309 | \$ 30,619,100 | \$ (1,501,209) |
| Town Aid Road | \$ 643,681 | \$ 643,841 | \$ 643,681 | \$ 643,903 | \$ 222 |
| Grants for Municipal Projects | \$ 1,506,098 | \$ 1,506,098 | \$ 1,506,098 | \$ 1,912,643 | \$ 406,545 |
| Municipal Stabilization Grant | \$ 780,354 | \$ 780,354 | \$ 780,354 | \$ 780,354 | \$ - |
| Total General Fund- Grant Only | \$ 34,941,986 | \$ 34,802,537 | \$ 36,443,195 | \$ 35,348,753 | \$ (1,094,442) |
| State Aid to Manchester- Other | | | | | |
| Grant | FY21 Estimate | FY21 Actual | FY22 Budget | FY23 Recommended | Change from Current Year |
| Adult Education | \$ 764,960 | \$ 805,481 | \$ 780,489 | \$ 772,424 | \$ (8,065) |
| LoCIP | \$ 436,745 | \$ 432,400 | \$ 436,745 | \$ 432,400 | \$ (4,345) |
| Alliance | \$ 7,632,367 | \$ 7,632,378 | \$ 9,133,576 | \$ 10,511,888 | \$ 1,378,312 |
| Total, Non-General Fund | \$ 8,834,072 | \$ 8,870,259 | \$ 10,350,810 | \$ 11,716,712 | \$ 1,365,902 |

State Aid in FY 2022/23 decreases by about \$1.1M compared to the current year budget. The FY2021/22 adopted budget assumed a phase-in of a new Education Cost Share formula was to be implemented, resulting in additional revenue, but the implementer bills passed by the General Assembly direct all additional ECS revenue for Alliance District towards the Alliance Grant, which cannot be used for funding general purpose government programs, so budgeted ECS must return to the same level it has been since FY2011/12. This is offset somewhat by an increase to the Grants for Municipal Projects, which increases by about \$400,000.

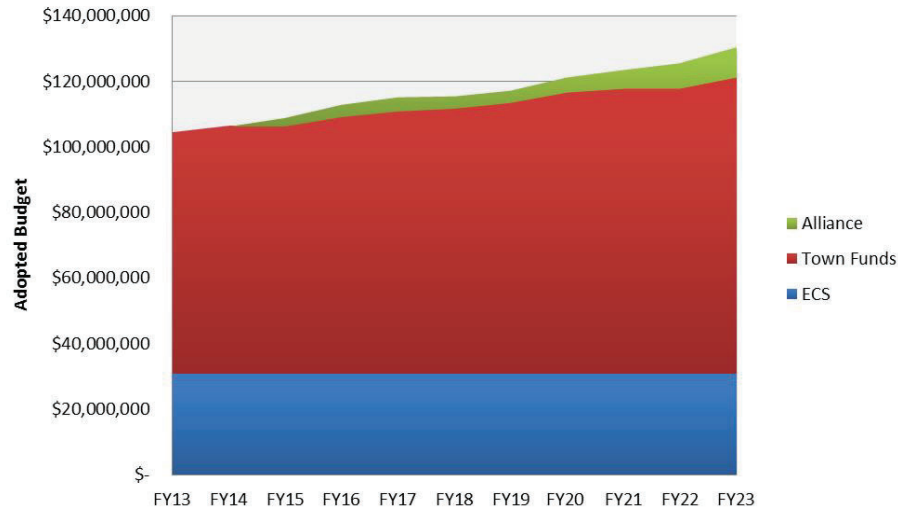
GENERAL FUND

State Aid History

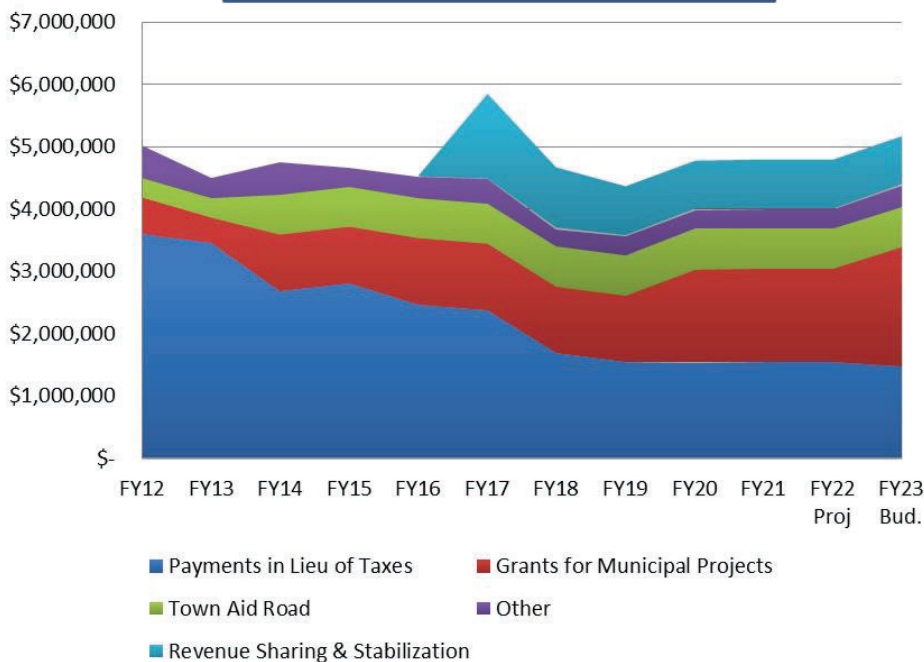
Education Cost Share

The largest component of the Town's State Aid revenue is the Education Cost Share (ECS) Grant, representing the State's share of education costs. Although originally legislated as a formula grant, the amount provided to Manchester has been kept at the same level for over a decade. In FY22, it was conveyed to staff that additional ECS funding would be provided through a change in the grant formula, but the State is channeling all additional revenue into the Alliance Grant program, which is separate from the General Fund and can only be used for additional education expenses.

Manchester Education Funding- 10 Year History



General Fund Non-Education State Aid History



Other State Aid Revenues

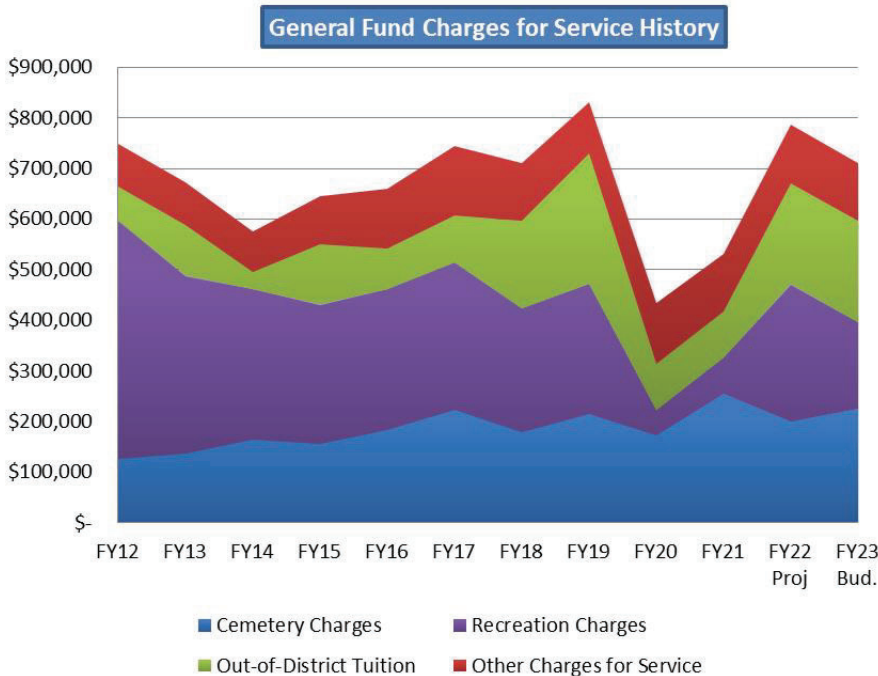
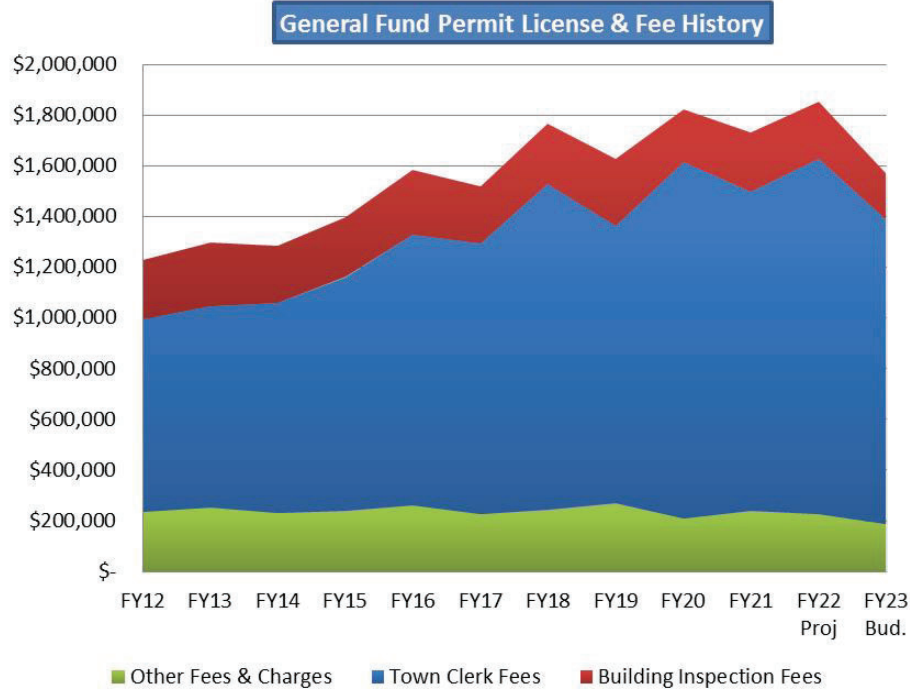
Historically the largest category of State Aid besides ECS was payments in lieu of taxes (PILOTs), which is when the State provides a reimbursement for property that is deemed tax-exempt by statute. The State's rollback of the Manufacturers Inventory PILOT in FY12-14 started a trend of reductions & eliminations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

GENERAL FUND

Fee Revenues

Permits, Licenses & Fees

The largest sources of permit license & fee revenue for the Town of Manchester relate to Town Clerk fees (for land records, birth certificates, etc) and Building Inspection fees (for certificates of occupancy & other building permits). These are both elastic revenues, meaning that they fluctuate in response to shifts in the economy and economic activity. Both of these revenue sources have grown over the last decade following the economic crisis of 2008, with some impact in '20-'21 due to Covid. The FY2022/23 budget removes library fines, as these often impact lower income residents disproportionately.



Charges for Service

Charges collected for programs that were cancelled due to Covid predictably dropped over the last two years, particularly with the cancellation of Summer Camp, which produces about \$160,000 per year in revenue. The restoration of Summer Camp programming restored this source of revenue, but reductions in camp programming will lower those revenues somewhat in FY2022/23.

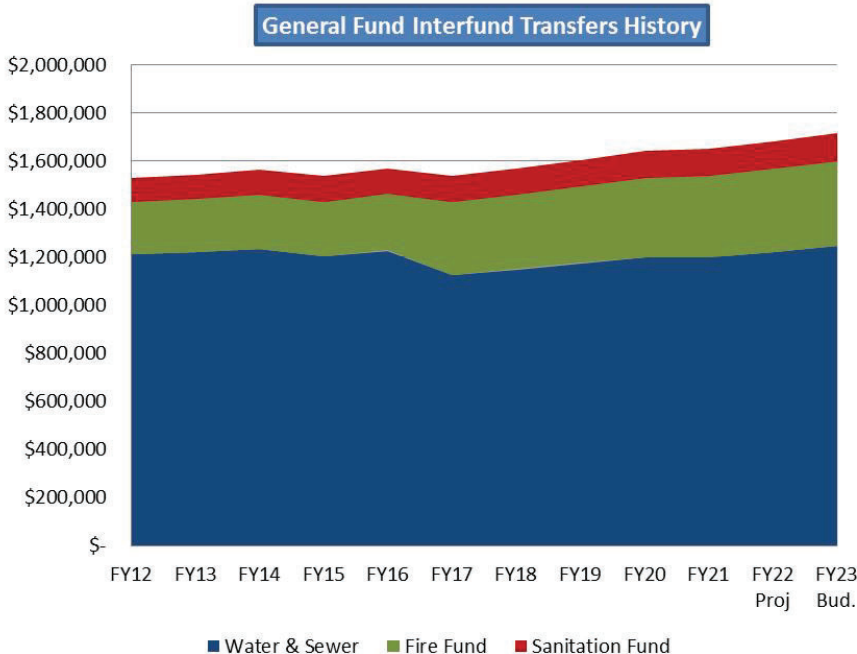
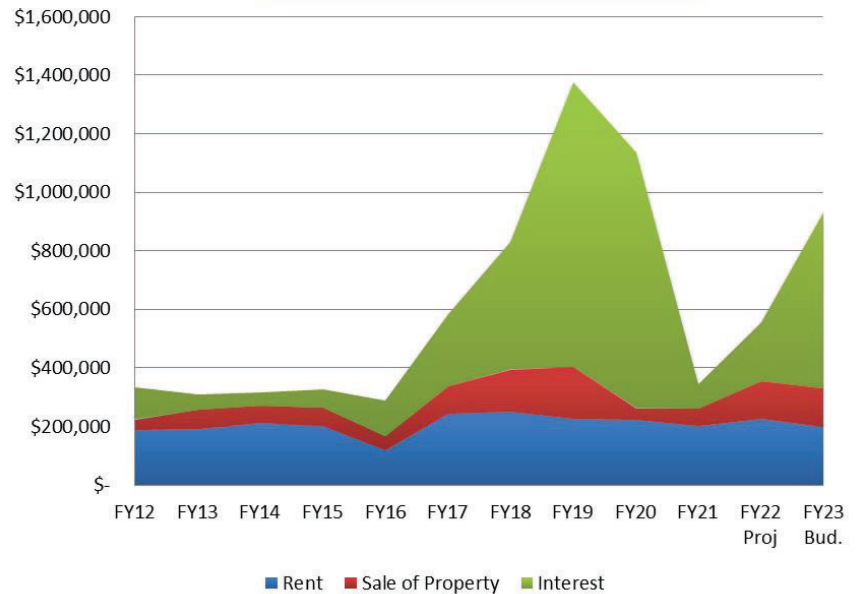
GENERAL FUND

Other Revenues

Income from Assets

The Town utilizes interest earnings on its cash assets as a revenue for the General Fund. These are perhaps the most elastic source of revenue, meaning that fluctuations in the economy have a substantial impact on earnings. Recent years saw significant increases to interest revenues, but the economic downturn in early 2020 caused interest rates to drop substantially; the FY 2022/23 budget assumes some rebound in interest earnings based on projections from the Finance Department. Rental income includes income received from non-Town tenants in Town-owned buildings, as well as revenue received from cell phone service providers to allow use of Town buildings & properties for placement of cell phone towers.

General Fund Income from Assets History



Interfund Transfers

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

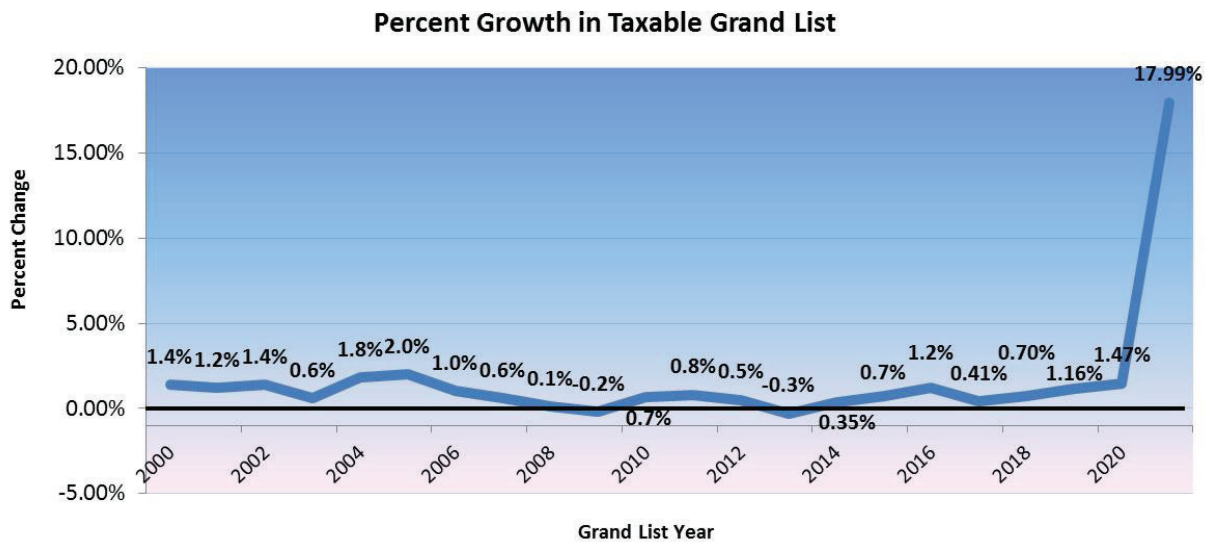
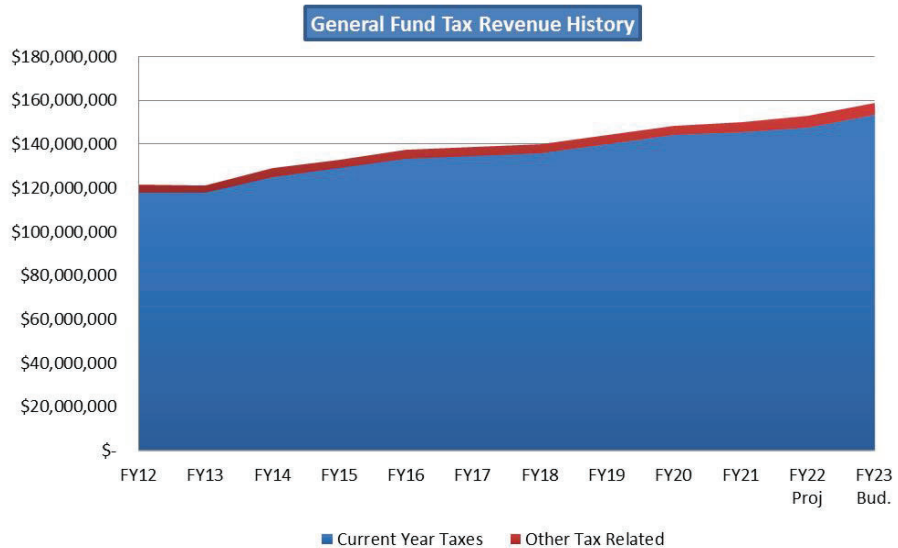
GENERAL FUND

Property Taxes

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

Tax Levy

For FY2022-23, the cost of budgeted services in the General Fund increases by \$5.5 million. The total of all other revenues is projected to decrease by \$300,000. To make up the difference, an additional \$5.8 million is needed from tax revenue, an increase of 3.92% over the current tax levy. Increasing costs combined with stagnation of other revenue sources has caused reliance on tax revenue to increase over time.



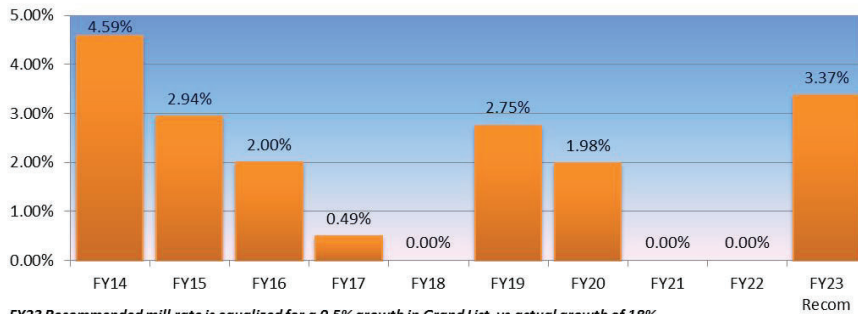
Grand List

In 2021, a revaluation of taxable property was conducted, which yielded an 18% increase to the taxable Grand List. Since the tax levy required to fund Town services only goes up by less than 4%, a lower tax (mill) rate will be imposed, though taxes will still increase for residents whose properties increased at a rate higher than the overall Grand List growth. Due to the sharp spike in the housing market, residential properties overall saw much higher increases than commercial properties, a trend which has been observed nation-wide.

GENERAL FUND

Mill Rate

General Fund Mill Rate Increases, FY14-FY23



FY23 Recommended mill rate is equalized for a 0.5% growth in Grand List, vs actual growth of 18%

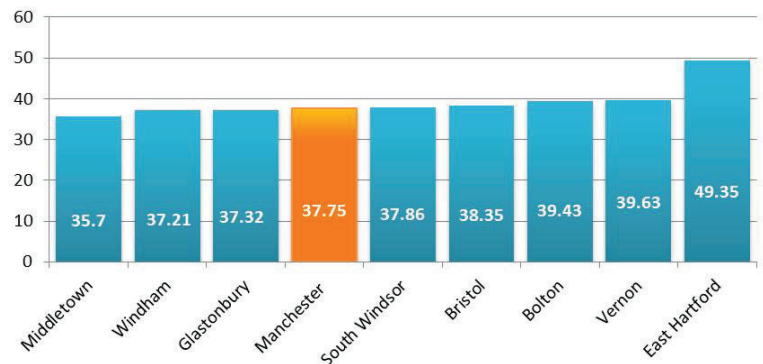
Were it not for the impact of revaluation, the recommended mill rate would be an increase of 3.37% over current year.

32.18 Recommended Town-wide mill rate (-11.89%)

Comparison to Other Towns

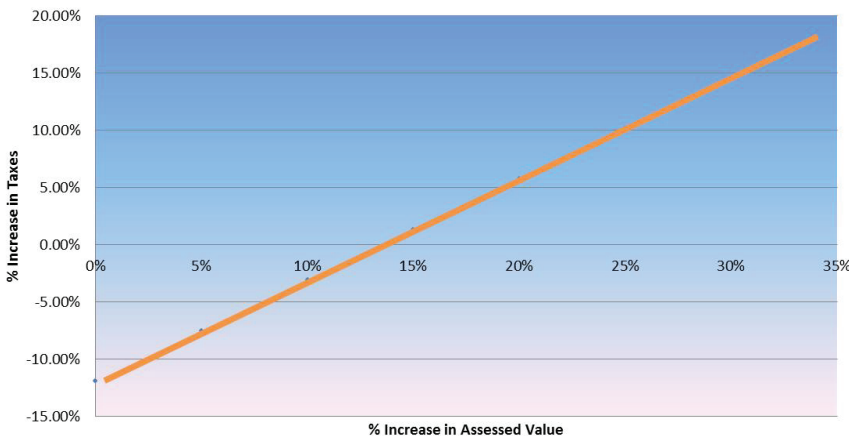
Manchester's proposed mill rate, even when adjusting for revaluation, compares favorably to other communities nearby or of a similar size. Comparative data regarding tax rates can be found at the CT Office of Policy & Management webpage.

Mill Rate Comparison to Nearby/ Comparable Towns



Source: CT Office of Policy & Management FY2022 Mill Rates
Manchester mill rate is equalized (assumes 0.5% Grand List growth vs 18% actual growth)

Tax Increase Based on Increase to Assessed Property Value



| % Tax Increase Based on Property Value Increase | | | | | | |
|---|--------|-------|-------|-------|-------|-------|
| Property Value Increase: | 0.0% | 5.0% | 10.0% | 15.0% | 20.0% | 25.0% |
| Estimated Tax Increase: | -11.9% | -7.5% | -3.1% | 1.3% | 5.7% | 10.1% |

Cost to Taxpayers

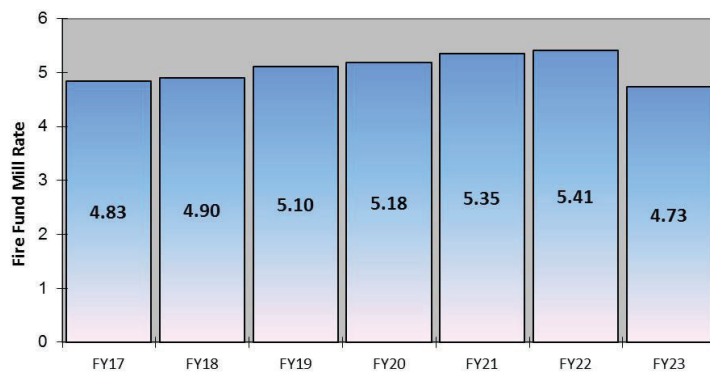
The table on the left shows the percent increase to property taxes that would result from the proposed budget, as a function of the percent increase to property value resulting from the 2021 revaluation. Since results of revaluation varied widely, residents could see anything from a decrease in taxes to a significant increase, which reflects actual inflation of the fair market value of homes and other properties in Town (the legal basis for property taxation).

FIRE FUND

Revenue

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

Fire District Mill Rate History



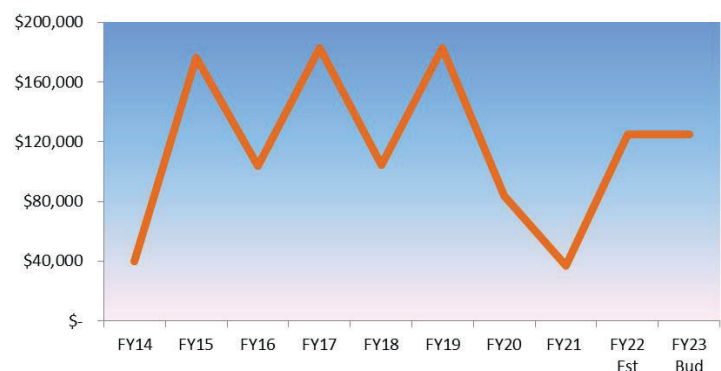
4.73 proposed Fire District mill rate (-12.5%)

Controlling for the impact of revaluation, the mill rate would increase by 5.03%

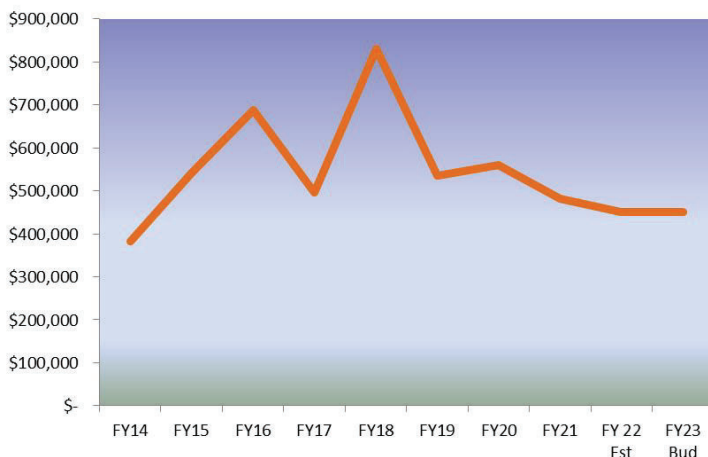
ALS & Fire Marshal Fees

The other two major revenue sources for the Fire Fund are ambulance services fees (or ALS Fees- Advanced Life Support) from the Paramedic operation, and Fire Marshal fees collected for fire safety permits, inspections and other services. Ambulance fees were lower in FY21 due to trends in collections as well as to adjust for the write-off of uncollected fees.

Fire Marshal Revenue History



Advanced Life Support Revenue History

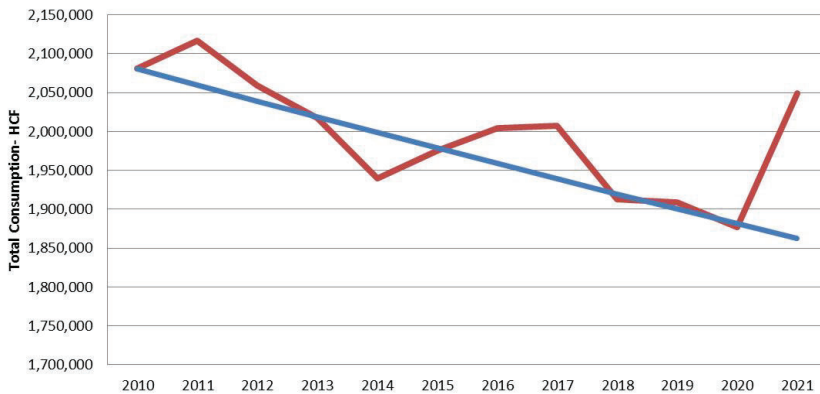


Transfer from General Fund- Paramedic Services

The Fire Fund receives a payment from the General Fund to cover the cost of Paramedic Services, because the SMFD provides paramedic (advanced life support) services to the entire Town including areas within the 8th Utilities District. The transfer increases by 10.4% due to year-to-year decrease in ALS fees as well as Paramedic cost increases and shared cost of a new Assistant Chief position.

WATER & SEWER Revenue

Water Consumption History



5%
recommended
water rate
increase

5%
recommended
sewer rate
increase

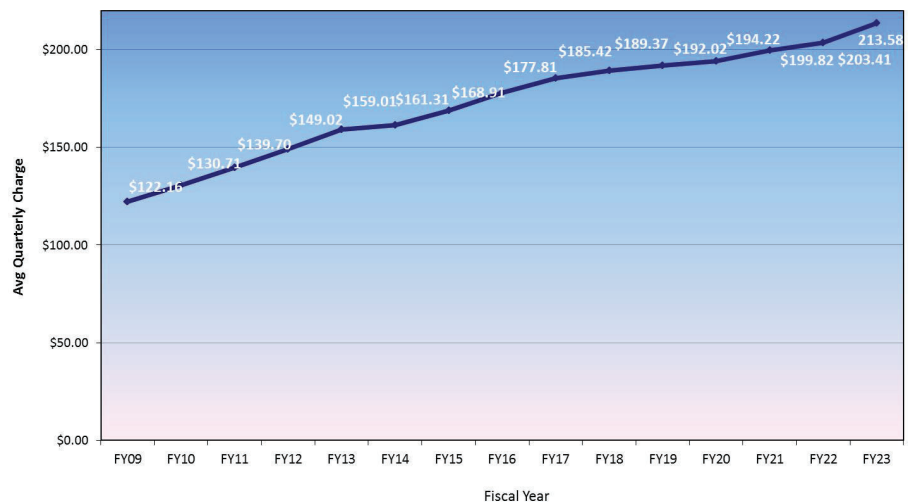
Rate Increases

Water & Sewer rates have been held relatively flat for several years. Downward consumption trends in conjunction with cost inflation and growing capital needs requires that rates begin to increase at higher rates, as indicated in long-range projections presented in previous budgets. The current budget also assumed 2 years of ARPA grant offsets, whereas this proposal assumes only one.

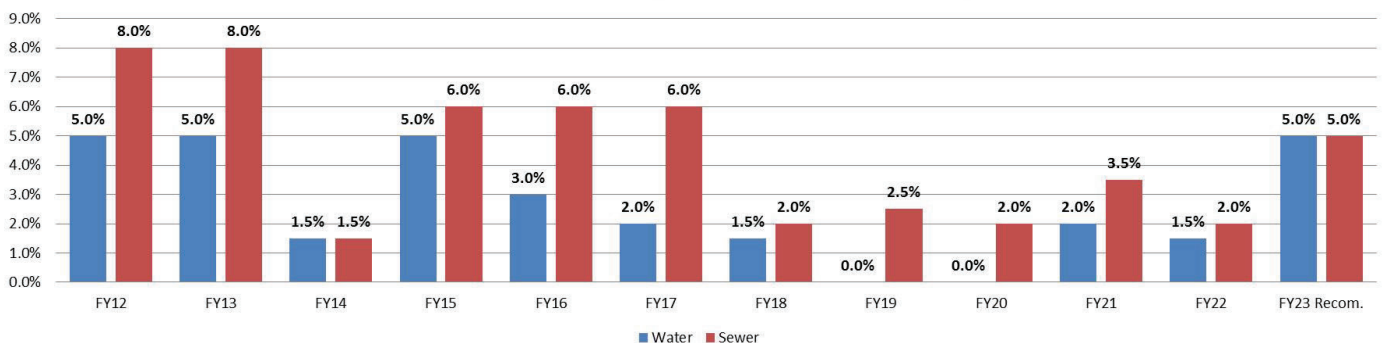
Consumption Trends

Over the last ten years, consumption has trended downward steadily at an average of -1% per year. While people using less water is a positive development from an environmental perspective, it leads to a reduction in usage fee revenue. At the same time revenues are decreasing from lower usage, the costs of operating the water & sewer utilities continues to increase with inflation, infrastructure needs & addressing environmental issues. FY21 showed a spike compared to this trend; it is uncertain whether this is an outlier or a change in trend.

Average Household Quarterly Charges for Water and Sewer Service



Water & Sewer Adopted Rate Increase History



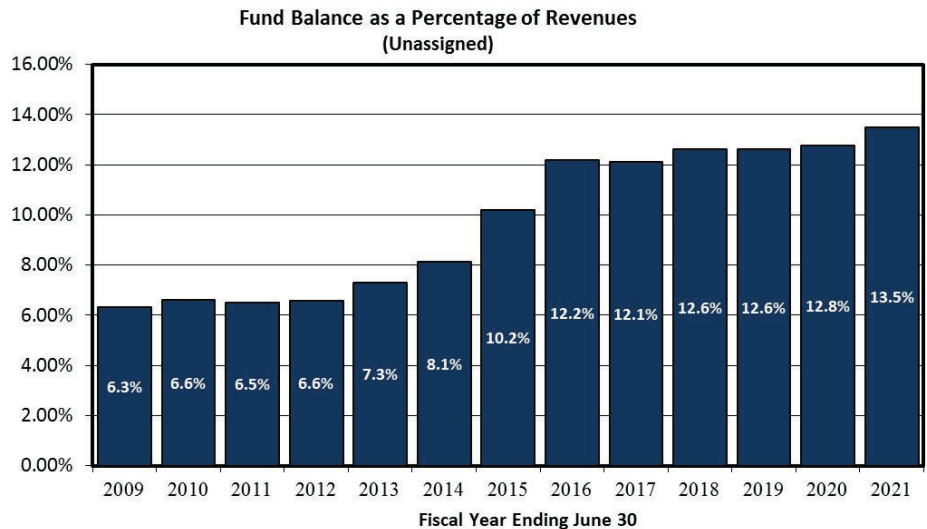
FUND BALANCE &

Cash Assets

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

General Fund Balance

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



Fire Fund Undesignated Fund Balance, 2012-2021

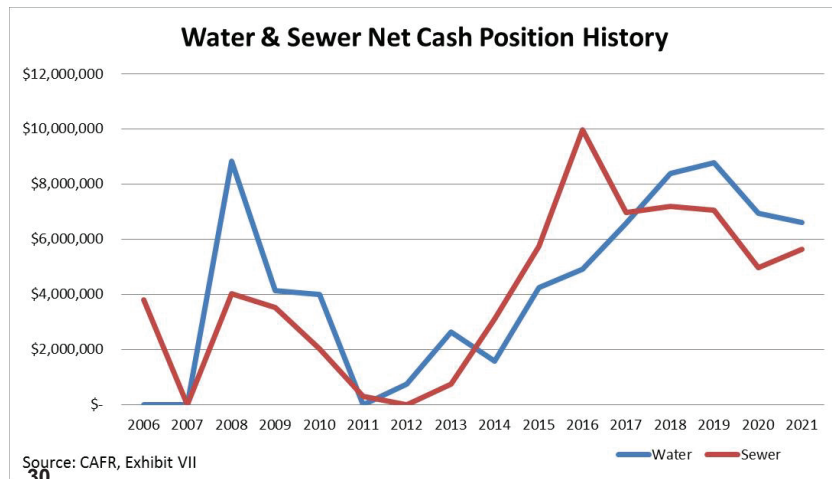


Fire Fund Balance

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

Water & Sewer Net Cash Position

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



LONG RANGE

Planning & Forecast

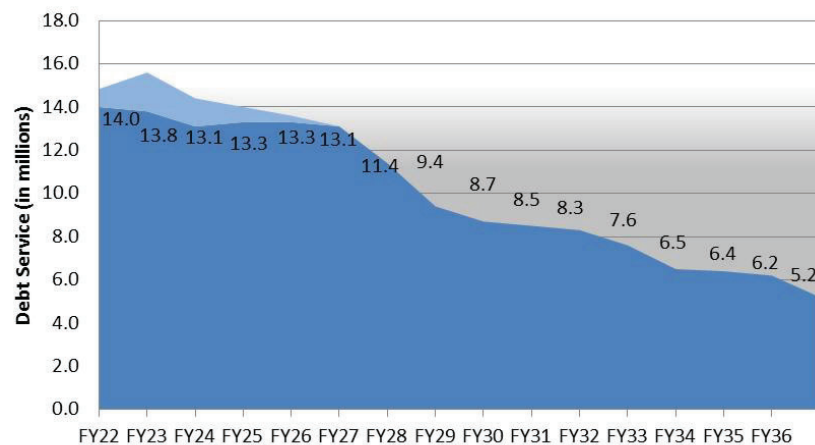
General Fund Outlook

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

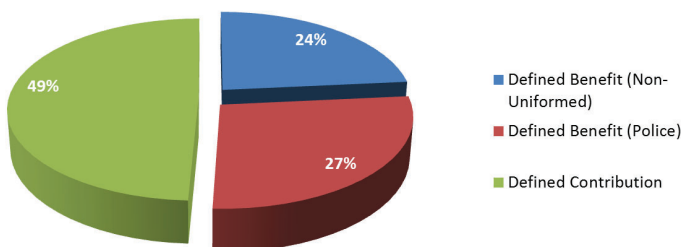
Debt Service

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

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



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



Personnel Costs

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

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

Revenues

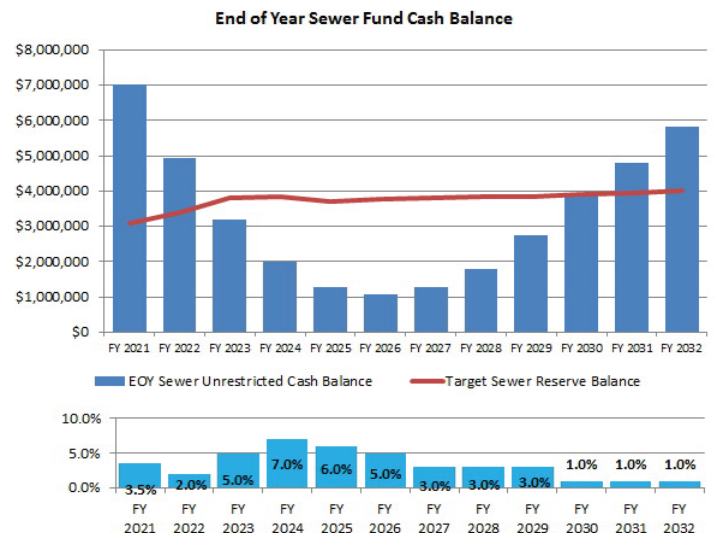
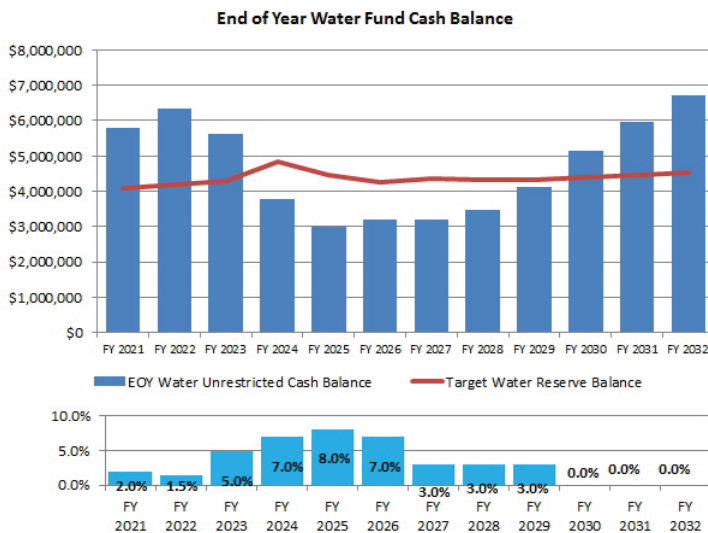
Property taxes are the largest source of revenue, with State Aid accounting for the bulk of the remainder. Difficult economic conditions can impact both of these revenue sources through loss of grand list value or State Aid cuts, factors which all towns must contend with. Careful financial management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

ENTERPRISE FUND

Planning & Forecast

Water & Sewer

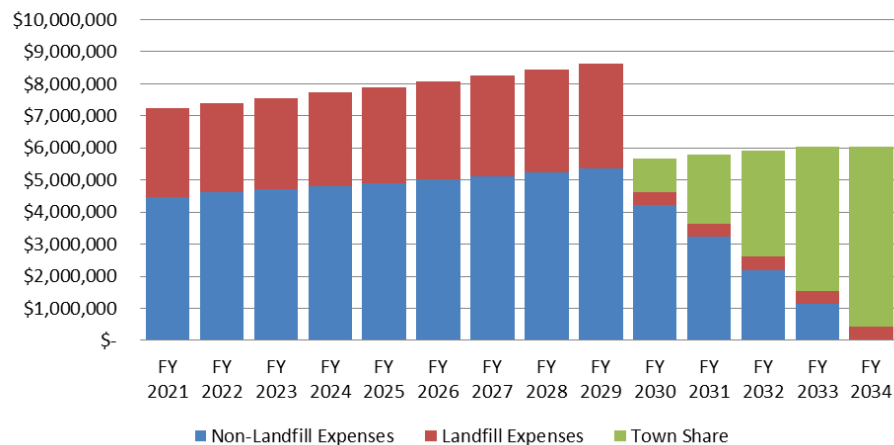
The water & sewer funds are public utilities with operations that rely primarily on user charges. Water & sewer rates are set with the intention of ensuring these utilities have enough cash resources to cover 6 months of operating costs, and to ensure the operation has enough budgetary resources to meet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



Sanitation Fund

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

Sanitation Expenditures- 15 Year Projection



Department Budget Detail

- General Government
 - Public Works
 - Public Safety
 - Human Services
 - Leisure Services
 - Education
 - Fixed/Miscellaneous
 - Water & Sewer
 - Sanitation
- 
- An abstract geometric design on the right side of the page. It features a series of overlapping, semi-transparent shapes in shades of orange, blue, and beige. The shapes include a large orange triangle at the top right, a blue triangle below it, and several beige and light blue polygons at the bottom right. The background of the entire page is a solid orange color with a subtle, repeating pattern of small, concentric circles.



Recommended Budget

Town of Manchester,
Connecticut

FY 2022-23

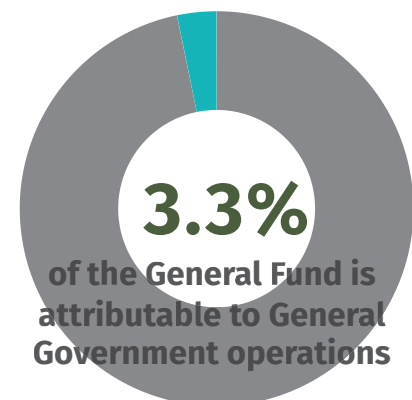
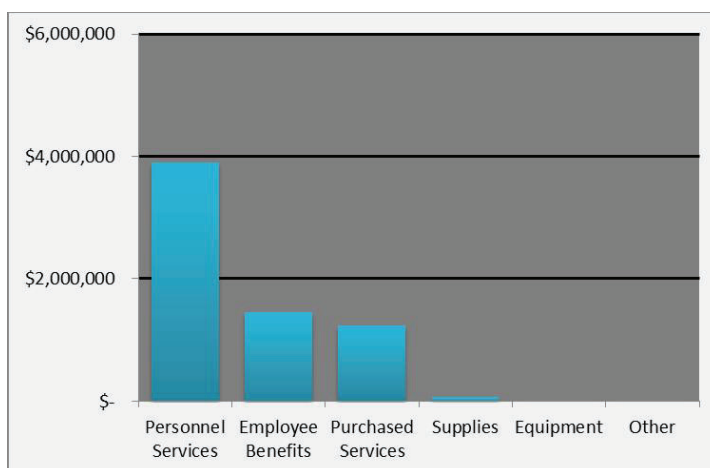
General Government



The General Government section of the budget includes the administrative functions of the Town, including Board of Directors, General Manager, Administrative Services, Finance, Planning & Economic Development, and Elected and Appointed Officials' Offices.

Summary of Department Budgets

| | Expended 2020/21 | Adopted 2021/22 | Expended Through 12/31/21 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Change Over Current Adopted | Percent Change |
|------------------------------|------------------------|---------------------|------------------------------|---------------------------------|--------------------------------|-----------------------------------|-------------------|
| GENERAL GOVERNMENT | | | | | | | |
| Board of Directors | \$ 272,759.45 | \$ 361,672 | \$ 202,353.18 | \$ 363,818 | \$ 360,588 | \$ (1,084) | -0.30% |
| General Manager | \$ 600,245.99 | \$ 678,631 | \$ 289,631.13 | \$ 564,818 | \$ 799,503 | \$ 120,872 | 17.81% |
| Budget & Research Office | \$ 210,002.75 | \$ 235,626 | \$ 111,284.70 | \$ 235,626 | \$ 258,942 | \$ 23,316 | 9.90% |
| Human Resources | \$ 438,825.13 | \$ 431,200 | \$ 189,816.00 | \$ 427,501 | \$ 423,443 | \$ (7,757) | -1.80% |
| Customer Service/Info Office | \$ 157,131.74 | \$ 171,606 | \$ 79,427.21 | \$ 170,620 | \$ 174,368 | \$ 2,762 | 1.61% |
| Finance Admin & Accounting | \$ 770,354.86 | \$ 789,338 | \$ 103,262.76 | \$ 816,607 | \$ 825,457 | \$ 36,119 | 4.58% |
| Assessment & Collection | \$ 966,957.08 | \$ 1,070,462 | \$ 526,051.64 | \$ 1,035,253 | \$ 1,062,942 | \$ (7,520) | -0.70% |
| Purchasing | \$ 587,062.74 | \$ 636,721 | \$ 331,067.24 | \$ 608,919 | \$ 651,915 | \$ 15,194 | 2.39% |
| Planning and Economic Devel. | \$ 738,247.56 | \$ 784,511 | \$ 384,338.85 | \$ 797,377 | \$ 821,063 | \$ 36,552 | 4.66% |
| Town Clerk | \$ 401,692.19 | \$ 492,920 | \$ 237,543.82 | \$ 474,455 | \$ 501,644 | \$ 8,724 | 1.77% |
| Registrars | \$ 296,680.29 | \$ 277,417 | \$ 205,445.96 | \$ 289,924 | \$ 335,792 | \$ 58,375 | 21.04% |
| Town Attorney | \$ 363,222.33 | \$ 404,497 | \$ 159,171.67 | \$ 405,384 | \$ 415,459 | \$ 10,962 | 2.71% |
| Probate Court | \$ 40,180.11 | \$ 42,568 | \$ 21,092.91 | \$ 42,068 | \$ 44,568 | \$ 2,000 | 4.70% |
| TOTAL | \$ 5,843,362.22 | \$ 6,377,169 | \$ 2,840,487.07 | \$ 6,232,369 | \$ 6,675,684 | \$ 298,515 | 4.68% |



Total Budget
\$6,675,684



Increase
\$298,515



Percent Increase
4.68

BOARD OF DIRECTORS

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|---------------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 66,329.20 | 64,696 | 69,391 | 82,336 | | 17,640 | 27.27% |
| Employee Benefits | 32,380.45 | 34,114 | 31,565 | 35,566 | | 1,452 | 4.26% |
| Purchased Services | 173,774.13 | 252,862 | 252,862 | 232,686 | | (20,176) | -7.98% |
| Supplies | 275.67 | 5,000 | 5,000 | 5,000 | | - | 0.00% |
| Equipment | - | 5,000 | 5,000 | 5,000 | | - | 0.00% |
| Other | - | - | - | - | | - | N/A |
| TOTAL BOARD OF DIRECTORS | 272,759.45 | 361,672 | 363,818 | 360,588 | - | (1,084) | -0.30% |

Personnel & Employee Benefits:

- Represents salaries and benefits of existing funded positions with no changes to budgeted personnel. Increase reflects an upgrade for the Executive Secretary position to reflect expanded job duties.

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|--|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| Executive Assistant | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 |
| Confidential Executive Secretary | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL BOARD OF DIRECTORS FT STAFF | 1.25 | 1.25 | 1.25 | 1.25 | 1.25 |

Purchased Services and Supplies:

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

- A reduction of \$15,000 in professional & technical services reflecting a one-time funding of strategic planning efforts in the current fiscal year

GENERAL MANAGER

DESCRIPTION

The General Manager's Office provides management services and coordination to ensure effective and efficient delivery of services consistent with the policies of the Board of Directors. Chapters IV and V of the Town Charter, as well as other sections, set forth the powers and duties of the General Manager. This department also includes funding for the Communications operation, which coordinates public relations, social media, and web-based content creation and communications with the public on behalf of the General Manager.

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|------------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 457,906.99 | 485,016 | 394,616 | 570,031 | | 85,015 | 17.53% |
| Employee Benefits | 128,905.59 | 135,351 | 109,461 | 135,570 | | 219 | 0.16% |
| Purchased Services | 12,820.25 | 55,724 | 55,514 | 91,362 | | 35,638 | 63.95% |
| Supplies | 613.16 | 2,540 | 5,227 | 2,540 | | - | 0.00% |
| Equipment | - | - | - | - | | - | N/A |
| Other | - | - | - | - | | - | N/A |
| TOTAL GENERAL MANAGER | 600,245.99 | 678,631 | 564,818 | 799,503 | - | 120,872 | 17.81% |

Personnel & Employee Benefits:

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

- An additional \$80,000 is provided for potential reclassification and reorganization of personnel in this office, and/or additional part time personnel for the Communications operation.

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|--|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| General Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Deputy Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Executive Assistant | 0.75 | 0.75 | 0.75 | 0.75 | 0.75 |
| Communications Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Director of Operations (frozen/unfunded) | 0.50 | 0.50 | | 0.50 | |
| TOTAL GENERAL MANAGER FT STAFF | 4.25 | 4.25 | 3.75 | 4.25 | 3.75 |

| Part Time Positions | Budgeted Hours 2021/22 | Full Time Equivalents | Budgeted Hours 2022/23 | Full Time Equivalents | Change in FTE's |
|---------------------------------------|------------------------------|--------------------------|------------------------------|--------------------------|--------------------|
| Communications & Marketing | 670 | 0.32 | 1,040 | 0.50 | 0.18 |
| Communications Intern | 333 | 0.16 | 333 | 0.16 | 0.00 |
| TOTAL GENERAL MANAGER PT STAFF | 1,003 | 0.48 | 1,373 | 0.66 | 0.18 |

GENERAL MANAGER

Purchased Services and Supplies:

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

- An additional \$35,000 is budgeted for unplanned studies and professional & technical services as needed or as requested by the Board of Directors from time to time.

BUDGET & RESEARCH OFFICE

DESCRIPTION

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

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

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|------------------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 139,450.61 | 149,397 | 149,397 | 170,856 | | 21,459 | 14.36% |
| Employee Benefits | 51,504.59 | 61,154 | 61,154 | 62,540 | | 1,386 | 2.27% |
| Purchased Services | 13,394.80 | 23,725 | 23,447 | 23,905 | | 180 | 0.76% |
| Supplies | 633.49 | 1,350 | 1,350 | 1,641 | | 291 | 21.56% |
| Equipment | 5,019.26 | - | 278 | - | | - | N/A |
| Other | - | - | - | - | | - | N/A |
| TOTAL BUDGET & RESEARCH | 210,002.75 | 235,626 | 235,626 | 258,942 | - | 23,316 | 9.90% |

Personnel & Employee Benefits:

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

- Increase reflects reclassifying Management Analyst position to Assistant Budget Director in order to provide for a higher level of support and long-term succession planning

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|---|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| Budget and Research Officer | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Assistant Budget Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Grants Adm. Specialist (frozen/unfunded) | 1.00 | 1.00 | | 1.00 | |
| Work_Space Program Manager | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| TOTAL BUDGET & RESEARCH FT STAFF | 3.00 | 3.00 | 2.00 | 3.00 | 2.00 |

BUDGET & RESEARCH OFFICE

Purchased Services and Supplies:

Covers office expenses, analytical tools & services relating to budget development and analysis. No significant changes over the current year.

HUMAN RESOURCES

DESCRIPTION

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

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

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|------------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 189,335.75 | 179,430 | 178,816 | 167,694 | | (11,736) | -6.54% |
| Employee Benefits | 81,627.62 | 85,515 | 81,871 | 81,494 | | (4,021) | -4.70% |
| Purchased Services | 163,593.87 | 160,255 | 160,255 | 168,255 | | 8,000 | 4.99% |
| Supplies | 4,124.01 | 5,500 | 6,058 | 5,500 | | - | 0.00% |
| Equipment | 143.88 | 500 | 500 | 500 | | - | 0.00% |
| Other | - | - | - | - | | - | N/A |
| TOTAL HUMAN RESOURCES | 438,825.13 | 431,200 | 427,501 | 423,443 | - | (7,757) | -1.80% |

HUMAN RESOURCES

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments. Reduction in costs is attributable to turnover of existing positions.

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|---|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| Human Resources Technician | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| HR & Diversity, Equity & Inclusion Program Mgr. | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Deputy Director of HR & Labor Relations* | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL HUMAN RESOURCES FT STAFF | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |

*- Deputy Director of HR and Labor Relations is funded out of the Town's Self-Insurance Fund (MSIP)

Purchased Services and Supplies:

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

- An additional \$8,000 is provided for police applicant mental health screenings, as newly required by the Police Accountability Act.

CUSTOMER SERVICE & INFORMATION CENTER

DESCRIPTION

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

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

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|-------------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 121,815.58 | 127,664 | 126,526 | 130,971 | | 3,307 | 2.59% |
| Employee Benefits | 31,941.96 | 34,375 | 34,526 | 33,830 | | (545) | -1.59% |
| Purchased Services | 1,188.88 | 5,100 | 5,100 | 5,100 | | - | 0.00% |
| Supplies | 1,736.42 | 3,967 | 3,967 | 3,967 | | - | 0.00% |
| Equipment | 448.90 | 500 | 500 | 500 | | - | 0.00% |
| Other | - | - | - | - | | - | N/A |
| TOTAL CUSTOMER SERVICE | 157,131.74 | 171,606 | 170,620 | 174,368 | - | 2,762 | 1.61% |

Personnel & Employee Benefits:

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

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|---|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| Customer Service Center Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL CUSTOMER SERVICES FT STAFF | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |

| Part Time Positions | Budgeted Hours 2021/22 | Full Time Equivalents | Budgeted Hours 2022/23 | Full Time Equivalents | Change in FTE's |
|--|------------------------------|--------------------------|------------------------------|--------------------------|--------------------|
| Customer Service Associates (4) | 3,120 | 1.50 | 3,120 | 1.50 | 0.00 |
| Customer Service Associate - Seasonal Coverage | 300 | 0.14 | 300 | 0.14 | 0.00 |
| TOTAL CUSTOMER SERVICE INFO CENTER PT STAFF | 3,420 | 1.64 | 3,420 | 1.64 | 0.00 |

CUSTOMER SERVICE & INFORMATION CENTER

Purchased Services and Supplies:

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

FINANCE ADMINISTRATION & RISK MANAGEMENT & ACCOUNTING

DESCRIPTION

The Finance Administration and Risk Management Division is responsible for oversight and the general administration of the entire Finance Department, administration of the Town's General Liability and Workers' Compensation Self-Insurance Program, and management of the Town's premiated property and liability coverages 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, and Special Grant Funds. Chapter 5-16 of the Town Charter and Section 7-394(a) of the Connecticut General Statutes detail these responsibilities. The Accounting Division is divided into three sections: Accounts Payable, Payroll and Cash Management.

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|-------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 547,198.71 | 551,128 | 573,515 | 596,566 | - | 45,438 | 8.24% |
| Employee Benefits | 204,139.78 | 216,845 | 221,481 | 214,941 | - | (1,904) | -0.88% |
| Purchased Services | 15,688.59 | 18,615 | 18,861 | 11,000 | - | (7,615) | -40.91% |
| Supplies | 3,158.88 | 2,750 | 2,750 | 2,950 | - | 200 | 7.27% |
| Equipment | 168.90 | - | - | - | - | - | N/A |
| Other | - | - | - | - | - | - | N/A |
| TOTAL ACCOUNTING | 770,354.86 | 789,338 | 816,607 | 825,457 | - | 36,119 | 4.58% |

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments. Increase reflects step & merit increases of existing & budgeted staff.

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|--|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| Director of Finance | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Accountant | 2.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Accountant | | 1.00 | 1.00 | 1.00 | 1.00 |
| Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Payroll Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Account Associate | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Accounting Manager (frozen/unfunded) | 1.00 | 1.00 | | 1.00 | |
| Account Associate (frozen/unfunded) | 1.00 | 1.00 | | 1.00 | |
| TOTAL FINANCE & ACCOUNTING FT STAFF | 9.00 | 9.00 | 7.00 | 9.00 | 7.00 |

FINANCE ADMINISTRATION & RISK MANAGEMENT & ACCOUNTING

Purchased Services and Supplies:

Covers office administration expenses for the office, professional affiliations & trainings, with the following adjustments:

- Credit card fees for payments received by residents & customers have been moved to the Fixed/Miscellaneous portion of the budget

STATUS OF 2021/22 GOALS

1. Close SMARTR1 and effectively manage state grant program for SMARTR2

The close-out of Cheney, Waddell and Verplanck is in process with the State Office of School Grants and Review, and we expect an audit to take place before the end of FY22. SMARTR2 is ongoing, with construction taking place at Buckley and pre-construction work taking place in Bowers. Several new processes and procedures have been implemented and electronic file management is in place.

2. Focus on OPEB liability and controlling costs and reducing liability through program changes and formalize an OPEB funding policy.

Benefit changes were implemented for all over-65 retirees, with a switch to Medicare Advantage and EGWP Rx, resulting in a \$150 million reduction in the long-term OPEB liability.

3. Complete MSIP funding study

Study was completed in the summer of 2021. Results were positive overall, with a reduction in worker's comp exposure due to several long-term case settlements.

4. Work towards complete PCI compliance for electronic payments to reduce processing fees.

This project was put on hold pending recruitment of a new IS Director.

5. Effectively manage COVID funding sources to maximize reimbursement.

CARES funding, totaling \$941,000, was disbursed, reported on, and successfully audited in 2021.

6. Implement electronic payment relay program for cash back rebates.

Over \$12,000 in rebates from the new Capital One program has been paid to the Town during the first six months of FY22.

7. Use technology to manage SMARTR2 documentation for future State audit.

In conjunction with O&G Construction Manager, the Town has implemented an online payment processing program with great success. All school project documentation is kept in digital files for future audits.

FINANCE ADMINISTRATION & RISK MANAGEMENT & ACCOUNTING

8. Incorporate electronic document management to all processes.

Tyler Content Manager was included in the Town's ERP System, Munis, upgrade in November 2021.

2022/23 GOALS

1. Close out COVID CARES Grant and Manage ARPA Grant funding and reporting
2. Implement all aspects of Tyler Content Management and move towards 100% paperless AP processing
3. Install outdoor payment kiosks for Water/Sewer and Tax payments at Town Hall and the Landfill
4. Work towards complete PCI compliance for electronic payments to reduce electronic payment processing fees.
5. Focus on reducing under-65 retiree health OPEB liability/ implement an OPEB funding policy
6. Document and report on American Rescue Plan Act funding in preparation for federal audit.
7. Close out old bond/ capital projects
8. Implement comprehensive lease reporting as required under GASB 87
9. Fully integrate all departments in online accounts payable operations using Tyler Content Manager.

FINANCE – ASSESSMENT & COLLECTION

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|-------------------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 641,177.69 | 695,898 | 653,056 | 688,416 | | (7,482) | -1.08% |
| Employee Benefits | 239,403.10 | 269,309 | 276,939 | 263,891 | | (5,418) | -2.01% |
| Purchased Services | 81,116.65 | 100,755 | 100,758 | 104,135 | | 3,380 | 3.35% |
| Supplies | 3,393.49 | 4,000 | 4,000 | 5,500 | | 1,500 | 37.50% |
| Equipment | 1,866.15 | 500 | 500 | 1,000 | | 500 | 100.00% |
| Other | - | - | - | - | | - | N/A |
| TOTAL ASSESSMENT & COLL. | 966,957.08 | 1,070,462 | 1,035,253 | 1,062,942 | - | (7,520) | -0.70% |

Personnel & Employee Benefits:

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

- One authorized/funded Assistant Assessor position is upgraded to Deputy Assessor in the upcoming year.

Reduction in cost is attributable to turnover of existing positions.

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|---|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| Dir. of Assessment/Collection | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Deputy Assessor | 1.00 | 1.00 | 0.00 | 1.00 | 1.00 |
| Assistant Assessor | 2.00 | 2.00 | 2.00 | 2.00 | 1.00 |
| Account Associate | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Assistant Collector of Revenue | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Delinquent Collector | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Account Associate | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL ASSESSMENT & COLLECTION FT STAFF | 10.00 | 10.00 | 9.00 | 10.00 | 9.00 |

FINANCE – ASSESSMENT & COLLECTION

| Part Time Positions | Budgeted Hours 2021/22 | Full Time Equivalents | Budgeted Hours 2022/23 | Full Time Equivalents | Change in FTE's |
|---|------------------------------|--------------------------|------------------------------|--------------------------|--------------------|
| Clerical Assistants (2) | 1,820 | 0.88 | 1,820 | 0.88 | 0.00 |
| Tax Clerk | 918 | 0.44 | 918 | 0.44 | 0.00 |
| TOTAL ASSESSMENT & COLLECTION PT STAFF | 2,738 | 1.32 | 2,738 | 1.32 | 0.00 |

Purchased Services and Supplies:

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

- An additional \$3,070 is budgeted for professional services to reflect increases in technical service costs relating to the assessment & billing operations.
- An additional \$2,000 is provided for office supplies & equipment to meet the demands of the office and its operations.

STATUS OF 2021/22 GOALS

- 1. Incorporate several new staff members into the Assessment & Collection staff as the Assessment & Collection staff was impacted by staff retirements, and staff member relocation in FY 2020/2021.**
Division is fully staffed, and transition has been smooth, with all new employees fully trained and enrolled in state certification classes.
- 2. Completion of the revaluation for the 2021 Grand List.**
Revaluation was completed on time.
- 3. Continue to focus on tax collection and enforcement efforts. This is an annual goal for our office.**
Back tax collection remained strong; a tax sale was held in October 2021.
- 4. Continue to focus on providing assistance and information for Manchester residents whose homes suffer from defective concrete foundations. This will remain a goal for our office for several years to come.**
Defective concrete inspections continue to take place.
- 5. Add online filing of Declarations of Personal Property as an option for our personal property declarants. This option is available through our software vendor.**
Online filing was made available for the October 2021 Declarations.

FINANCE – ASSESSMENT & COLLECTION

2022/23 GOALS

1. Effectively communicate the impact of revaluation to taxpayers when bills are sent out in June 2022.
2. Effectively use technology to improve remote services to taxpayers.
3. Update Delinquent Tax Collection Policy to reflect actual procedures.
4. Continue to inspect properties and to offer information for Manchester residents whose homes suffer from defective concrete foundations.

FINANCE – PURCHASING

DESCRIPTION

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

1) Purchasing

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

2) Central Duplicating

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

3) Telephone Service

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

4) Central Mailing

- Provides postage and monitors mailing by all Town departments.

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|-------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 272,987.55 | 299,610 | 277,879 | 308,463 | | 8,853 | 2.95% |
| Employee Benefits | 113,882.44 | 122,011 | 114,879 | 120,052 | | (1,959) | -1.61% |
| Purchased Services | 201,567.20 | 211,100 | 212,161 | 219,400 | | 8,300 | 3.93% |
| Supplies | (1,374.45) | 4,000 | 4,000 | 4,000 | | - | 0.00% |
| Equipment | - | - | - | - | | - | N/A |
| Other | - | - | - | - | | - | N/A |
| TOTAL PURCHASING | 587,062.74 | 636,721 | 608,919 | 651,915 | - | 15,194 | 2.39% |

FINANCE – PURCHASING

Personnel & Employee Benefits:

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

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|----------------------------------|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| Director of Purchasing | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Buyer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Account Associate | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Print Shop Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL PURCHASING FT STAFF | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |

| Part Time Positions | Budgeted Hours 2021/22 | Full Time Equivalents | Budgeted Hours 2022/23 | Full Time Equivalents | Change in FTE's |
|----------------------------------|------------------------------|--------------------------|------------------------------|--------------------------|--------------------|
| Print Shop Assistant | 320 | 0.15 | 320 | 0.15 | 0.00 |
| TOTAL PURCHASING PT STAFF | 320 | 0.15 | 320 | 0.15 | 0.00 |

Purchased Services and Supplies:

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

- An additional \$1,500 is provided for a return to in-person trainings & professional development
- Postage is increased by \$4,000 as Covid reimbursements for certain mailing costs will no longer be available.
- Centralized phone costs increase by \$5,800
- An additional \$2,000 is budgeted for added PO Boxes to meet current demands
- Copier maintenance is reduced by \$5,000

PLANNING & ECONOMIC DEVELOPMENT

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|--------------------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 501,544.03 | 509,672 | 518,938 | 538,797 | | 29,125 | 5.71% |
| Employee Benefits | 199,816.81 | 211,995 | 215,595 | 210,187 | | (1,808) | -0.85% |
| Purchased Services | 29,088.86 | 58,524 | 58,524 | 67,872 | | 9,348 | 15.97% |
| Supplies | 2,424.57 | 4,320 | 4,320 | 4,207 | | (113) | -2.62% |
| Equipment | 5,373.29 | - | - | - | | - | N/A |
| Other | - | - | - | - | | - | N/A |
| TOTAL PLANNING & EC DEVEL | 738,247.56 | 784,511 | 797,377 | 821,063 | - | 36,552 | 4.66% |

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments. Increase in costs is attributable to a high percentage of staff being relatively new and on step increase plans.

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|--|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| Dir. of Planning & Economic Devel. | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Planner | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Senior Administrative Secretary | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Administrative Secretary | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Environmental Planner / Wetlands Agent | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Downtown Development Specialist | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL PLANNING FT STAFF | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 |

Purchased Services and Supplies:

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

PLANNING & ECONOMIC DEVELOPMENT

- An additional \$8,500 is budgeted for new permitting software annual fees, which are shared with the Information Systems and Building Inspection departments.

STATUS OF 2021/22 GOALS

1. Facilitate and oversee permitting and development activity in the Broad Street Redevelopment Area, including the Broad Street Parkade and Nichols Properties.

During FY2022 the Department led the plan review team in approvals for a mixed-use project on the Broad Street Parkade site. Final assessment and remediation is ongoing on the Nichols property. The Town is working with the Department of Energy and Environmental Protection to finalize legal documents allowing for development of the site.

2. Continue Downtown initiative. Assist the Board of Directors in identifying additional priority capital investments. Attract transformative Downtown loan program projects and continue to assist existing local businesses with advocacy, communication and assistance in response to pandemic-related challenges.

The Board of Directors extended the Downtown 2020 No-interest loan program through 2022. One additional project is currently underway. Interest in the loan program has picked up and the Town expects additional applications in 2022. Engineering and Planning staff worked together to produce a Complete Streetscape project for Main Street within the Downtown district. Staff is currently working on securing funding for and finalizing that plan, which has become a top capital priority.

3. In partnership with the Planning and Zoning Commission, begin work on an updated Plan of Conservation and Development.

The Town has contracted with Town Planning and Urban Design Consultants (TPUDC) to create a new POCD, crafting a vision and associated goals through an intensive community engagement process.. Kickoff and engagement events are occurring during the second half of FY22. Continued community engagement, visioning and plan drafting will be the focus in FY23.

4. Work with the Board of Directors to facilitate distribution of HUD CV CARES Act Funds through the Community Development Block Grant program.

Under the federal CARES Act, the Town received two rounds of CDBG -CV funding to address community needs resulting from the COVID-19 pandemic. In total, Manchester received \$812,580 from the US Department of Housing and Urban Development (HUD) for this purpose. Through an application and approval process, the Board of Directors approved a plan to support senior meal delivery, mobile health services, food security, housing assistance, recreational needs and assistance to survivors of domestic violence. As of January 2022, approximately 25% of the available CDBG-CV funds have been expended.

5. Continue to make zoning regulations more flexible to accommodate emerging shifts in the commercial real estate market.

PLANNING & ECONOMIC DEVELOPMENT

Town Staff and the Planning and Zoning Commission continue to actively pursue zoning regulation changes that take advantage of new and expanding markets. In FY22, Staff drafted and the PZC approved regulations to accommodate electric vehicle charging stations, accessory dwelling units, outdoor dining, impervious parking surfaces and certain adult-use cannabis businesses.

2022/23 GOALS

1. Complete Downtown 2022 initiative. Attract one or more additional transformative loan program projects and oversee loan awards.
2. In partnership with the Planning and Zoning Commission, complete an updated Plan of Conservation and Development.
3. Leverage market interest in the adult-use cannabis industry and coordinate efforts with the Planning and Zoning Commission and Board of Directors.
4. Complete distribution of HUD CV CARES Act Funds through the Community Development Block Grant program.
5. Attract development activity to both the Broad Street and Buckland Hills districts.

TOWN CLERK

DESCRIPTION

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

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

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

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|-------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 244,195.21 | 278,817 | 261,332 | 284,618 | | 5,801 | 2.08% |
| Employee Benefits | 108,792.57 | 139,853 | 138,873 | 136,676 | | (3,177) | -2.27% |
| Purchased Services | 46,230.60 | 66,250 | 66,250 | 72,350 | | 6,100 | 9.21% |
| Supplies | 2,473.81 | 6,000 | 6,000 | 6,000 | | - | 0.00% |
| Equipment | - | 2,000 | 2,000 | 2,000 | | - | 0.00% |
| Other | - | - | - | - | | - | N/A |
| TOTAL TOWN CLERK | 401,692.19 | 492,920 | 474,455 | 501,644 | - | 8,724 | 1.77% |

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with adjustments associated with turnover of the Town Clerk position and salary adjustments to bring staff wages more in line with other comparable positions within the organization.

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|----------------------------------|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| Town Clerk | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Assistant Town Clerk II | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Assistant Town Clerk I | 2.00 | 2.00 | 1.00 | 2.00 | 1.00 |
| Land Records Clerk II | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| TOTAL TOWN CLERK FT STAFF | 6.00 | 6.00 | 5.00 | 6.00 | 5.00 |

TOWN CLERK

Purchased Services and Supplies:

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

- An additional \$3,000 is provided for increases in printing services costs
- An additional \$5,000 is budgeted for expanded engagement efforts & events
- These increases are partially offset by some marginal decreases in professional development

STATUS OF 2021/22 GOALS

1. **Continue to improve the space usage of the Town Clerk vault to accommodate the growing number of permanent records. This includes recreating large volumes into smaller more accessible binders.**
Ongoing - About 36 more Land Record binders have been recreated to create more space.
2. **Continue to improve/update master vital indexes and vital record keeping for more efficient searching, accessibility and storage.**
On hold
3. **Continue to enhance electronic image quality on the Town Clerk's land records portal.**
Occasional updates as brought to our attention
4. **Continue electronic media back file conversion of permanent records for boards and commissions, military discharges and trade names.**
On hold
5. **Access/ability to share useful information/records with other departments electronically.**
Partnered with Engineering on a map indexing/imaging project that helps both departments' accessibility.

TOWN CLERK

2022/23 GOALS

1. Continue to improve the space usage of the Town Clerk vault to accommodate the growing number of permanent records. This includes recreating large volumes into smaller more accessible binders.
2. Continue to enhance electronic image quality on the Town Clerk's land records portal.
3. Continue electronic media back file conversion of permanent records for military discharges.
4. Access/ability to share useful information/records with other departments electronically.
5. Enhance visibility & communicate awareness of the Town Clerk's office to the public.

REGISTRARS OF VOTERS

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|----------------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 179,949.66 | 154,255 | 164,211 | 193,893 | | 39,638 | 25.70% |
| Employee Benefits | 89,101.52 | 94,677 | 96,868 | 91,924 | | (2,753) | -2.91% |
| Purchased Services | 10,551.13 | 24,385 | 24,744 | 43,575 | | 19,190 | 78.70% |
| Supplies | 4,910.08 | 3,750 | 3,750 | 4,250 | | 500 | 13.33% |
| Equipment | 12,167.90 | 350 | 350 | 2,150 | | 1,800 | 514.29% |
| Other | - | - | - | - | | - | N/A |
| TOTAL REGISTRAR OF VOTERS | 296,680.29 | 277,417 | 289,924 | 335,792 | - | 58,375 | 21.04% |

Personnel & Employee Benefits:

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

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|---------------------------------|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| Registrars | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Administrative Assistant | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| TOTAL REGISTRAR FT STAFF | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |

| Part Time Positions | Budgeted Hours 2021/22 | Full Time Equivalents | Budgeted Hours 2022/23 | Full Time Equivalents | Change in FTE's |
|---------------------------------|---|--------------------------|------------------------------|--------------------------|--------------------|
| Deputy Registrars (2) | paid via fixed stipend per election event | | | | |
| Office Assistant | 133 | 0.06 | 133 | 0.06 | 0.00 |
| TOTAL REGISTRAR PT STAFF | - | 0.00 | - | 0.00 | 0.00 |

REGISTRARS OF VOTERS

Purchased Services and Supplies:

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

- Expenses are increased to reflect the cost differential between the local-only election in the current year, and the national mid-term & gubernatorial elections in the upcoming year.

TOWN ATTORNEY

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|----------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 162,885.57 | 165,338 | 165,577 | 176,241 | | 10,903 | 6.59% |
| Employee Benefits | 59,715.49 | 63,267 | 63,915 | 63,180 | | (87) | -0.14% |
| Purchased Services | 133,607.06 | 164,798 | 164,798 | 164,788 | | (10) | -0.01% |
| Supplies | 5,916.36 | 9,650 | 9,650 | 9,650 | | - | 0.00% |
| Equipment | 1,097.85 | 1,444 | 1,444 | 1,600 | | 156 | 10.80% |
| Other | - | - | - | - | | - | N/A |
| TOTAL TOWN ATTORNEY | 363,222.33 | 404,497 | 405,384 | 415,459 | - | 10,962 | 2.71% |

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no adjustments to budgeted positions. The cost reflects an upgrade of the Executive Assistant position to reflect expanded administrative duties in support of other Town offices.

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|-------------------------------------|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Administrative Staff Attorney | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL TOWN ATTORNEY FT STAFF | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |

Purchased Services and Supplies:

Covers the cost of office administration for the Town Attorney's office, legal fees & retainers, title searches, marshal services, appraisals, and legal references, with no significant adjustments.

PROBATE COURT

DESCRIPTION

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

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

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|----------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | - | - | - | - | - | - | N/A |
| Employee Benefits | - | - | - | - | - | - | N/A |
| Purchased Services | 26,215.98 | 31,168 | 31,168 | 33,168 | | 2,000 | 6.42% |
| Supplies | 8,711.76 | 8,700 | 8,700 | 8,700 | | - | 0.00% |
| Equipment | 5,252.37 | 2,200 | 2,200 | 2,200 | | - | 0.00% |
| Other | - | 500 | - | 500 | | - | 0.00% |
| TOTAL PROBATE COURT | 40,180.11 | 42,568 | 42,068 | 44,568 | - | 2,000 | 4.70% |

Personnel & Employee Benefits:

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

Purchased Services and Supplies:

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

- Includes an additional \$2,000 for printing & other office administrative costs which have increased over the last year due to inflation and the imposition of new mandates.



Recommended Budget

Town of Manchester,
Connecticut

FY 2022-23

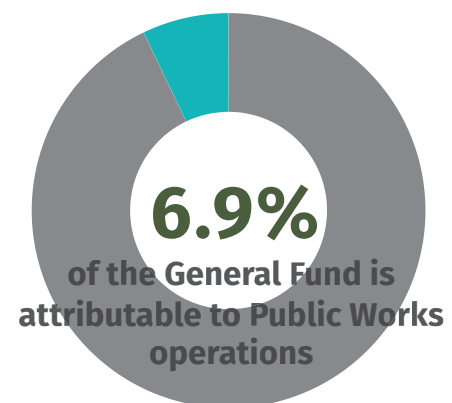
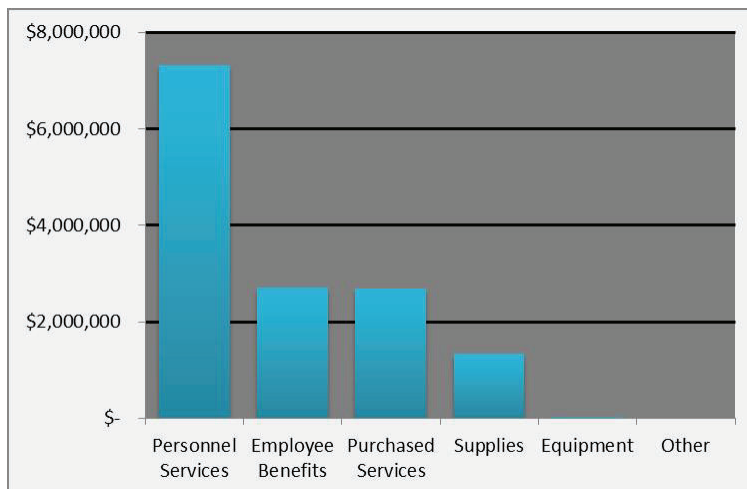
Public Works



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

Summary of Department Budgets

| | Expended 2020/21 | Adopted 2021/22 | Expended Through 12/31/21 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Change Over Current Adopted | Percent Change |
|-----------------------------------|-------------------------|----------------------|------------------------------|---------------------------------|--------------------------------|-----------------------------------|-------------------|
| DEPARTMENT OF PUBLIC WORKS | | | | | | | |
| DPW Administration | \$ 756,402.76 | \$ 819,620 | \$ 294,908 | \$ 819,687 | \$ 831,570 | \$ 11,950 | 1.46% |
| Engineering | \$ 2,219,362.98 | \$ 2,337,046 | \$ 1,134,523 | \$ 2,327,827 | \$ 2,366,232 | \$ 29,186 | 1.25% |
| Field Services | \$ 6,370,399.95 | \$ 7,521,206 | \$ 2,963,647 | \$ 7,243,992 | \$ 7,422,594 | \$ (98,612) | -1.31% |
| Facilities | \$ 2,219,695.98 | \$ 2,369,857 | \$ 976,147 | \$ 2,353,219 | \$ 2,406,684 | \$ 36,827 | 1.55% |
| Building Inspection | \$ 913,756.12 | \$ 993,285 | \$ 461,042 | \$ 997,374 | \$ 1,015,435 | \$ 22,150 | 2.23% |
| TOTAL | \$ 12,479,617.79 | \$ 14,041,014 | \$ 5,830,267.16 | \$ 13,742,098 | \$ 14,042,515 | \$ 1,501 | 0.01% |



Total Budget
\$14,042,515



Increase
\$1,501



Percent Increase
0.01

PUBLIC WORKS ADMINISTRATION

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 175,799.58 | 187,521 | 187,871 | 200,314 | | 12,793 | 6.82% |
| Employee Benefits | 59,163.55 | 65,204 | 53,979 | 64,361 | | (843) | -1.29% |
| Purchased Services | 507,285.76 | 554,600 | 565,542 | 554,600 | | - | 0.00% |
| Supplies | 14,153.87 | 12,295 | 12,295 | 12,295 | | - | 0.00% |
| Equipment | - | - | - | - | | - | N/A |
| Other | - | - | - | - | | - | N/A |
| TOTAL DPW ADMIN | 756,402.76 | 819,620 | 819,687 | 831,570 | - | 11,950 | 1.46% |

| Expenditures by Function | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|---------------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Administration | 245,900.31 | 267,227 | 256,315 | 279,838 | | 12,611 | 4.72% |
| Street Lights & Traffic Signals | 510,502.45 | 552,393 | 563,372 | 551,732 | | (661) | -0.12% |
| TOTAL DPW ADMIN | 756,402.76 | 819,620 | 819,687 | 831,570 | - | 11,950 | 1.46% |

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments. Increase reflects step & merit increases of existing staff.

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|---------------------------------|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| Director of Public Works | 0.85 | 0.85 | 0.85 | 0.85 | 0.85 |
| Deputy Director of Public Works | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 |
| Management Analyst | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 |
| Sr. Administrative Secretary | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL DPW ADMIN FT STAFF | 1.95 | 1.95 | 1.95 | 1.95 | 1.95 |

PUBLIC WORKS ADMINISTRATION

| Part Time Positions | Budgeted Hours 2021/22 | Full Time Equivalents | Budgeted Hours 2022/23 | Full Time Equivalents | Change in FTE's |
|---------------------------------|------------------------------|--------------------------|------------------------------|--------------------------|--------------------|
| Street Light Inspector | 236 | 0.11 | 236 | 0.11 | 0.00 |
| TOTAL DPW ADMIN PT STAFF | 236 | 0.11 | 236 | 0.11 | 0.00 |

Purchased Services and Supplies:

Covers office administration expenses for the Public Works executive offices, as well as the maintenance and electricity costs for the Town's street lights & traffic signals, with no significant adjustments.

PUBLIC WORKS- ENGINEERING

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|--------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 1,551,650.42 | 1,625,967 | 1,614,005 | 1,655,952 | | 29,985 | 1.84% |
| Employee Benefits | 560,025.60 | 599,329 | 601,542 | 575,770 | | (23,559) | -3.93% |
| Purchased Services | 91,928.97 | 91,250 | 91,250 | 107,260 | | 16,010 | 17.55% |
| Supplies | 14,262.00 | 18,750 | 18,750 | 26,250 | | 7,500 | 40.00% |
| Equipment | 1,495.99 | 1,750 | 2,280 | 1,000 | | (750) | -42.86% |
| Other | - | - | - | - | | - | N/A |
| TOTAL ENGINEERING | 2,219,362.98 | 2,337,046 | 2,327,827 | 2,366,232 | - | 29,186 | 1.25% |

Personnel & Employee Benefits:

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

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|--|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| Town Engineer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Traffic Engineer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Assistant Town Engineer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Engineering Technician | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Design Engineer | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| GIS Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| GIS Technician II | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| GIS Technician I (frozen/unfunded) | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 |
| Chief of Surveys | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Survey Technician (frozen/unfunded) | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 |
| Survey Technician | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Chief Construction Inspector | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Construction Inspector | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Jr. Construction Inspector | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Civil Engineer (frozen/unfunded) | 2.00 | 2.00 | 0.00 | 2.00 | 0.00 |
| Clerical Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL ENGINEERING FT STAFF | 23.00 | 23.00 | 19.00 | 23.00 | 19.00 |

PUBLIC WORKS- ENGINEERING

Purchased Services and Supplies:

Covers office administration expenses for the Engineering office, professional development & affiliations, software costs for GIS, surveying, engineering & design software, schematic plotting & map printing, surveying supplies, and various appraisal and environmental testing services, with the following significant adjustments:

- An increase of \$15,660 is included for annual fees for the new EnerGov permitting software.
- An additional \$3,000 is budgeted for increased demand for large plotter print jobs.
- Gasoline costs increase by \$4,500 due to higher gas prices.

STATUS OF 2021/22 GOALS

- 1. Complete design and construction of Gardner Street reconstruction project.**
 - Design 75% completed. Construction is expected to begin in May 2022.
- 2. Complete design and construction of Robert Road neighborhood improvement project.**
 - Design 75% completed. Construction is expected to begin in April 2022.
- 3. Complete roads assessment and prepare recommendations for 2021 Public Works Bond Referendum.**
 - Completed. Recommendations based on StreetScan roads assessment were presented to the Board of Directors in June 2021.

2022/23 GOALS

- 1. Complete design and construction of 2022 Paving Program.**
- 2. Complete design and construction of Griswold St Area Water and Sewer Improvements project.**
- 3. Complete public involvement process and preliminary design for Downtown Main Street Improvements project.**

PUBLIC WORKS- FIELD SERVICES

DESCRIPTION

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

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

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

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

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

BUDGET TABLES & COMMENTARY

| Expenditures by Function | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|------------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Administration | 259,385.25 | 283,203 | 285,905 | 269,847 | | (13,356) | -4.72% |
| Highways, Parks & Cemeteries | 4,842,994.59 | 5,730,203 | 5,543,517 | 5,644,687 | | (85,516) | -1.49% |
| Fleet Services | 1,275,180.11 | 1,507,800 | 1,416,189 | 1,508,060 | | 260 | 0.02% |
| TOTAL FIELD SERVICES | 6,377,559.95 | 7,521,206 | 7,245,612 | 7,422,594 | - | (98,612) | -1.31% |

PUBLIC WORKS- FIELD SERVICES

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|-----------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 3,423,804.02 | 4,006,527 | 3,649,174 | 4,044,084 | | 37,557 | 0.94% |
| Employee Benefits | 1,414,830.45 | 1,671,949 | 1,566,885 | 1,584,180 | | (87,769) | -5.25% |
| Purchased Services | 506,251.95 | 743,430 | 924,306 | 678,650 | | (64,780) | -8.71% |
| Supplies | 1,016,398.64 | 1,088,250 | 1,092,578 | 1,104,630 | | 16,380 | 1.51% |
| Equipment | 9,114.89 | 11,050 | 11,050 | 11,050 | | - | 0.00% |
| Other | - | - | - | - | | - | N/A |
| TOTAL FIELD SERVICES | 6,370,399.95 | 7,521,206 | 7,243,992 | 7,422,594 | - | (98,612) | -1.31% |

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments. Decrease in benefits reflects move to central budgeting of defined benefit pension costs.

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|---|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| <u>Field Services Administration</u> | | | | | |
| Field Services Superintendent* | 0.75 | 0.75 | 0.75 | 0.75 | 0.75 |
| Sr. Administrative Secretary | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Account Associate | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Subtotal: | 2.25 | 2.25 | 2.25 | 2.25 | 2.25 |

| | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|
| <u>Field Services (Highways, Parks & Cemeteries)</u> | | | | | |
| Work Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Park/Rec Facility Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Foreman | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Maintainer I (1 frozen/unfunded) | 25.00 | 25.00 | 24.00 | 25.00 | 24.00 |
| Maintainer II | 9.00 | 9.00 | 9.00 | 9.00 | 9.00 |
| Maintainer III | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 |
| Subtotal: | 44.00 | 44.00 | 43.00 | 44.00 | 43.00 |

| | | | | | |
|-----------------------------------|--------------|--------------|--------------|--------------|--------------|
| <u>Fleet Services:</u> | | | | | |
| Fleet Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Working Master Mechanic | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Mechanic II** (1 frozen/unfunded) | 7.00 | 7.00 | 6.00 | 7.00 | 6.00 |
| Mechanic III | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Subtotal: | 11.00 | 11.00 | 10.00 | 11.00 | 10.00 |

| | | | | | |
|--------------------------------------|--------------|--------------|--------------|--------------|--------------|
| TOTAL FIELD SERVICES FT STAFF | 57.25 | 57.25 | 55.25 | 57.25 | 55.25 |
|--------------------------------------|--------------|--------------|--------------|--------------|--------------|

* The Field Services Superintendent is partially funded in Sanitation.

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

PUBLIC WORKS- FIELD SERVICES

| Part Time Positions | Budgeted Hours 2021/22 | Full Time Equivalents | Budgeted Hours 2022/23 | Full Time Equivalents | Change in FTE's |
|-------------------------------------|------------------------------|--------------------------|------------------------------|--------------------------|--------------------|
| Assistant Clerk | 1,014 | 0.49 | 1,014 | 0.49 | 0.00 |
| Cemetery Clerk | 1,014 | 0.49 | 1,014 | 0.49 | 0.00 |
| TOTAL FIELD SERVICE PT STAFF | 2,028 | 0.98 | 2,028 | 0.98 | 0.00 |

Purchased Services and Supplies:

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

- Decrease of \$59,900 reflects reclassifying seasonal parks & cemetery workers to personnel expenses.
- Gasoline increases \$11,000 due to increase in gas prices.
- Motor vehicle & equipment repairs increase by \$5,380 due to inflation of cost of parts & supplies.

STATUS OF 2021/22 GOALS

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

PUBLIC WORKS- FIELD SERVICES

2022/23 GOALS

- 1. Complete landscaping and final elements of Cheney Rail Trail at Forest Street.**
- 2. Complete Bigelow Street Entrance Improvements to Center Springs Park.**
- 3. Repair and Repaint Marcy MacDonald Pool.**
- 4. Continue Case Mountain trail repairs and installation of water bars.**
- 5. Update Department Staff Safety Plan**

PUBLIC WORKS- FACILITIES MANAGEMENT

DESCRIPTION

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

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

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|-------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 649,820.03 | 672,232 | 655,554 | 699,596 | | 27,364 | 4.07% |
| Employee Benefits | 235,643.11 | 249,840 | 249,880 | 236,560 | | (13,280) | -5.32% |
| Purchased Services | 1,178,091.23 | 1,278,835 | 1,278,835 | 1,294,378 | | 15,543 | 1.22% |
| Supplies | 154,893.58 | 165,950 | 165,950 | 173,150 | | 7,200 | 4.34% |
| Equipment | 1,248.03 | 3,000 | 3,000 | 3,000 | | - | 0.00% |
| Other | - | - | - | - | | - | N/A |
| TOTAL FACILITIES | 2,219,695.98 | 2,369,857 | 2,353,219 | 2,406,684 | - | 36,827 | 1.55% |

| Expenditures by Function | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|-------------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Facilities Project Management | 317,626.19 | 299,716 | 299,825 | 320,198 | | 20,482 | 6.83% |
| Building Maintenance | 1,902,069.79 | 2,070,141 | 2,053,394 | 2,086,486 | | 16,345 | 0.79% |
| TOTAL FACILITIES | 2,219,695.98 | 2,369,857 | 2,353,219 | 2,406,684 | - | 36,827 | 1.55% |

PUBLIC WORKS- FACILITIES MANAGEMENT

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments. Employee benefits costs decrease due to shift to centralized budgeting of defined benefit pension costs.

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|-----------------------------------|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| Facilities Administration: | | | | | |
| Facilities Project Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Asst. Facilities Project Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Subtotal: | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Building Maintenance: | | | | | |
| Work Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Maintainer II | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Maintainer III | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Subtotal: | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 |
| TOTAL FACILITIES FT STAFF | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 |

Purchased Services and Supplies:

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

- An additional \$13,500 is provided for inflationary increases to contractual cleaning & other building service costs.
- Fuel & utilities increase by \$7,400. Increases in electricity & other commodity costs are offset by continuing deployment of energy efficiency measures across Town buildings.

STATUS OF 2021/22 GOALS

1. **Manchester Public Schools Phase 2: Buckley Elementary Renovations – Begin construction July 1, 2021 and substantially completed by Jun 30, 2022.** On-going; on budget and schedule for Sept 2022 opening.
2. **Secure design approval for Bowers Elementary Renovation.** Complete, approved for bid Jan '22.

PUBLIC WORKS- FACILITIES MANAGEMENT

3. **Secure State grant approval for funding of Keeney Elementary Renovation.** Complete, on State Priority List
4. **Secure State grant approval for funding of MHS Roof Replacement.** Postponed to 2022
5. **Design, bidding and construction of MHS Roof Replacement.** Design completed. Bid & construction postponed to 2022
6. **Design, bidding and construction of Police Department Locker Room Renovations.** Design completed. Bid & construction postponed to 2022
7. **Conduct study for LED lighting and control upgrades to be funded by utility savings and Eversource incentives.** Completed
8. **SolarMap PV installations through CT Greenbank program.** Design & permitting completed. Construction in-progress, delayed by Covid supply chain. Completion during 2022
9. **Design, bidding and replacement of Town Hall Chiller.** Completed
10. **Implementation phase of lighting controls and upgrades at Mary Cheney Library with Building Automation Systems identified by Eversource for incentives** – Lighting controls completed with LED fixture upgrades. BAS on hold pending funding and library future plans.
11. **Conduct investigation and design for Town office reorganization** - Hold due to Covid-19 related interruptions.
12. **Replace roofing at Cheney Hall (wood shingle portion)** – Completed
13. **LED Lighting Upgrades to Manchester Public Schools** – Completed
14. **LED Lighting Upgrades to Manchester Municipal Buildings** – In progress, delayed by Covid supply chain. Completion during 2022

2022/23 GOALS

1. **Manchester Public Schools Phase 2: Buckley Elementary Renovations** – Complete Construction. Scheduled opening September 2022

PUBLIC WORKS- FACILITIES MANAGEMENT

- 2. Manchester Public Schools Phase 2: Bowers Elementary Renovations – Begin construction July 1, 2022 for substantial completion by Jun 30, 2023.**
- 3. Manchester Public Schools Phase 2: Secure design approval for Keeney Elementary Renovation. Public bid January 2023**
- 4. Construction of Police Department Locker Room Renovations.**
- 5. New Library Feasibility Study**

PUBLIC WORKS- BUILDING INSPECTION

DESCRIPTION

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

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

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

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|----------------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 649,955.91 | 698,755 | 699,156 | 726,056 | | 27,301 | 3.91% |
| Employee Benefits | 232,554.12 | 250,252 | 253,940 | 236,373 | | (13,879) | -5.55% |
| Purchased Services | 23,702.34 | 32,978 | 32,978 | 41,706 | | 8,728 | 26.47% |
| Supplies | 7,543.75 | 11,300 | 11,300 | 11,300 | | - | 0.00% |
| Equipment | - | - | - | - | | - | N/A |
| Other | - | - | - | - | | - | N/A |
| TOTAL BUILDING INSPECTION | 913,756.12 | 993,285 | 997,374 | 1,015,435 | - | 22,150 | 2.23% |

PUBLIC WORKS- BUILDING INSPECTION

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments. Reduction in benefits costs reflects shift towards centralized budgeting of defined benefit pension costs.

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|---|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| Chief Building Inspector | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Asst. Chief Bldg. Inspector | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Zoning Enforcement Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Assistant Building Official (1 frozen/unfunded) | 4.00 | 4.00 | 3.00 | 4.00 | 3.00 |
| Senior Account Associate | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Clerical Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL BUILDING INSPECTION FT STAFF | 9.00 | 9.00 | 8.00 | 9.00 | 8.00 |

| Part Time Positions | Budgeted Hours 2021/22 | Full Time Equivalents | Budgeted Hours 2022/23 | Full Time Equivalents | Change in FTE's |
|---|------------------------------|--------------------------|------------------------------|--------------------------|--------------------|
| Clerical Assistant | 1,014 | 0.49 | 1,014 | 0.49 | 0.00 |
| Building Official | 748 | 0.36 | 748 | 0.36 | 0.00 |
| TOTAL BUILDING INSPECTION PT STAFF | 1,762 | 0.85 | 1,762 | 0.85 | 0.00 |

Purchased Services and Supplies:

Covers office administration expenses for the Building Inspection office, permitting software, supplies & transportation for building inspectors, and professional development & affiliations, with the following significant adjustments:

- Increase of \$2,500 for purchase of new building code books.
- Decrease of \$3,000 for repair of vehicles due to purchase of newer vehicles.
- Increase of \$9,228 for annual fees for new permitting software.

STATUS OF 2021/22 GOALS

1. Revamp building permit application and record retention processes with implementation of Tyler Technologies' Energov permit management software with the following objectives:

PUBLIC WORKS- BUILDING INSPECTION

- a. Eliminate our dependency on paper driven workflows, transitioning to electronic based records.
- b. Centralize the building permit application process for commercial projects, eliminating the need to visit multiple municipal offices with duplicative processes while facilitating payment of all fees at once.
- c. Standardize process to capture key code analysis data on commercial projects to reduce cost of subsequent alterations and additions and provide valuable interim reference.
- d. Complete implementation of BlueBeam Revu Studio collaboration features to streamline plan review process for commercial projects.
- e. Improve accessibility to data for public to improve user experience while encouraging self-service.

The implementation of Tyler Energov normally takes between 12-18 months. We started on January 28, 2021 and expect to have the system operational before the onset of the Spring '22 Construction season. All the above listed objectives will be achieved in the course of this transition.

2. Adopt and implement revised Manchester Property Maintenance Code to replace the current document originally adopted in 1997.

Due to record level of construction activity and expenditure of time necessary for implementation of Energov, this remains ongoing.

2022/23 GOALS

- 1. Optimize our use of EnerGov & BlueBeam Revu-** It is typical after implementation of a new permit management software system to continue to adjust policies & procedures and refine settings to maximize the benefits the system offers our building, zoning, property maintenance and neighborhood inspection functions and interdepartmentally. This will likely be ongoing for approximately 2-years.
- 2. Update Manchester Property Maintenance Code -** It is still our intent to propose an updated version of the Manchester Property Maintenance Code to the Board of Directors prior to the end of the fiscal year.



Recommended Budget

Town of Manchester,
Connecticut

FY 2022-23

Public Safety

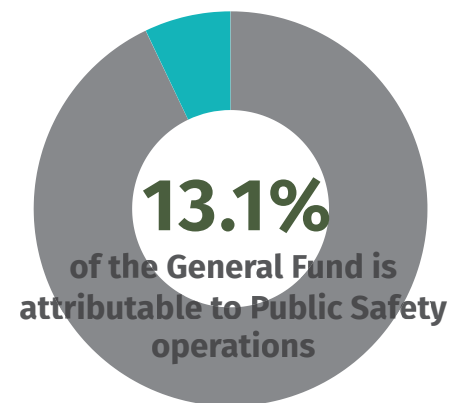
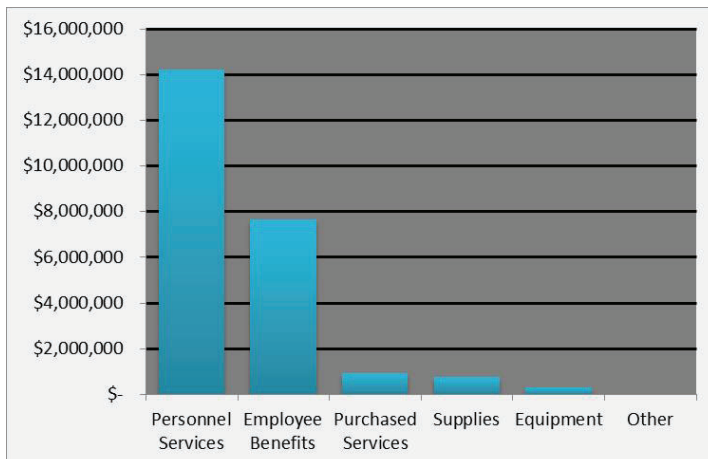


The Public Safety section of the budget includes the Police Department and Emergency Management, as well as the Fire-Rescue-EMS Department (which is funded separately from the General Fund).

Summary of Department Budgets

| | Expended 2020/21 | Adopted 2021/22 | Expended Through 12/31/21 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Change Over Current Adopted | Percent Change |
|------------------------------|-------------------------|----------------------|------------------------------|---------------------------------|--------------------------------|-----------------------------------|-------------------|
| PUBLIC SAFETY | | | | | | | |
| Police | \$ 20,846,404.52 | \$ 23,022,953 | \$ 12,202,470 | \$ 22,933,425 | \$ 23,714,577 | \$ 691,624 | 3.00% |
| Paramedic Services | \$ - | \$ 2,586,848 | \$ 2,586,848 | \$ 2,586,848 | \$ 2,855,829 | \$ 268,981 | 10.40% |
| Emergency Management | \$ 52,649.18 | \$ 60,971 | \$ 24,125 | \$ 60,971 | \$ 60,971 | \$ - | 0.00% |
| TOTAL | \$ 20,899,053.70 | \$ 25,670,772 | \$ 14,813,442.23 | \$ 25,581,244 | \$ 26,631,377 | \$ 960,605 | 3.74% |
| OTHER BUDGETED FUNDS: | | | | | | | |
| FIRE FUND | \$ 17,876,595.31 | \$ 18,541,172 | \$ 9,589,879.55 | \$ 18,255,811 | \$ 19,440,863 | \$ 899,691 | 4.85% |

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



General Fund



Total Budget
\$26,631,377



Increase
\$960,605



Percent Increase
4.85

Fire Fund



Total Budget
\$19,440,863



Increase
\$899,691



Percent Increase
4.85



Mill Rate
4.73

MANCHESTER POLICE DEPARTMENT

DESCRIPTION

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

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

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

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

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

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|------------------------|----------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 12,806,758.23 | 13,817,218 | 13,642,191 | 14,184,108 | | 366,890 | 2.66% |
| Employee Benefits | 6,430,242.40 | 7,537,195 | 7,404,885 | 7,641,048 | | 103,853 | 1.38% |
| Purchased Services | 573,938.74 | 755,790 | 759,380 | 874,086 | | 118,296 | 15.65% |
| Supplies | 529,219.06 | 632,150 | 654,701 | 725,985 | | 93,835 | 14.84% |
| Equipment | 506,246.09 | 280,600 | 472,267 | 289,350 | | 8,750 | 3.12% |
| Other | - | - | - | - | | - | N/A |
| TOTAL POLICE | 20,846,404.52 | 23,022,953 | 22,933,425 | 23,714,577 | - | 691,624 | 3.00% |

MANCHESTER POLICE DEPARTMENT

| Expenditures by Function | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|-------------------------------|----------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Police Administration | 2,918,939.10 | 3,165,355 | 3,318,008 | 4,718,884 | | 1,553,529 | 49.08% |
| Police Patrol | 11,257,335.67 | 12,583,307 | 12,203,715 | 11,615,239 | | (968,068) | -7.69% |
| Training | 378,659.37 | 506,132 | 567,095 | 609,409 | | 103,277 | 20.41% |
| Animal Control | 164,662.93 | 214,830 | 167,399 | 212,897 | | (1,933) | -0.90% |
| Investigative Service | 2,606,891.03 | 2,552,230 | 2,614,100 | 2,389,234 | | (162,996) | -6.39% |
| Police Motor Vehicles & Equip | 165,891.56 | 189,000 | 189,000 | 274,500 | | 85,500 | 45.24% |
| Police Buildings & Grounds | 193,458.48 | 224,080 | 226,489 | 222,609 | | (1,471) | -0.66% |
| Accident Records | 690,860.71 | 839,403 | 795,134 | 945,759 | | 106,356 | 12.67% |
| Communications | 1,496,491.94 | 1,700,093 | 1,880,630 | 1,750,495 | | 50,402 | 2.96% |
| East Central Narcotics | 447,349.67 | 479,017 | 431,741 | 438,287 | | (40,730) | -8.50% |
| Traffic Services | 525,864.06 | 569,506 | 540,114 | 537,264 | | (32,242) | -5.66% |
| TOTAL POLICE | 20,846,404.52 | 23,022,953 | 22,933,425 | 23,714,577 | - | 691,624 | 3.00% |

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments. Defined benefit pension costs have been moved to Police Administration, resulting in a higher increase to that portion of the budget with corresponding decreases across the other divisions.

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|---------------------|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
|---------------------|-----------------------|-----------------------|-------------------|-----------------------|-------------------|

Police Administration

| | | | | | |
|---------------------------|-------------|-------------|-------------|-------------|-------------|
| Chief of Police | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Deputy Chief of Police | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Captain | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Administration Lieutenant | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Accreditation Manager | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Subtotal: | 6.50 | 6.50 | 6.50 | 6.50 | 6.50 |

Police Training

| | | | | | |
|------------------|-------------|-------------|-------------|-------------|-------------|
| Sergeant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Patrol Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Subtotal: | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |

Patrol

| | | | | | |
|------------------------------------|--------------|--------------|--------------|--------------|--------------|
| Captain | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Lieutenant | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Sergeant | 15.00 | 15.00 | 15.00 | 15.00 | 15.00 |
| Patrol Officer (7 frozen/unfunded) | 73.00 | 74.00 | 67.00 | 74.00 | 67.00 |
| Secretary | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Police Service Aides | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 |
| Subtotal: | 98.50 | 99.50 | 92.50 | 99.50 | 92.50 |

MANCHESTER POLICE DEPARTMENT

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

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|---|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| <u>Animal Control</u> | | | | | |
| Animal Control Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Subtotal: | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| <u>Investigative Services</u> | | | | | |
| Lieutenant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Sergeant | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Detective | 12.00 | 12.00 | 12.00 | 12.00 | 12.00 |
| Administrative Secretary | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Subtotal: | 17.00 | 17.00 | 17.00 | 17.00 | 17.00 |
| <u>Maintenance</u> | | | | | |
| Janitor | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Subtotal: | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| <u>Records</u> | | | | | |
| Account Clerk | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Accreditation Manager | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Data Operator (1 frozen/unfunded) | 4.00 | 4.00 | 3.00 | 4.00 | 3.00 |
| Admin. Records Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Subtotal: | 6.50 | 6.50 | 5.50 | 6.50 | 5.50 |
| <u>Communications</u> | | | | | |
| Supt. Of Communications | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Dispatcher (1 frozen, 1 delayed hire) | 19.00 | 19.00 | 18.00 | 19.00 | 18.00 |
| Subtotal: | 20.00 | 20.00 | 19.00 | 20.00 | 19.00 |
| <u>East Central Narcotic</u> | | | | | |
| Sergeant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Patrol Officer (1 reclassified to Patrol) | 3.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Subtotal: | 4.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| <u>Traffic Services</u> | | | | | |
| Sergeant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Patrol Officer | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Subtotal: | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| <u>TOTAL REGULAR POSITIONS</u> | | | | | |
| Sworn Officers | 124.00 | 124.00 | 117.00 | 124.00 | 117.00 |
| Civilians | 37.50 | 37.50 | 35.50 | 37.50 | 35.50 |
| TOTAL POLICE FT STAFF | 161.50 | 161.50 | 152.50 | 161.50 | 152.50 |

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

One unfilled Dispatch position is authorized but funded for a delayed hire date in June, 2023

MANCHESTER POLICE DEPARTMENT

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

| Part Time Positions | Budgeted Hours 2021/22 | Full Time Equivalents | Budgeted Hours 2022/23 | Full Time Equivalents | Change in FTE's |
|---|------------------------------|--------------------------|------------------------------|--------------------------|--------------------|
| Accounts Payable Clerk | 1,001 | 0.48 | 1,001 | 0.48 | 0.00 |
| TOTAL POLICE ADMINISTRATION | 1,001 | 0.48 | 1,001 | 0.48 | 0.00 |
| School Crossing Guards (35) | 19,215 | 9.24 | 19,215 | 9.24 | 0.00 |
| Crossing Guard Supervisor | 780 | 0.38 | 780 | 0.38 | 0.00 |
| TOTAL POLICE PATROL PT STAFF | 19,995 | 9.61 | 19,995 | 9.61 | 0.00 |
| Asst Animal Control Officers (4) | 4,056 | 1.95 | 4,056 | 1.95 | 0.00 |
| TOTAL POLICE ANIMAL CONTROL PT STAFF | 4,056 | 1.95 | 4,056 | 1.95 | 0.00 |
| Data Entry Clerk | 1,014 | 0.49 | 1,014 | 0.49 | 0.00 |
| Evidence Technicians (2) | 2,028 | 0.98 | 2,028 | 0.98 | 0.00 |
| TOTAL POLICE RECORD PT STAFF | 3,042 | 1.46 | 3,042 | 1.46 | 0.00 |
| TOTAL POLICE PART TIME STAFF | 28,094 | 13.51 | 28,094 | 13.51 | 0.00 |

Purchased Services and Supplies:

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

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

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

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

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

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

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

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

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

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

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

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

MANCHESTER POLICE DEPARTMENT

Purchased Services and Supplies (cont'd):

The budget includes the following adjustments:

- An increase of \$12,400 in motor vehicles to reflect higher cost of new police cruisers
- An increase of \$17,164 is budgeted for tuition reimbursement requests
- The quartermasters supplies account increases by \$7,378 due to higher cost of supplies & equipment
- Gasoline increases by \$85,500 due to higher gas prices
- An additional \$101,000 is budgeted for bodycam data storage services

STATUS OF 2021/22 GOALS

1. Maintain full staffing levels for sworn officers.

At the time of this writing, staffing (110) is seven employees under full staffing level of 117 sworn officers.

2. Increase recruitment efforts and achieve full staffing in the Dispatch Center.

Of the full strength number of 19 dispatchers, we are currently at 13 dispatchers.

3. To train new officers hired in the past year in Crisis Intervention Training (CIT).

10 Officers received training in Crisis Intervention training for the fiscal year 2021/2022.

4. Provide newly hired officers with basic DWI and Interview and Interrogation training.

During FY 2021/2022, 11 employees were sent to training for DUI investigations and 14 employees attended Interview and Interrogation training.

MANCHESTER POLICE DEPARTMENT

2022/23 GOALS

1. To renovate and update the employee locker rooms to accommodate a changing demographics in the workforce.
2. To begin the initial training and implementation stages of the Town of Manchester Police Civilian Review Board.
3. To train newly promoted supervisors in leadership and supervisory classes.
4. To replace the cell area camera system for more effective and efficient use.
5. To increase efforts to identify, attract, and retain a diverse workforce of employees at the Manchester Police Department.

EMERGENCY MANAGEMENT

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|-----------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 26,411.77 | 27,455 | 27,455 | 27,455 | | - | 0.00% |
| Employee Benefits | 2,005.10 | 2,100 | 2,100 | 2,100 | | - | 0.00% |
| Purchased Services | 10,137.36 | 15,316 | 15,316 | 15,316 | | - | 0.00% |
| Supplies | 12,132.28 | 14,100 | 14,100 | 14,100 | | - | 0.00% |
| Equipment | 1,962.67 | 2,000 | 2,000 | 2,000 | | - | 0.00% |
| Other | - | - | - | - | | - | N/A |
| TOTAL EMERGENCY MGMT | 52,649.18 | 60,971 | 60,971 | 60,971 | - | - | 0.00% |

Personnel & Employee Benefits:

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

| Part Time Positions | Budgeted | | Budgeted | | Change in FTE's |
|--|------------------|--------------------------|------------------|--------------------------|--------------------|
| | Hours 2021/22 | Full Time Equivalents | Hours 2022/23 | Full Time Equivalents | |
| Emergency Management Tech | 1,066 | 0.51 | 1,066 | 0.51 | 0.00 |
| TOTAL EMERGENCY MANAGEMENT PT STAFF | 1,066 | 0.51 | 1,066 | 0.51 | 0.00 |

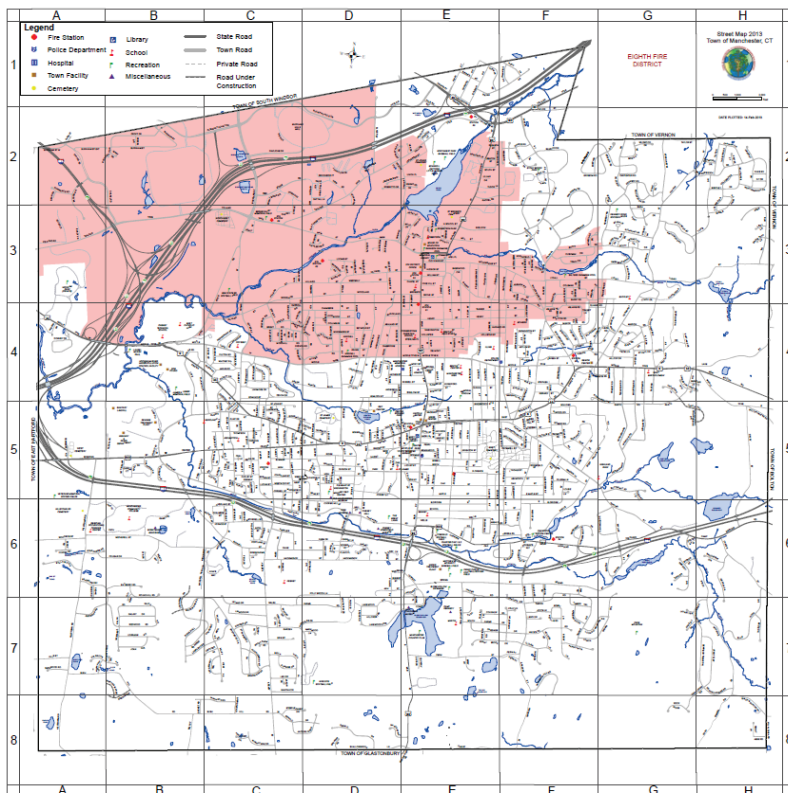
Purchased Services and Supplies:

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

SOUTH MANCHESTER FIRE DISTRICT

DESCRIPTION

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



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

The Department also serves as the base of operations for Emergency Management functions of the Town, with the Fire Chief serving as the Director. The

Emergency Management Division is staffed with a part-time Technician which assures a high standard of readiness to respond to man-made or natural emergencies and who also oversees a hazardous materials storage inspection program.

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

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

SOUTH MANCHESTER FIRE DISTRICT

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|------------------------------|----------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 9,127,238.22 | 9,322,704 | 9,189,866 | 9,706,193 | | 383,489 | 4.11% |
| Employee Benefits | 4,928,708.32 | 5,085,667 | 4,942,551 | 5,368,584 | | 282,917 | 5.56% |
| Purchased Services | 1,722,640.71 | 1,824,740 | 1,835,334 | 1,902,870 | | 78,130 | 4.28% |
| Supplies | 382,846.39 | 447,360 | 447,360 | 469,260 | | 21,900 | 4.90% |
| Equipment | 128,386.67 | 108,500 | 108,500 | 110,500 | | 2,000 | 1.84% |
| Interfund Transfers | 1,008,275.00 | 1,092,201 | 1,092,201 | 1,123,456 | | 31,255 | 2.86% |
| Apparatus Payments & Capital | 475,000.00 | 640,000 | 640,000 | 740,000 | | 100,000 | 15.63% |
| Debt Service | 103,500.00 | - | - | - | | - | N/A |
| Contingency | - | 20,000 | - | 20,000 | | - | 0.00% |
| Other | - | - | - | - | | - | N/A |
| TOTAL FIRE | 17,876,595.31 | 18,541,172 | 18,255,811 | 19,440,863 | - | 899,691 | 4.85% |

| Expenditures by Function | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|-----------------------------|----------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Fire Administration | 3,917,083.90 | 4,037,924 | 3,923,577 | 4,327,181 | | 289,257 | 7.16% |
| Fire Fighting Service | 8,946,102.52 | 9,626,806 | 9,333,485 | 10,003,463 | | 376,657 | 3.91% |
| Alarms and Communications | 412,763.72 | 432,952 | 432,952 | 445,201 | | 12,249 | 2.83% |
| Fire Prevention | 423,065.66 | 630,866 | 583,562 | 664,656 | | 33,790 | 5.36% |
| Fire Training | 193,860.71 | 229,141 | 258,793 | 233,198 | | 4,057 | 1.77% |
| Apparatus Service | 162,836.59 | 179,835 | 179,835 | 186,835 | | 7,000 | 3.89% |
| Bldgs & Grounds Maintenance | 218,247.88 | 230,800 | 230,800 | 243,500 | | 12,700 | 5.50% |
| Paramedics | 3,061,428.79 | 3,141,848 | 3,281,806 | 3,305,829 | | 163,981 | 5.22% |
| Fire Debt Service | 103,500.00 | - | - | - | | - | N/A |
| Fire Equipment | 30,206.00 | 31,000 | 31,000 | 31,000 | | - | 0.00% |
| Wage Contingency | - | - | - | - | | - | - |
| TOTAL FIRE | 17,469,095.77 | 18,541,172 | 18,255,811 | 19,440,863 | - | 899,691 | 4.85% |

Personnel & Employee Benefits:

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

- An additional Assistant Chief position is budgeted (split between Administration and Paramedics) to manage increasing administrative, reporting, and organizational needs in an increasingly technology-driven emergency services environment. The position is budgeted for a half a year assuming a January 2023 hire date.

SOUTH MANCHESTER FIRE DISTRICT

Personnel & Employee Benefits (cont'd):

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|-------------------------------------|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| <u>Fire Administration</u> | | | | | |
| Fire Chief | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Assistant Fire Chief | 1.00 | 1.00 | 1.00 | 1.50 | 1.25 |
| Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Shift Commander | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Batallion Chief | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Clerical Assistant | 0.60 | 0.00 | 0.00 | 0.00 | 0.00 |
| Subtotal: | 7.60 | 7.00 | 7.00 | 7.50 | 7.25 |
| <u>Firefighting Services</u> | | | | | |
| Lieutenant | 20.00 | 20.00 | 20.00 | 20.00 | 20.00 |
| Firefighter | 35.00 | 35.00 | 35.00 | 35.00 | 35.00 |
| Subtotal: | 55.00 | 55.00 | 55.00 | 55.00 | 55.00 |
| <u>Fire Prevention</u> | | | | | |
| Fire Marshal | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Deputy Fire Marshal | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Fire Inspector | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Clerical Assistant | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Subtotal: | 3.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| <u>Fire Training</u> | | | | | |
| Training Haz. Mat. Safety Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Subtotal: | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| <u>Paramedic Services</u> | | | | | |
| Assistant Fire Chief | | | | 0.50 | 0.25 |
| Paramedics | 18.00 | 18.00 | 17.00 | 18.00 | 17.00 |
| Medical Officer/Emerg. Superv. | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Clerical Assistant | 0.40 | 0.00 | 0.00 | 0.00 | 0.00 |
| Subtotal: | 19.40 | 19.00 | 18.00 | 19.00 | 18.00 |
| TOTAL FIRE FT STAFF | 86.00 | 86.00 | 85.00 | 86.50 | 85.25 |

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

| Part Time Positions | Budgeted Hours 2021/22 | Full Time Equivalents | Budgeted Hours 2022/23 | Full Time Equivalents | Change in FTE's |
|----------------------------|------------------------------|--------------------------|------------------------------|--------------------------|--------------------|
| Data Management Tech | 1,000 | 0.48 | 1,000 | 0.48 | 0.00 |
| TOTAL FIRE PT STAFF | 1,000 | 0.48 | 1,000 | 0.48 | 0.00 |

SOUTH MANCHESTER FIRE DISTRICT

Purchased Services and Supplies:

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

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

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

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

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

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

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

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

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

The budget includes the following adjustments:

- A \$4,000 increase to record management system maintenance & licensing costs
- Water utility costs for the Town's hydrant system increase by \$38,506 based on a 5% water rate increase
- The budget for uniforms and personal protective gear increases by \$9,000 due to inflationary factors
- The Fire Fund share of dispatch costs increases by \$12,249 or 3%
- Gas and diesel increase by \$7,000 due to higher prices
- Natural gas costs increase by \$12,000 based on increases to cost and actual usage trends
- Medical supplies increase by \$5,500 due to cost inflation

SOUTH MANCHESTER FIRE DISTRICT

Sundries Accounts:

The sundries accounts cover the following costs:

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

Fire Equipment: replacement of cardiac monitors

The Transfer to Fire Reserves includes the following:

- \$550,000 annual payment towards fire apparatus purchases
- \$140,000 roof replacements for fire stations
- \$50,000 staff vehicle replacements

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

Significant adjustments include:

- Increase of \$100,000 in Transfer to Fire Reserves to reflect payments towards 2022 pumper purchase
- The Transfer to the Town's self-insurance fund increases by \$15,796 to reflect actuarial valuation of liability & worker's comp costs

Revenues:

| Revenues | Collected 2020/21 | Adopted Projection 2021/22 | Revised Estimate 2021/22 | Manager's Projected 2022/23 | Adopted Projection 2022/23 | Change Over Current Year | Percent Change |
|--------------------------------|------------------------|----------------------------|--------------------------|-----------------------------|----------------------------|--------------------------|----------------|
| Current Property Taxes | 14,402,616.00 | 14,814,324 | 14,814,324 | 15,630,034 | | 815,710 | 5.51% |
| MV Supplemental | 154,105.02 | 140,000 | 140,000 | 150,000 | | 10,000 | 7.14% |
| Ambulance Service Fees | 449,076.59 | 555,000 | 555,000 | 450,000 | | (105,000) | -18.92% |
| Fire Marshal Fees | 36,899.00 | 125,000 | 125,000 | 125,000 | | - | 0.00% |
| Interest on Investments | 7,214.29 | 30,000 | 30,000 | 10,000 | | (20,000) | -66.67% |
| Paramedic Reimbursement | 2,532,103.00 | 2,541,848 | 2,541,848 | 2,855,829 | | 313,981 | 12.35% |
| TOTAL FIRE REVENUES | \$17,582,013.90 | 18,206,172 | 18,206,172 | 19,220,863 | - | 1,014,691 | 5.57% |
| Total Fire Expenditures | \$17,876,595.31 | 18,541,172 | 18,255,811 | 19,440,863 | - | 899,691 | 4.85% |
| Use of Designated Fund Balance | - | | 220,000 | - | | - | N/A |
| Use of Reserves | 294,581 | 335,000 | - | 220,000 | - | (115,000) | -34.33% |

Current Property Taxes: in order to support the operation of the South Manchester Fire District, a mill rate of 4.73 would be levied for residents of the South Manchester Fire District, which is a decrease of -12.50% compared to the current mill rate of 5.41. Were there no change to the taxable grand list, the

SOUTH MANCHESTER FIRE DISTRICT

mill rate would increase by 5.55%, which is attributable to expenditure increases coupled with decreases in ALS fee revenues and budgeted use of fund balance.

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

Ambulance Service Fees: represents fees receivable for advanced life support (ALS) services provided by the Paramedics operation. ALS fees are decreased by \$105,000 based on actual trends.

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

Paramedic Reimbursement: since Paramedic services are provided for the entire Town, including portions outside the South Manchester Fire District, the General Fund reimburses the Fire District Fund for the cost of the Paramedics operation, net of projected ambulance service fees to be collected. The increase reflects the reduction in ALS fee revenue as well as the addition of 50% of the new Assistant Chief position and increases to other Paramedic costs, as reflected above.

STATUS OF 2021/22 GOALS

1. Consolidation of MFRE's Record Management Systems.

During the past fiscal year MFRE moved a majority of its RMS to the new ESO-Firehouse suite. This move is aimed at bringing as many of the department's programs as possible under one umbrella in order to streamline use, maximize interoperability and reduce training needs. While the move was a benefit to the overall capabilities of the department, as with most newly developed systems, there are challenges which we continue to work out as we move forward.

2. Development of an In-Service, Officer Led Training Initiative to Insure Compliance with OSHA Mandated Refresher Training for Firefighters.

In line with industry training standards as described in this goal, MFRE has accomplished the objective of developing of a comprehensive, officer led, in-company training program that runs on a two-year cycle and provides our members with required refresher training and serves as a development tool for our company officers. The program, which was built and is overseen by the current MFRE Training Chief Gordon Macmillan, was developed to utilize an appropriately similar curriculum as that used by the Connecticut State Fire Academy for continuity's sake. The program can run in relative perpetuity with only occasional upgrades to content based on the State's curriculum changes.

3. Development of an Expanded Program for Attracting Potential Employees in Greater Numbers in Order to Meet Projected Vacancies Due to Anticipated Retirements.

This continues to be an ongoing, multi-year project as the difficulties in the recruitment of firefighter/paramedics remains a challenge. New recruitment initiatives such as the

SOUTH MANCHESTER FIRE DISTRICT

development of social media content and providing enhanced opportunities for Paramedic students to do their “ride time” with MFRE have had some positive impact however, industry wide, retirements and decreasing applicant pools demand that this item remains in the forefront of our efforts.

4. Continue Development of a Community Strategic Plan for Fire, Rescue and Emergency Medical Services.

With the Strategic Plan complete and internal MFRE objectives being implemented, Manchester’s public safety strategic objectives related to integration of MFRE and 8th Utilities District Fire Department capabilities have seen some measure of success. Temporary automatic aid agreements are in place to support a mutual response to certain high acuity fire and rescue responses. This allows for a fire response, for instance, with sufficient numbers to mount a safe and effective fire attack in a timely manner anywhere in Manchester. While a seamless integration of resources continues to be an essential goal, these recent developments are of benefit to the Town as a whole.

5. Continue Development of the Standard Operating Practices and Policies Manual.

MFRE’s basic SOPs are complete and are available electronically for members to search for reference or use in conjunction with departmental training. The department’s SOP project will continue in that new SOPs will be added as additional topics and practices are determined to be in need of procedures; existing SOPs will be reviewed and amended as necessary on a rotational basis to ensure relevance.

2022/23 GOALS

- 1. Development of Strategies for Attracting Potential Employees in Greater Numbers in Order to Meet Projected Vacancies**
- 2. Continue Utilizing Strategic Planning to Meet the Expanding Needs of Manchester’s Fire, Rescue and Emergency Medical Services.**
- 3. Establish a Data Quality Assurance and Analysis Process**
- 4. Develop a Community Outreach Framework for Health, Safety and Community Relations Programming**
- 5. Pursue Expanded Training Opportunities for MFRE’s Chief Officers in Relevant Command and Administrative Capabilities**



Recommended Budget

Town of Manchester,
Connecticut

FY 2022-23

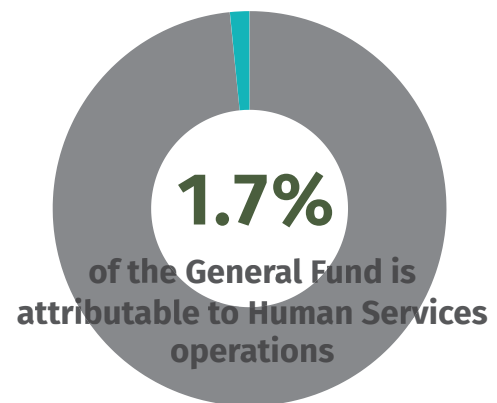
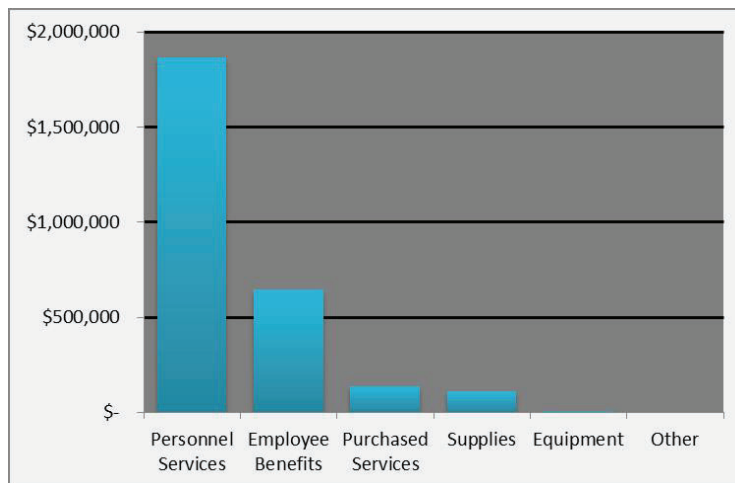
Human Services



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

Summary of Department Budgets

| | Expended 2020/21 | Adopted 2021/22 | Expended Through 12/31/21 | Estimated Expend. 2021/22 | Department Request 2022/23 | Manager's Recom. 2022/23 | Change Over Current Adopted | Percent Change |
|-------------------------------------|------------------------|---------------------|------------------------------|---------------------------------|----------------------------------|--------------------------------|-----------------------------------|-------------------|
| DEPARTMENT OF HUMAN SERVICES | | | | | | | | |
| Human Services Administration | \$ 825,005.80 | \$ 857,461 | \$ 400,525 | \$ 823,653 | \$ 869,626 | \$ 869,626 | \$ 12,165 | 1.42% |
| Health | \$ 875,044.43 | \$ 917,168 | \$ 433,406 | \$ 919,701 | \$ 940,038 | \$ 940,038 | \$ 22,870 | 2.49% |
| Senior, Adult and Family Services | \$ 615,676.49 | \$ 665,401 | \$ 303,710 | \$ 648,193 | \$ 794,113 | \$ 794,113 | \$ 128,712 | 19.34% |
| Senior Center | \$ 530,586.92 | \$ 738,825 | \$ 251,995 | \$ 719,732 | \$ 764,329 | \$ 764,329 | \$ 25,504 | 3.45% |
| TOTAL | \$ 2,846,313.64 | \$ 3,178,855 | \$ 1,389,636.66 | \$ 3,111,278 | \$ 3,368,106 | \$ 3,368,106 | \$ 189,251 | 5.95% |



Total Budget
\$3,368,106



Increase
\$189,251



Percent Increase
5.95

HUMAN SERVICES ADMINISTRATION

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 190,730.57 | 204,359 | 211,879 | 187,973 | | (16,386) | -8.02% |
| Employee Benefits | 68,310.72 | 67,107 | 68,673 | 64,587 | | (2,520) | -3.76% |
| Purchased Services | 5,174.71 | 10,580 | 10,580 | 8,920 | | (1,660) | -15.69% |
| Supplies | 1,655.19 | 2,600 | 2,600 | 2,600 | | - | 0.00% |
| Equipment | - | - | - | - | | - | N/A |
| Community Agencies | 559,134.61 | 572,815 | 529,921 | 605,546 | | 32,731 | 5.71% |
| TOTAL HS ADMIN | 825,005.80 | 857,461 | 823,653 | 869,626 | - | 12,165 | 1.42% |

Personnel & Employee Benefits:

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

- A reduction of \$21,575 in part time salaries to reflect actual hours worked for the School Readiness Nurse.

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|--------------------------------|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| Director of Human Services | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL HS ADMIN FT STAFF | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |

Purchased Services and Supplies:

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

HUMAN SERVICES ADMINISTRATION

Community Agencies:

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

| Community Agencies | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|----------------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Comm. Child Guidance Clinic | 110,160.00 | 110,160 | 110,160 | 113,465 | | 3,305 | 3.00% |
| Visiting Nurse & Health Services | 86,789.00 | 89,066 | 86,789 | 90,000 | | 934 | 1.05% |
| ECHN STEPP Teen Parent Prog. | 9,650.00 | 9,650 | 9,650 | 9,650 | | - | 0.00% |
| Community Renewal Team | 3,993.00 | 4,113 | 3,993 | 5,000 | | 887 | 21.57% |
| MARC, Inc. | 76,700.00 | 76,700 | 76,700 | 80,842 | | 4,142 | 5.40% |
| HGL Health Collective | 13,433.00 | 13,433 | 13,433 | 13,433 | | - | 0.00% |
| YWCA- Sexual Assault Crisis Ctr. | 6,000.00 | 6,000 | 6,000 | 6,000 | | - | 0.00% |
| N. Central Mental Health Board | 4,076.00 | 4,076 | 4,076 | 4,179 | | 103 | 2.53% |
| UR Community Cares | 5,000.00 | 6,500 | 5,000 | 16,500 | | 10,000 | 153.85% |
| Manchester Early Learning Cent. | 9,494.00 | 9,207 | 8,920 | 5,286 | | (3,921) | -42.59% |
| Head Start Facility | 21,321.87 | 42,894 | 41,956 | - | | (42,894) | -100.00% |
| MACC | 113,516.00 | 113,516 | 113,516 | 143,191 | | 29,675 | 26.14% |
| MACC Outreach and Referral | 20,000.00 | 20,000 | 20,000 | 45,000 | | 25,000 | 125.00% |
| Police Activities League | 26,500.00 | 27,500 | 26,500 | 28,000 | | 500 | 1.82% |
| Journey Home | 5,000.00 | 5,000 | 5,000 | 5,000 | | - | 0.00% |
| Manchester Housing Auth. RSC | 20,000.00 | 20,000 | 20,000 | 20,000 | | - | 0.00% |
| Community Services | 27,501.74 | 15,000 | 15,000 | 15,000 | | - | 0.00% |
| Ctr. Congregational Food Pantry | - | - | - | 5,000 | | 5,000 | N/A |
| TOTAL COMMUNITY AGENCIES | 559,134.61 | 572,815 | 566,693 | 605,546 | - | 32,731 | 5.71% |

- Additional funding is provided to UR Community Cares to increase efforts to assist homebound elderly residents who have been especially impacted by the pandemic.
- Additional funding is provided to MACC Charities to assist with residents in need, in light of increased demand for services and assistance.
- Funding for the Head Start Facility is eliminated from the budget due to closure of that facility.
- An additional \$5,000 is provided to assist the Center Congregational food pantry in providing food and basic supplies to needy residents.

HUMAN SERVICES ADMINISTRATION

STATUS OF 2020/21 GOALS

1. **Facilitate Senior Center Needs assessment to assess, identify and plan for the long term Senior Center facility needs of Manchester.**

This project was put to out to bid and awarded to Lifespan Design Studios. The assessment is underway with an estimated time of completion of mid-February 2022.

2. **Continue to work with the Department and partners to develop plans and strategies that address the needs of Manchester's older residents.**

The Department has continued to focus on meeting the needs of older residents through the Covid-19 pandemic. Efforts have been undertaken in all divisions to ensure that older residents have access to needed supports and resources.

3. **Continue to facilitate partnerships, programs and partnerships that seek to address homelessness in the Manchester area.**

Over the course of the year the HS Director has maintained his presence in several regional groups and conversations regarding homelessness, including the GH-CAN leadership and cold weather planning committees. The HS Director also worked with a sub committee of the BOD to discuss homelessness and winter plans. Through the efforts of the HS Director, MACC was engaged to provide a Warming Center using a new hotel model with full funding support from the CAN. This plan was approved by the BOD. The HS Director also requested and was approved for additional funding for MACC's homeless outreach efforts.

2021/22 GOALS

1. **Continue to facilitate, develop and promote partnerships, programs and services that seek to address homelessness in the Manchester area.**
2. **Work with the General Manger and leadership to review the Senior Center needs assessment and make plans based on the recommendations therein.**
3. **Work with IS, to procure and implement new case management software in the Department that allows better tracking of services, coordination and planning.**

HEALTH DEPARTMENT

DESCRIPTION

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

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

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

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

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

BUDGET TABLES & COMMENTARY

| Expenditures by Function | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|-------------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Community Health Services | 369,245.92 | 366,133 | 365,206 | 381,810 | | 15,677 | 4.28% |
| Environmental Health Services | 482,289.51 | 501,959 | 505,680 | 510,898 | | 8,939 | 1.78% |
| Clinic Service | 23,509.00 | 49,076 | 48,814 | 47,330 | | (1,746) | -3.56% |
| TOTAL HEALTH | 875,044.43 | 917,168 | 919,701 | 940,038 | - | 22,870 | 2.49% |

HEALTH DEPARTMENT

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 568,537.06 | 609,971 | 609,472 | 640,674 | | 30,703 | 5.03% |
| Employee Benefits | 236,592.01 | 245,084 | 248,115 | 241,964 | | (3,120) | -1.27% |
| Purchased Services | 56,857.95 | 52,772 | 52,772 | 48,465 | | (4,307) | -8.16% |
| Supplies | 13,057.41 | 9,341 | 9,341 | 8,935 | | (406) | -4.35% |
| Equipment | - | - | - | - | | - | N/A |
| Other | - | - | - | - | | - | N/A |
| TOTAL HEALTH | 875,044.43 | 917,168 | 919,701 | 940,038 | - | 22,870 | 2.49% |

Personnel & Employee Benefits:

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

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|---------------------------------|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| Director of Health | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Community Health Nurse | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Chief Sanitarian | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Administrative Secretary | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Environmental Health Inspector | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Clinic Nurse | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Clerical Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL HEALTH FT STAFF | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 |

| Part Time Positions | Budgeted Hours 2021/22 | Full Time Equivalents | Budgeted Hours 2022/23 | Full Time Equivalents | Change in FTE's |
|---------------------------------------|------------------------------|--------------------------|------------------------------|--------------------------|--------------------|
| Clinic Nurse | 1,014 | 0.49 | 1,014 | 0.49 | 0.00 |
| TOTAL HEALTH CLINICAL PT STAFF | 1,014 | 0.49 | 1,014 | 0.49 | 0.00 |

Purchased Services and Supplies:

Covers the following costs:

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

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

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

HEALTH DEPARTMENT

The budget includes the following significant adjustments:

- \$2,000 for lead risk assessment is removed due to the program through the State Department of Public Health no longer being available.

STATUS OF 2021/22 GOALS

1. Review and revise public health emergency plans in collaboration with other town departments.

The health department sections of the towns public health emergency plans have been reviewed and modified where appropriately identified. The plan has been successfully drilled in a real world COVID event scenario. Other town departments participated in the drill and their input was incorporated into the plan modifications.

2. Strengthen existing partnerships with local businesses and restaurants while looking for opportunities to create new collaboration opportunities.

Partnerships with local businesses and restaurants are stronger than ever as the collaboration and communication efforts during COVID has created opportunities to offer support and guidance while working towards keeping these establishments safe and thriving.

3. Establish key performance measure data for both health equity and identified public health disparities.

The health department has been exploring key performance measure data points for both health equity and identified public health disparities. The initial data sets primarily have included tracking COVID related information including testing and vaccination. The data has been able to be categorized into racial and cultural demographics allowing the department to identify potential gaps in service to these communities.

HEALTH DEPARTMENT

2022/23 GOALS

1. Explore new and innovative public health educational programming that would benefit town residents based on need with a focus on improving accessibility for all.
2. Review department record management practices and file system organization while analyzing historical records for the purpose of efficiency and access.
3. Continue to establish new key performance measure data for both health equity and identified public health disparities while evaluating current performance measure data.

SENIOR ADULT & FAMILY SERVICES

DESCRIPTION

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

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

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 451,952.11 | 485,625 | 468,108 | 584,208 | | 98,583 | 20.30% |
| Employee Benefits | 147,387.04 | 159,776 | 160,085 | 187,655 | | 27,879 | 17.45% |
| Purchased Services | 7,681.80 | 12,250 | 12,250 | 12,250 | | - | 0.00% |
| Supplies | 8,655.54 | 7,750 | 7,750 | 10,000 | | 2,250 | 29.03% |
| Equipment | - | - | - | - | | - | N/A |
| Other | - | - | - | - | | - | N/A |
| TOTAL SAFS | 615,676.49 | 665,401 | 648,193 | 794,113 | - | 128,712 | 19.34% |

Personnel & Employee Benefits:

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

- Increase reflects 1 additional full-time Social Worker, assigned to partnering with the Manchester Police Department, which was funded in the current Fiscal Year by grant funds (ARPA).

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|----------------------------|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| Social Worker | 3.00 | 3.00 | 3.00 | 4.00 | 4.00 |
| Administrative Secretary | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Case Management Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL SAFS FT STAFF | 5.00 | 5.00 | 5.00 | 6.00 | 6.00 |

SENIOR ADULT & FAMILY SERVICES

| Part Time Positions | Budgeted Hours 2021/22 | Full Time Equivalents | Budgeted Hours 2022/23 | Full Time Equivalents | Change in FTE's |
|--|------------------------------|--------------------------|------------------------------|--------------------------|--------------------|
| Social Worker/ Conservator Agent | - | 0.00 | - | 0.00 | 0.00 |
| Social Workers (4) | 4,836 | 2.33 | 4,836 | 2.33 | 0.00 |
| TOTAL SENIOR ADULT & FAM PT STAFF | 4,836 | 2.33 | 4,836 | 2.33 | 0.00 |

Purchased Services and Supplies:

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

- An additional \$2,250 is provided for cleanout assistance (hoarding & unsanitary home condition issues) and emergency funds to cover basic food & supply purchases for individuals with critical & immediate needs.

STATUS OF 2021/22 GOALS

1. **Increase the visibility of Senior, Adult & Family Services and the services it provides through community outreach** - Achieved.
2. **Ensure that lower-income residents have access to permanent, stable housing by providing security deposit and back rent assistance** – Seventy-seven households received \$36,725 in housing assistance (rent arrearage, security deposit).
3. **To ensure that Manchester's Senior & Disabled residents, regardless of means, have full access to opportunities and services by providing customized transportation to points of interest within Town** - SAFS provided 14,045 rides to 328 unduplicated riders. These numbers are lower than normal due to COVID.
4. **To ensure that all eligible Manchester residents receive available and appropriate Federal, State, local and private financial assistance by educating residents about the programs, screening potential applicants, and processing applications in a courteous and timely manner** – More than 2600 households accessed \$2.4M in financial assistance with the help of SAFS staff. This resulted in an average 6% increase in recipient income.
5. **To facilitate the transition to safe, affordable and permanent housing for residents who are homeless as a result of fire or building code violations** - SAFS served and connected 29 households to permanent affordable housing within 30 days. 21% of households were linked to secondary support services.

SENIOR ADULT & FAMILY SERVICES

2022/23 GOALS

1. **Increase the visibility of Senior, Adult & Family Services and the services it provides through community outreach.** – 15 outreach presentations/events geared towards residents, community partners, Town Departments and Manchester Public Schools (FRCs, PTAs, staff) via in-person presentations and through a variety of media platforms.
2. **Ensure that lower-income residents have access to permanent, stable housing by providing security deposit and back rent assistance.**
Proposed # of households: 11
Proposed amount of assistance: \$10,000
3. **Ensure that Manchester's Senior & Disabled residents, regardless of means, have full access to opportunities and services by providing customized transportation to points of interest within greater Manchester.**
Proposed # trips: 25,000
Proposed # of riders: 400
4. **Ensure that all eligible Manchester residents receive available and appropriate Federal, State, local and private financial assistance by educating residents about the programs, screening potential applicants, and processing applications in a courteous and timely manner.**
Proposed # households served: 2500
Proposed amount of assistance accessed: \$2.4M
5. **Facilitate the transition to safe, affordable and permanent housing for residents who are homeless as a result of fire or building code violations.**
Average dislocation period: Not to exceed 45 days
% dislocated residents returned to permanent affordable housing within 60 days: 90%

SENIOR CENTER

DESCRIPTION

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

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

Senior Center programming is concentrated in three major areas:

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

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|----------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 313,846.20 | 440,504 | 421,634 | 454,033 | | 13,529 | 3.07% |
| Employee Benefits | 136,495.50 | 153,837 | 153,614 | 152,102 | | (1,735) | -1.13% |
| Purchased Services | 14,154.81 | 56,700 | 56,614 | 66,294 | | 9,594 | 16.92% |
| Supplies | 66,090.41 | 85,284 | 85,370 | 89,400 | | 4,116 | 4.83% |
| Equipment | - | 2,500 | 2,500 | 2,500 | | - | 0.00% |
| Other | - | - | - | - | | - | N/A |
| TOTAL SENIOR CENTER | 530,586.92 | 738,825 | 719,732 | 764,329 | - | 25,504 | 3.45% |

Personnel & Employee Benefits:

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

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|-------------------------------------|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| Senior Center Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Administrative Secretary | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Clerical Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Recreation Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Custodian/Bus Driver | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL SENIOR CENTER FT STAFF | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 |

SENIOR CENTER

Personnel & Employee Benefits (Cont'd):

| Part Time Positions | Budgeted Hours 2021/22 | Full Time Equivalents | Budgeted Hours 2022/23 | Full Time Equivalents | Change in FTE's |
|-------------------------------------|------------------------------|--------------------------|------------------------------|--------------------------|--------------------|
| Program Assistant | 975 | 0.47 | 975 | 0.47 | 0.00 |
| Senior Bus Driver | 2,250 | 1.08 | 2,250 | 1.08 | 0.00 |
| Kitchen Tech | 975 | 0.47 | 975 | 0.47 | 0.00 |
| Kitchen Assistant | 975 | 0.47 | 975 | 0.47 | 0.00 |
| Therapeutic Recreation | - | 0.00 | - | 0.00 | 0.00 |
| Fitness Instructor | 650 | 0.31 | 650 | 0.31 | 0.00 |
| Instructor | 450 | 0.22 | 450 | 0.22 | 0.00 |
| TOTAL SENIOR CENTER PT STAFF | 6,275 | 3.02 | 6,275 | 3.02 | 0.00 |

Purchased Services and Supplies:

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

STATUS OF 2021/22 GOALS

- 1. The Senior Center's goal for the beginning to middle of FY 21/22 is to supervise the re-opening of the Center and the resumption of in-person activities and programs.**

The Senior Center began a phased-in re-opening in June 2021. To date, most programs at have reached near pre-pandemic levels of participation and the meal program has had a significant increase in the average amount of meals being served. Participation has been affected by the COVID19 positivity in the community to some degree.

- 2. The Senior Center will work with the members of the Parks and Facilities Master Plan to include the Senior Center in discussions for possible renovation or relocation of the Senior Center to accommodate a growing senior population**

The Senior Center's Recreation Supervisor was assigned to work with the Department of Families, Leisure and Recreation to provide input regarding senior programming and facilities needs.

2022/23 GOALS

SENIOR CENTER

1. The Senior Center will continue to serve the older adult population to provide services, program and COVID19 related assistance as we continue to work through the challenges of the on-going pandemic.
2. The Senior Center will work with Human Services Administration to finalize the facility needs assessment with Lifespan Design Studio and EDM Architects to deliver a comprehensive report on the future programing, service and facility needs for the benefit of the older adult population of Manchester.



Recommended Budget

Town of Manchester,
Connecticut

FY 2022-23

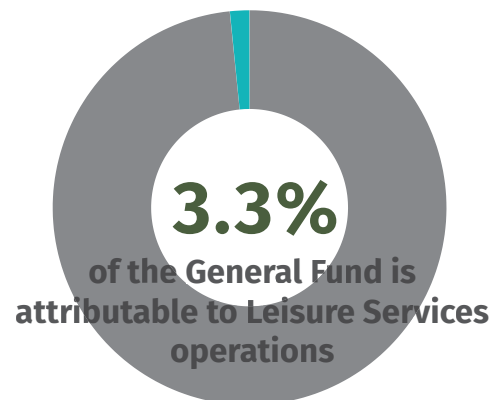
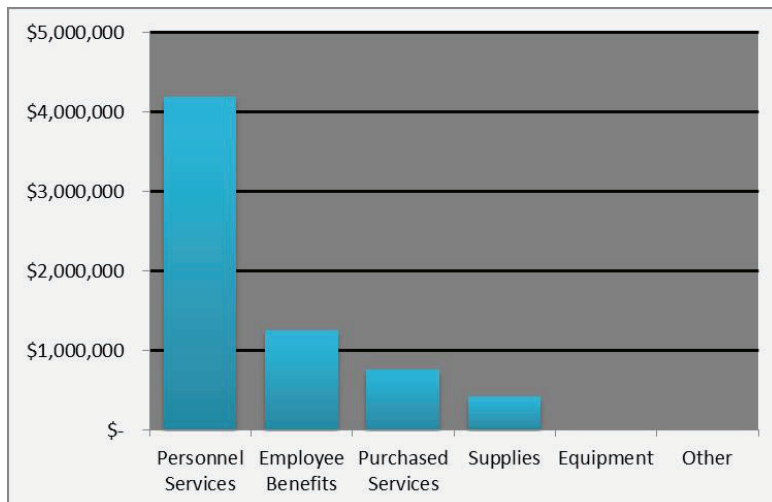
Leisure Services



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

Summary of Department Budgets

| | Expended 2020/21 | Adopted 2021/22 | Expended Through 12/31/21 | Estimated Expend. 2021/22 | Department Request 2022/23 | Manager's Recom. 2022/23 | Change Over Current Adopted | Percent Change |
|-------------------------|------------------------|---------------------|------------------------------|---------------------------------|----------------------------------|--------------------------------|-----------------------------------|-------------------|
| LEISURE SERVICES | | | | | | | | |
| Recreation | \$ 1,402,676.25 | \$ 2,197,445 | \$ 644,212 | \$ 2,150,342 | \$ 2,233,703 | \$ 2,233,703 | \$ 36,258 | 1.65% |
| Neighborhood & Families | \$ 172,659.83 | \$ 195,239 | \$ 80,969 | \$ 197,788 | \$ 246,304 | \$ 241,304 | \$ 46,065 | 23.59% |
| Youth Services Bureau | \$ 632,251.31 | \$ 740,795 | \$ 345,393 | \$ 688,011 | \$ 734,688 | \$ 734,688 | \$ (6,107) | -0.82% |
| Library | \$ 3,047,991.35 | \$ 3,404,719 | \$ 1,579,389 | \$ 3,278,530 | \$ 3,427,134 | \$ 3,422,834 | \$ 18,115 | 0.53% |
| TOTAL | \$ 5,255,578.74 | \$ 6,538,198 | \$ 2,649,963.06 | \$ 6,314,670 | \$ 6,641,829 | \$ 6,632,529 | \$ 94,331 | 1.44% |



Total Budget
\$6,632,529



Increase
\$94,331



Percent Increase
1.44

LEISURE, FAMILIES & RECREATION- RECREATION

DESCRIPTION

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

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

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

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|-------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 814,672.85 | 1,388,989 | 1,352,434 | 1,381,357 | | (7,632) | -0.55% |
| Employee Benefits | 229,584.38 | 308,253 | 295,717 | 302,318 | | (5,935) | -1.93% |
| Purchased Services | 290,039.52 | 427,853 | 429,840 | 470,678 | | 42,825 | 10.01% |
| Supplies | 68,379.50 | 72,350 | 72,350 | 79,350 | | 7,000 | 9.68% |
| Equipment | - | - | - | - | | - | N/A |
| Other | - | - | - | - | | - | N/A |
| TOTAL RECREATION | 1,402,676.25 | 2,197,445 | 2,150,342 | 2,233,703 | - | 36,258 | 1.65% |

LEISURE, FAMILIES & RECREATION- RECREATION

| Expenditures by Function | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|---------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Recreation Administration | 942,896.80 | 1,092,373 | 1,045,654 | 1,148,064 | | 55,691 | 5.10% |
| Recreation Facilities | 306,920.20 | 422,185 | 424,022 | 445,789 | | 23,604 | 5.59% |
| Aquatics | 117,508.59 | 263,778 | 263,778 | 303,246 | | 39,468 | 14.96% |
| Camp Kennedy | 1,075.00 | 10,020 | 7,799 | 10,063 | | 43 | 0.43% |
| Summer Camp Program | 30,744.69 | 350,989 | 350,989 | 268,441 | | (82,548) | -23.52% |
| IOH Pool | 3,530.97 | 58,100 | 58,100 | 58,100 | | - | 0.00% |
| TOTAL RECREATION | 1,402,676.25 | 2,197,445 | 2,150,342 | 2,233,703 | - | 36,258 | 1.65% |

Personnel & Employee Benefits:

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

Temporary employee salaries in Summer Camps is reduced by \$76,682 or 31.1% to reflect reduction in camp offerings due to reduced demand from an increase in summer programming offered by the school system.

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|--|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| Director of Leisure, Families and Rec. | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Assistant Director of Recreation | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Recreation Supervisor | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Senior Recreation Supervisor | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Senior Administrative Secretary | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Administrative Secretary | 2.00 | 2.00 | 1.00 | 2.00 | 1.00 |
| TOTAL RECREATION FT STAFF | 9.00 | 9.00 | 8.00 | 9.00 | 8.00 |

| Part Time Positions | Budgeted Hours 2021/22 | Full Time Equivalents | Budgeted Hours 2022/23 | Full Time Equivalents | Change in FTE's |
|----------------------------------|------------------------------|--------------------------|------------------------------|--------------------------|--------------------|
| Facilities - Mahoney | 7,123 | 3.42 | 7,123 | 3.42 | 0.00 |
| Facilities - Community Y | 8,494 | 4.08 | 8,494 | 4.08 | 0.00 |
| Facilities - Nathan Hale | 4,890 | 2.35 | 4,890 | 2.35 | 0.00 |
| Aquatics - Indoor | 2,256 | 1.08 | 2,256 | 1.08 | 0.00 |
| Acquatics - Outdoor | 10,871 | 5.23 | 10,871 | 5.23 | 0.00 |
| Summer Camps | 17,836 | 8.58 | 9,840 | 4.73 | -3.84 |
| Camp Kennedy | 264 | 0.13 | 264 | 0.13 | 0.00 |
| TOTAL RECREATION PT STAFF | 51,734 | 24.87 | 43,738 | 21.03 | -3.84 |

LEISURE, FAMILIES & RECREATION- RECREATION

Purchased Services and Supplies:

Covers the cost of the following:

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

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

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

Camp Kennedy: transportation costs & program supplies.

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

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

The budget includes the following adjustments:

- Electricity is increased by \$9,000 due to rate increases
- Building maintenance increases by \$7,000 to reflect ending of the Board of Education contribution to floor restoration costs.
- An additional \$30,000 is budgeted for expanded event offerings, including Off Main Experience, Fall Festival at Northwest Park, kick-off and send-off events at Charter Oak Park, and expanded Rec on the Run mobile program offerings.

Revenues:

The General Fund receives revenues from the Recreation programs in the form of registration fees & rec pass charges. Restoring the Summer Reduction in the camp program is projected to decrease recreation fee revenues by \$100,000.

| Revenues | Collected 2020/21 | Adopted Projection 2021/22 | Revised Estimate 2021/22 | Manager's Projected 2022/23 | Adopted Projection 2022/23 | Change Over Current Year | Percent Change |
|--------------------------|--------------------|----------------------------|--------------------------|-----------------------------|----------------------------|--------------------------|----------------|
| Recreation Facility Pass | 22,104.00 | 27,000 | 27,000 | 27,000 | | - | 0.00% |
| Summer Camp Fees | 4,674.50 | 200,000 | 200,000 | 100,000 | | (100,000) | -50.00% |
| Organized Sports Fees | 10,665.00 | 12,000 | 12,000 | 12,000 | | - | 0.00% |
| Aquatics | 12,310.00 | 32,000 | 32,000 | 32,000 | | - | 0.00% |
| TOTAL | \$49,753.50 | 271,000 | 271,000 | 171,000 | - | (100,000) | -36.90% |

LEISURE, FAMILIES & RECREATION- RECREATION

STATUS OF 2021/22 GOALS

- 1. Continue next phase of implementation of Parks and Facilities Master Plan by prioritizing recommendations and identifying and seeking funding sources, community partners, etc.**

Met with Berry Dunn in October 2021 who facilitated an implementation meeting which involved reviewing the Master Plan prioritization report for edit and general discussion on funding sources and initial park priority project i.e. Charter Oak Park West. Working with Public Works to propose a sinking fund in our capital budget for next phase design work for priority projects.

- 2. Plan to expand OurParks Ambassador Program to Northwest Park location and prepare onsite drop-in evening programming. Increase staff presence, community access and cross division collaborative programming.**

During summer 2021, piloted Park Ambassador program with two staff members. Duties included, but were not limited to: evening drop-in programming, general park clean-up, special event staff support and relationship building with patrons. Increased program awareness on-site through cross promotion and exterior building display cases promoting summer and fall events. Additionally, through cross division and department collaboration we were able to extend and offer fall Farmer's Market through October and took advantage of COVID funds to secure and install event lighting along with commissioning mural work for jersey barriers.

- 3. Develop and roll out Water Safety marketing campaign to bring awareness to the dangers of swimming and the resources available to safeguard our community's children and families.**

Have completed the first phase by developing PR stories which were disseminated through Better Manchester Magazine prior to the start of the summer 2021 season. Currently in process of developing and finalizing a marketing campaign to be rolled out for summer 2022.

- 4. Secure funding and consultant services for the future development of a self-sustaining program model at the Leisure Labs at Mahoney Center.**

In collaboration with the Youth Service Bureau and RiseUp for Arts, our division has worked collectively to develop a final plan for an arts based work development program. This program in general will provide high school aged students with the opportunity to be supported academically, develop technical skills as they pertain to public art, hired (workforce development funds) and install public art commissioned by the Town of Manchester. Secured funding from Youth Service Bureau (state grant), workforce development funds, and pending funds from Town of Manchester innovation fund. Program slated to start February 2022.

- 5. Pilot Artist in Residence program to help develop, support and advance art based programming and initiatives for the department throughout the community.**

LEISURE, FAMILIES & RECREATION- RECREATION

Appointed staff member who has been tasked and has completed public art programming, art gallery management and creation and curation of our department's public galleries which include Gallery 153, People's Gallery and The Tiny Gallery.

2022/23 GOALS

1. To assess and compare department wide fee structure with neighboring communities with similar demographics to determine a more current and competitive fee schedule. *(Master Plan rec)*
2. To continue to improve and build out program areas that support our current and future program development and that are safe, accessible and welcoming (i.e. Movement Lab, Tech Lab, Gymnasium, Music & Creative Writing Lab and new supervisor office at Leisure Labs at Mahoney Center). Emphasis to be given to program assessment and development for middle and high school aged students. *(Master Plan rec)*
3. Develop second generation of OurParks campaign utilizing imagery and direction from the Parks & Facilities Master Plan – future facing.
4. Advocate for breaking of ground and completion of Charter Oak West by 2023 in conjunction with the Town's 200th birthday.

LEISURE, FAMILIES & RECREATION- YOUTH SERVICES

DESCRIPTION

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

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

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|-----------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 419,874.89 | 505,062 | 450,206 | 499,142 | | (5,920) | -1.17% |
| Employee Benefits | 161,310.71 | 193,915 | 195,986 | 188,354 | | (5,561) | -2.87% |
| Purchased Services | 15,642.26 | 26,842 | 29,442 | 31,736 | | 4,894 | 18.23% |
| Supplies | 35,423.45 | 14,976 | 12,376 | 15,456 | | 480 | 3.21% |
| Equipment | - | - | - | - | | - | N/A |
| Other | - | - | - | - | | - | N/A |
| TOTAL YOUTH SERVICES | 632,251.31 | 740,795 | 688,011 | 734,688 | - | (6,107) | -0.82% |

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments. Reductions reflect turnover of existing positions and lower health benefit costs.

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|--------------------------------------|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| Youth Services Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Youth Services Coordinator | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Early Childhood Specialist | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Administrative Secretary | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL YOUTH SERVICES FT STAFF | 6.50 | 6.50 | 6.50 | 6.50 | 6.50 |

LEISURE, FAMILIES & RECREATION- YOUTH SERVICES

| Part Time Positions | Budgeted Hours 2021/22 | Full Time Equivalents | Budgeted Hours 2022/23 | Full Time Equivalents | Change in FTE's |
|---------------------------|------------------------------|--------------------------|------------------------------|--------------------------|--------------------|
| Youth Workers (2) | 3,042 | 1.46 | 3,042 | 1.46 | 0.00 |
| Summer Outreach Worker | 420 | 0.20 | 420 | 0.20 | 0.00 |
| TOTAL YSB PT STAFF | 3,462 | 1.66 | 3,462 | 1.66 | 0.00 |

Purchased Services and Supplies:

Covers office administrative expenses and management & maintenance of the YSB facility, and program supplies for youth services programming, with the following significant adjustments:

- An additional \$3,924 is provided for addition of Northwest Park Early Childhood Center to the cleaning contract

STATUS OF 2021/22 GOALS

- 1. In light of staff retirement from the YSB Diversion Program, efforts will be made to evaluate existing program and determine necessary enhancements and/or modifications.**
The YSB has spent the last 8 months working with a consultant to develop a Restorative Juvenile Review Board. We are on track to roll the program out in January 2022.
- 2. Build upon and maintain digital resources established during COVID-19 for preschool and school aged children.**
Digital services have continued for Family Resource Center professional development and some early childhood programs and parent workshops.
- 3. Evaluate success level of the YSB Teen Center to better determine what aspects of the program are working and what enhancements and/or modifications are needed.**
We have begun discussing how to better utilize the Teen Center space. The center is open Monday-Wednesday but only to 4:00pm; Wednesday is the most attended day accommodating the ½ days at Illing and MHS; opening from 12:00-4:00.
- 4. Continue and create new opportunities for the YSB and members of the Manchester Police Department to collaborate and develop program(s) to benefit Manchester children and youth.**
Youth and Police program and Shop with a Cop is back in person this year and we have filled each event to capacity. Officers are coming to the Teen Center periodically. Also, PAR officers have been attending Mother Daughter and are excited about engaging in other programs, such as Winter break programs and the 3 on 3 Tournament in February. Lastly, we have established a monthly case review with the Diversion program that the Diversion case managers and the Child Investigation Sargent attends

LEISURE, FAMILIES & RECREATION- YOUTH SERVICES

2022/23 GOALS

1. **Work with staff to optimize youth and family contact in order to increase participation in programs and case management.**
2. **Explore rebranding and redesigning the Teen Center as a Youth and Family Engagement Center to provide a space for all populations we serve from 0-21 years old and families.**
3. **Collaborate with all Leisure, Family and Recreation divisions on large scale events to maximize staff, fiscal resources and attracts a diverse community population.**
4. **Officially launch the Manchester Restorative Diversion Collaborative and implement a restorative approach to diverting Manchester youth from the Juvenile Court System.**

LEISURE, FAMILIES & RECREATION- NEIGHBORHOODS & FAMILIES

DESCRIPTION

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

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

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 131,138.56 | 145,016 | 145,025 | 176,313 | | 31,297 | 21.58% |
| Employee Benefits | 32,222.68 | 35,553 | 35,871 | 37,821 | | 2,268 | 6.38% |
| Purchased Services | 6,785.03 | 8,820 | 11,042 | 21,320 | | 12,500 | 141.72% |
| Supplies | 2,513.56 | 5,850 | 5,850 | 5,850 | | - | 0.00% |
| Equipment | - | - | - | - | | - | N/A |
| Other | - | - | - | - | | - | N/A |
| TOTAL ONF | 172,659.83 | 195,239 | 197,788 | 241,304 | - | 46,065 | 23.59% |

Personnel & Employee Benefits:

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

- An additional \$20,542 is budgeted for part time salaries, which includes increases to minimum wage, and additional hours for the Market Coordinator and Diversity, Equity & Inclusion Coordinator.

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|---------------------------|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| Recreation Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL ONF FT STAFF | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |

LEISURE, FAMILIES & RECREATION- NEIGHBORHOODS & FAMILIES

| Part Time Positions | Budgeted Hours 2021/22 | Full Time Equivalents | Budgeted Hours 2022/23 | Full Time Equivalents | Change in FTE's |
|---------------------------------------|------------------------------|--------------------------|------------------------------|--------------------------|--------------------|
| ERC Facility Director (LFR3) | 1,404 | 0.68 | 1,404 | 0.68 | 0.00 |
| Market Coordinator (LFR3) | 720 | 0.35 | 1,300 | 0.63 | 0.28 |
| Market Rec Leader (LFR1) | 204 | 0.10 | 204 | 0.10 | 0.00 |
| Garden Coordinator (LFR3) | 840 | 0.40 | 840 | 0.40 | 0.00 |
| Diversity & Equity Coordinator (LFR4) | 1,040 | 0.50 | 1,300 | 0.63 | 0.13 |
| TOTAL ONF PT STAFF | 4,208 | 2.02 | 5,048 | 2.43 | 0.40 |

Purchased Services and Supplies:

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

- An additional \$12,500 is provided for the PrideLove and Juneteenth events.

STATUS OF 2020/21 GOALS

1. Identify and complete submissions for grant funding to expand community garden projects to the Westside neighborhood (in model of Spruce Street community garden).

The Spruce Street Community Garden underwent a significant renovation that included a complete re-design of the garden layout and the creation and buildout of 28 new accessible raised garden beds. While the expansion did not include the addition of garden spaces on the Westside of the community, the completion of the redesign and rebuild has allowed for increases in participation, food production, and access to a more diverse audience than in any of the seasons since the program's inception.

2. Secure funding for the completion and installation of "Luminaries of Change" project on the third floor of the Leisure Labs "Culture Lab".

Luminaries of Change Project was completed and installed in June of 2021. The initial class of fourteen "Luminaries" was made possible through collaboration and help from both RiseUp for Arts and The Manchester Board of Education. Future classes of five inductees will continue on an annual basis to be supported through grant funding.

3. Introduce a framework and charter for the Town's reimagined equity and inclusion plan (The Dream), a model based on non-profit professional organization structures with a focus on redefining the Town employee's role of direct service provision to a position of support in the areas of education, community engagement and advocacy.

After further consideration into the divisions role in support of our community partners and with input from community organizations the Neighborhoods and Families Division has found that

LEISURE, FAMILIES & RECREATION- NEIGHBORHOODS & FAMILIES

the best way to help integrate the community wide DEI plan is through continued support of existing grass roots organizations by way of no-cost facility and meeting space, and limited access to our human resources and personnel for program and initiative support.

4. Expansion of the Community Market season by adding a new fall market at Northwest Park with a focus on prepared foods and food truck vendors.

The Community Market Series was successfully expanded to include NW Park for the 2021 program season. The expanded market allowed for increased access to affordable produce and healthy food sources for an otherwise underserved area in the larger community. With an average of 23 vendors per event and an average market attendance of 420 patrons, this expansion also allowed for dramatically increased opportunities for community members to redeem SNAP for access to reliably healthy food sources.

2021/22 GOALS

- 1. Develop a year round schedule for the Culture Lab at Leisure Labs at Mahoney Center to continually support the departments DEI initiatives, and progress the work of the community wide DEI plan through support of grassroots organizations, area partners, and through culturally significant special events including Juneteenth, LovePride, and others.**
- 2. Research and assess the availability of existing resources for those community members and families in need of special accommodation to participate in our programs and services, and develop an interdepartmental strategic plan to include but not limited to educational workshops for staff, and the development of relationships with area organizations and agencies that are more readily equipped to serve populations that exceed our expertise or abilities to provide adequate service in terms of staffing, specialized equipment, or other interventions.**
- 3. Based on the initial result of our pilot indoor market event on November 27th 2021 the Neighborhoods and Families Division plans to develop year round market program utilizing the Nathan Hale Facility during its current decommissioned status to provide SNAP benefit qualifying services for community members over the course of the calendar year.**

MANCHESTER PUBLIC LIBRARIES

DESCRIPTION

The Manchester Public Libraries provide public library services and programs to meet the informational, educational, and leisure time needs and interests of the community. A nine-member Library Advisory Board recommends major programmatic directions and oversees the libraries' collection of materials. The Mary Cheney library building is open 64 hours per week year-round, and Whiton Memorial Library is open 50 hours per week year-round. A 'bookmobile' home delivery service to shut-ins is also offered. During the winter months, the Mary Cheney library is open Sundays from 1-5. In addition to over 200,000 print, audio and video materials, the library provides 15 internet-ready public computer workstations and access to subscription-based databases.

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

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

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 1,915,822.41 | 2,085,689 | 1,973,320 | 2,127,213 | | 41,524 | 1.99% |
| Employee Benefits | 675,067.06 | 757,530 | 743,682 | 722,960 | | (34,570) | -4.56% |
| Purchased Services | 147,216.94 | 236,550 | 236,578 | 242,111 | | 5,561 | 2.35% |
| Supplies | 309,884.94 | 324,950 | 324,950 | 330,550 | | 5,600 | 1.72% |
| Equipment | - | - | - | - | | - | N/A |
| Other | - | - | - | - | | - | N/A |
| TOTAL LIBRARY | 3,047,991.35 | 3,404,719 | 3,278,530 | 3,422,834 | - | 18,115 | 0.53% |

MANCHESTER PUBLIC LIBRARIES

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments. Benefits costs decrease due to lower health insurance costs and reclassifying defined benefit pension costs to a central account in Fixed/Miscellaneous.

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|----------------------------------|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| Library Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Library Administrative Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Assistant Library Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Librarian II | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Librarian I | 9.00 | 9.00 | 9.00 | 9.00 | 9.00 |
| Library Paraprofessional | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 |
| Library Technician II | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Library Technician I | 10.00 | 10.00 | 8.00 | 10.00 | 8.00 |
| TOTAL LIBRARY FT STAFF | 28.00 | 28.00 | 25.00 | 28.00 | 25.00 |

| Part Time Positions | Budgeted Hours 2021/22 | Full Time Equivalents | Budgeted Hours 2022/23 | Full Time Equivalents | Change in FTE's |
|-------------------------------|------------------------------|--------------------------|------------------------------|--------------------------|--------------------|
| Library Pages (17) | 12,710 | 6.11 | 12,710 | 6.11 | 0.00 |
| Library Assistants (13) | 3,679 | 1.77 | 3,679 | 1.77 | 0.00 |
| Part Time Librarian I's (10) | 736 | 0.35 | 736 | 0.35 | 0.00 |
| TOTAL LIBRARY PT STAFF | 17,125 | 8.23 | 17,125 | 8.23 | 0.00 |

Purchased Services and Supplies:

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

- An additional \$3,316 is budgeted for increased cost of cleaning services
- An additional \$5,000 is provided for book & materials purchases to help with expanding collection of culturally-diverse titles & authors

STATUS OF 2020/21 GOALS

1. Work with the Library Board and community stakeholders while the need for additional library space and services is reviewed.

Extensive work was done by the Library Board and other citizens, with significant staff support, to detail the scope of services desired by Manchester residents in a 21st Century Public Library building. With support from the Board of Directors, work is now underway with an architectural firm as more specific building possibilities are prepared.

2. Organize a 'One Book' reading event where hundreds of people read the same book and meet the author.

A steering committee of diverse Manchester residents worked with library staff to review a number of possible authors and book titles. Arrangements are now underway to host an author in October, with expected participation by the Manchester Public Schools, Manchester Community College, and other groups.

3. Continue to integrate virtual services with in-person programs, while tracking new demographic performance measures.

In-person programming resumed in the summer of 2021. Since the publishing industry has graciously continued its waiving of the normal restrictions on broadcasting or streaming the reading of copyrighted books, our librarians have continued weekly 'virtual storytimes' for families with youngsters at home.

4. Since equal access is not necessarily equitable access for all, staff will work with the Library Board to review the range of services and programs, as well as the diversity of the collection, in order to assess gaps and inequities in library policies and services.

Staff reviewed with the Library Board equity issues surrounding the charging of overdue fines as well as accessibility issues with the buildings. The regional library computer system is purchasing compatible software to automatically sort through the collection of all of the member libraries, including Manchester's 225,000 item collection, matching it against databases to determine whether we meet typical levels of diversity in our materials. Additionally, several librarians have attended webinars on the development of diverse collections of books plus the large-print book sections in both buildings are being expanded.

2021/22 GOALS

1. Dependent upon the upcoming political process, most of the focus this year may be upon building space planning needs.
2. Conduct a successful One Book reading event.
3. Monitor results of equity audits of the book and media collection.



Recommended Budget

Town of Manchester,
Connecticut

FY 2022-23

Education

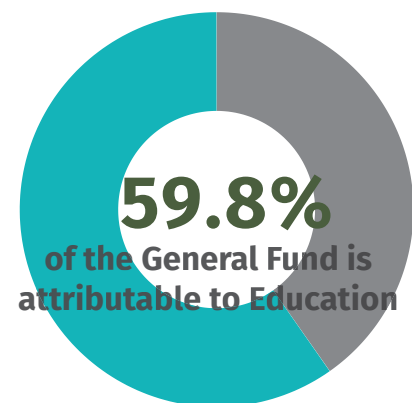
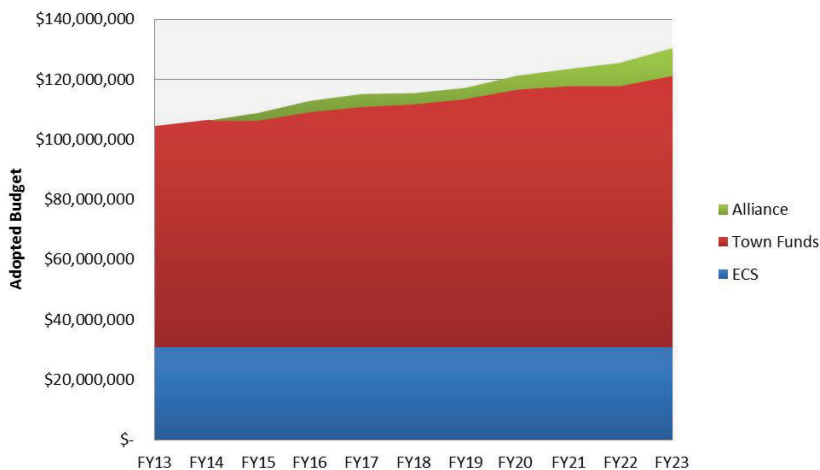


The Board of Education is funded out of the General Fund but operates as a separate governing body. Their budget proposal is detailed in a separate document, available at mpspride.org

Summary of Department Budgets

| | Expended 2020/21 | Adopted 2021/22 | Expended Through 12/31/21 | Estimated Expend. 2021/22 | Department Request 2022/23 | Manager's Recom. 2022/23 | Change Over Current Adopted | Percent Change |
|-----------------------------|--------------------------|-----------------------|------------------------------|---------------------------------|----------------------------------|--------------------------------|-----------------------------------|-------------------|
| EDUCATION | | | | | | | | |
| Board of Education | \$ 116,281,237.00 | \$ 117,774,174 | \$ 50,316,332 | \$117,774,174 | \$ 121,489,163 | \$ 121,189,163 | \$ 3,414,989 | 2.90% |
| Priv. Sch. Health & Welfare | \$ 410,182.56 | \$ 426,145.00 | \$ - | \$ 426,145.00 | \$ 434,928.00 | \$ 434,928.00 | \$ 8,783 | 2.06% |
| Transitional Living Center | \$ 188,821.00 | \$ 68,622.00 | \$ 34,311.00 | \$ 68,622.00 | \$ 68,622.00 | \$ 68,622.00 | \$ - | 0.00% |
| TOTAL | \$ 116,880,240.56 | \$ 118,268,941 | \$ 50,350,642.83 | \$118,268,941 | \$ 121,992,713 | \$ 121,692,713 | \$ 3,423,772 | 2.89% |

Manchester Education Funding- 10 Year History



Total Budget
\$121,692,713



Increase
\$3,423,772



Percent Increase
2.89



Recommended Budget

Town of Manchester,
Connecticut

FY 2022-23

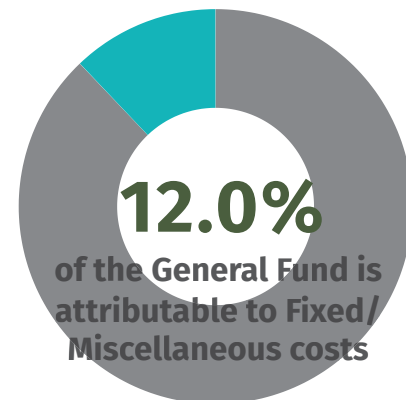
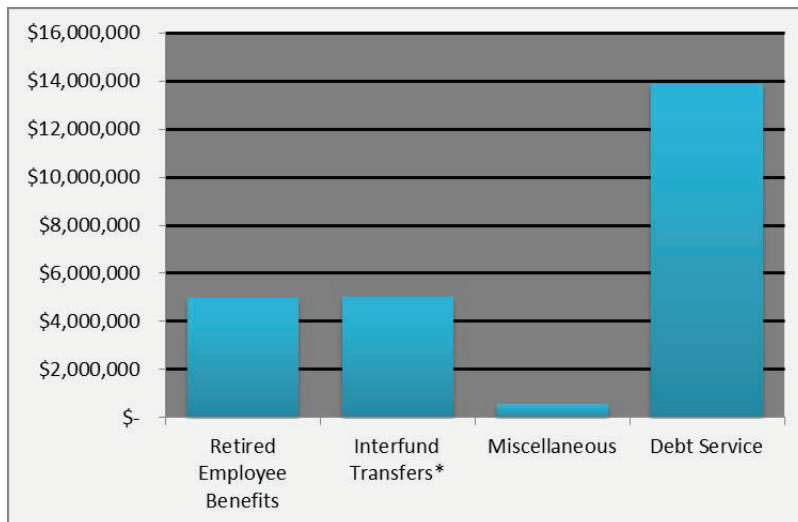
Fixed/ Miscellaneous



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

Summary of Department Budgets

| | Expended 2020/21 | Adopted 2021/22 | Expended Through 12/31/21 | Estimated Expend. 2021/22 | Department Request 2022/23 | Manager's Recom. 2022/23 | Change Over Current Adopted | Percent Change |
|---|-------------------------|----------------------|------------------------------|---------------------------------|----------------------------------|--------------------------------|-----------------------------------|-------------------|
| FIXED COSTS AND MISCELLANEOUS | | | | | | | | |
| Retired Employee Benefits | \$ 4,641,275.12 | \$ 4,833,966 | \$ 4,599,615 | \$ 4,834,889 | \$ 4,996,756 | \$ 4,996,756 | \$ 162,790 | 3.37% |
| Interfund Transfers* | \$ 7,320,995.00 | \$ 4,839,147 | \$ 4,549,147 | \$ 4,555,147 | \$ 7,052,530 | \$ 5,027,530 | \$ 188,383 | 3.89% |
| Miscellaneous | \$ 438,590.01 | \$ 375,214 | \$ 308,109 | \$ 329,943 | \$ 575,214 | \$ 575,214 | \$ 200,000 | 53.30% |
| Debt Service | \$ 12,961,935.06 | \$ 13,881,935 | \$ 7,511,560 | \$ 13,881,935 | \$ 13,849,583 | \$ 13,849,583 | \$ (32,352) | -0.23% |
| TOTAL | \$ 25,362,795.19 | \$ 23,930,262 | \$ 16,968,430.85 | \$ 23,601,914 | \$ 26,474,083 | \$ 24,449,083 | \$ 518,821 | 2.17% |
| *- Transfer to Paramedics, previously included as interfund transfers, is now shown under Public Safety | | | | | | | | |



Total Budget
\$24,449,083



Increase
\$518,821



Percent Increase
2.17

FIXED COSTS AND MISCELLANEOUS

RETIREE BENEFITS

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|-------------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Retirees Medical Insurance | 3,241,101.00 | 3,370,745 | 3,371,668 | 3,370,745 | | - | 0.00% |
| Pension Past Service Cost | 1,105,744.00 | 1,186,324 | 1,186,324 | 1,316,059 | | 129,735 | 10.94% |
| Unemployment Comp. | 25,967.50 | 15,000 | 15,000 | 16,800 | | 1,800 | 12.00% |
| Termination Benefits | 229,003.96 | 220,000 | 220,000 | 250,000 | | 30,000 | 13.64% |
| Social Security | 13,232.70 | 15,300 | 15,300 | 15,300 | | - | 0.00% |
| Prof & Tech Services | 25,466.00 | 25,097 | 25,097 | 26,352 | | 1,255 | 5.00% |
| Retiree Life Insurance | 759.96 | 1,500 | 1,500 | 1,500 | | - | 0.00% |
| TOTAL RETIREE BENEFITS | 4,641,275.12 | 4,833,966 | 4,834,889 | 4,996,756 | - | 162,790 | 3.37% |

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

Defined Benefit Pension: reflects the contribution necessary to maintain adequate funding levels for defined benefit pension plan. This line currently only includes costs associated with retirees; starting in FY23, this budget also includes costs for non-uniformed active employees in the General Fund; since the population of active DB pensioners is decreasing to negligible levels following the discontinuation of the DB plan for non-uniformed personnel in 2004, the cost associated with active employees has become volatile, so budgeting centrally for this cost creates more year-to-year budget consistency and decreases administrative burden of the finance office in allocating budgeted pension costs to the pension funds.

The following adjustments were made in the department DB Pension budgets:

| | FY22 Budget | FY23 Budget | Change | |
|--------------------------------|---------------------|---------------------|-----------------------|-------|
| Accounting | \$ 2,255 | \$ - | \$ (2,255) | |
| Assessment & Collection | \$ 7,740 | \$ - | \$ (7,740) | |
| Engineering | \$ 16,276 | \$ - | \$ (16,276) | |
| Building Inspection | \$ 7,947 | \$ - | \$ (7,947) | |
| Field Services Administration | \$ 1,313 | \$ - | \$ (1,313) | |
| Field Services | \$ 54,734 | \$ - | \$ (54,734) | |
| Fleet Services | \$ 12,548 | \$ - | \$ (12,548) | |
| Building Maintenance | \$ 8,664 | \$ - | \$ (8,664) | |
| PD Administration | \$ 54,110 | \$ - | \$ (54,110) | |
| PD Patrol | \$ 950,559 | \$ - | \$ (950,559) | |
| PD Training | \$ 22,268 | \$ - | \$ (22,268) | |
| PD Animal Control | \$ 2,477 | \$ - | \$ (2,477) | |
| PD Investigations | \$ 195,363 | \$ - | \$ (195,363) | |
| PD Buildings & Grounds | \$ 2,148 | \$ - | \$ (2,148) | |
| PD Accident Records | \$ 2,210 | \$ - | \$ (2,210) | |
| PD Communications | \$ 18,400 | \$ - | \$ (18,400) | |
| PD East Central Narcotics | \$ 37,500 | \$ - | \$ (37,500) | |
| PD Traffic | \$ 46,608 | \$ - | \$ (46,608) | |
| Youth Services Bureau | \$ 8,020 | \$ - | \$ (8,020) | |
| Library | \$ 24,413 | \$ - | \$ (24,413) | |
| Total Decreases | \$ 1,475,553 | \$ - | \$ (1,475,553) | |
| PD Admin- Uniformed Pensions | \$ 1,815,537 | \$ 3,389,405 | \$ 1,573,868 | |
| Non-Uniformed Pension | \$ 1,186,324 | \$ 1,316,059 | \$ 129,735 | |
| Total Increases | \$ 3,001,861 | \$ 4,705,464 | \$ 1,703,603 | |
| Net Change in DB Pension Costs | \$ 4,477,414 | \$ 4,705,464 | \$ 228,050 | 5.09% |

FIXED COSTS AND MISCELLANEOUS

Unemployment Compensation: represents the estimated cost to the Town for reimbursement to the State for unemployment benefits for eligible terminated employees. Unemployment for school crossing guards is budgeted in the Police Department.

Termination Benefits: The Termination Benefits account covers the cost to the Town for accumulated leave payout to employees who retire in the upcoming year or to retirees who are scheduled to receive an installment on a leave payout that is spread out over three years. An additional \$30,000 is provided due to increasing number of retirees.

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

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

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

FIXED COSTS AND MISCELLANEOUS

MISCELLANEOUS

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|----------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Community Services | 54,319.00 | 64,369 | 64,369 | 64,369 | | - | 0.00% |
| Lutz Museum | 36,150.00 | 36,150 | 36,150 | 36,150 | | - | 0.00% |
| Contingency | 219,902.01 | 200,000 | - | 200,000 | | - | 0.00% |
| Central Costs | 104,848.50 | 95,000 | 95,229 | 135,000 | | 40,000 | 42.11% |
| Youth Commission | - | 10,000 | 10,000 | 10,000 | | - | 0.00% |
| Community Events | 23,370.50 | 129,695 | 124,195 | 129,695 | | - | 0.00% |
| Vacancy Salary Savings | - | (160,000) | - | - | | 160,000 | -100.00% |
| TOTAL MISCELLANEOUS | 438,590.01 | 375,214 | 329,943 | 575,214 | - | 200,000 | 53.30% |

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

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

Contingency: \$200,000 is included as contingency for unanticipated expenses, such as extreme or unusual weather events or unforeseen changes in State reimbursements for local programs.

Central Costs: this includes funding for building security services and credit card fees for payments received by the Town.

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

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

Vacancy Salary Savings: The value of projected vacancy and turnover savings is included as a \$160,000 reduction to the total budget. In FY23, vacancy savings are reflected as reductions to department full time salary budgets which consistently have high vacancy rates.

FIXED COSTS AND MISCELLANEOUS

INTERFUND TRANSFERS

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|----------------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Transfer to Special Grants | 343,500.00 | 493,500 | 209,000 | 270,500 | | (223,000) | -45.19% |
| Transfer to Capital Projects | - | - | - | - | | - | N/A |
| Transfer to Capital Reserve | 1,077,696.00 | 1,462,185 | 4,162,185 | 1,993,000 | | 530,815 | 36.30% |
| Transfer to Info. Sys. | 1,186,909.00 | 1,210,647 | 1,210,647 | 1,271,179 | | 60,532 | 5.00% |
| Transfer to MSIP | 1,537,271.00 | 1,672,815 | 1,673,315 | 1,492,851 | | (179,964) | -10.76% |
| TOTAL INTERFUND TRANSFERS | 4,145,376.00 | 4,839,147 | 7,255,147 | 5,027,530 | - | 188,383 | 3.89% |
| Transfer to Paramedics* | - | 2,586,848 | 2,586,848 | 2,855,829 | | 268,981 | 10.40% |

* General Fund contribution to Fire Fund for Paramedics operation is classified as Public Safety in summary budget tables & exhibits

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

Transfer to Capital Reserve: An increase of \$520,815 reflects transitioning from using one-time revenue sources for ongoing capital needs to funding infrastructure needs more sustainably through the General Fund. Details regarding the capital budget can be found in the Capital Improvement Plan portion of this document.

Transfer to Special Grants: consists of the following components:

- \$145,000 is the total cost of the Dial-A-Ride and shared van program in the upcoming fiscal year.
- \$30,000 to support the Downtown Arts & Culture Grant Program.
- \$50,000 to fund an employee student loan assistance program, per collective bargaining agreement
- \$20,000 to support the operating expenses of Channel 16, Manchester's Public Access television station
- \$15,000 in support of the Work_Space art gallery public & cultural programs on Main Street
- \$7,500 to support the Hockanum River Committee
- \$3,000 to support the Manchester Arts Commission.

In FY22, \$290,000 in ARPA Grant funded initiatives were budgeted in this line, which are not reflected in the FY23 budget.

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

Transfer to Paramedics: contribution to the Fire Fund to provide paramedic emergency response services throughout Town. The remainder of the fire operation is funded out of the South Manchester Fire District fund since its other services are primarily provided to residents outside of the Town's Eighth Utility District, which has its own fire department. This increase reflects decreases in ambulance fee revenues, as well as changes to expenses detailed in the Fire District portion of the budget. **Note:** *beginning in FY2021-22, this cost is listed under Public Safety and not Interfund Transfers.*

FIXED COSTS AND MISCELLANEOUS

GENERAL FUND DEBT SERVICE

Debt Service Budget:

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|---------------------------|----------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Principal | 8,425,000.00 | 9,345,000 | 9,345,000 | 9,360,000 | | 15,000 | 0.16% |
| Interest | 4,536,935.06 | 4,536,935 | 4,536,935 | 4,489,583 | | (47,352) | -1.04% |
| TOTAL DEBT SERVICE | 12,961,935.06 | 13,881,935 | 13,881,935 | 13,849,583 | - | (32,352) | -0.23% |

The debt service budget for FY 2022/23 decreases by \$32,352 or -0.23% and reflects the net effect of the following:

- Year 1 payments on a 2022 general purpose bond issue for school construction & public works
- Increased use of anticipated & existing debt premium receipts to offset debt costs
- Savings from issuing a refinancing bond to lower interest costs on existing debt
- Retirement of old debt

The following is a detailed account of the FY23 debt service budget, broken out by bond issue:

| Original Debt Issuance Information | | | | FY23 Budget Information | | |
|------------------------------------|-----------------------|----------------------|-----------------------|-------------------------|---------------------|----------------------|
| Issue Date | Issue Amount | Schools | Town/ General Purpose | FY23 Principal | FY23 Interest | FY23 Total |
| 2/17/2022 | \$ 15,000,000 | \$ 12,500,000 | \$ 2,500,000 | \$ 750,000 | \$ 536,245 | \$ 1,286,245 |
| 5/13/2021 B | \$ 15,620,000 | refinancing | | \$ 205,000 | \$ 215,618 | \$ 420,618 |
| 5/13/2021 A | \$ 11,775,000 | \$ 500,000 | \$ 9,500,000 | \$ 850,000 | \$ 447,500 | \$ 1,297,500 |
| 2/11/2020 | \$ 15,000,000 | \$ 4,000,000 | \$ 11,000,000 | \$ 750,000 | \$ 455,625 | \$ 1,205,625 |
| 2/12/2019 | \$ 15,000,000 | \$ 3,000,000 | \$ 12,000,000 | \$ 750,000 | \$ 494,063 | \$ 1,244,063 |
| 2/7/2018 | \$ 20,000,000 | \$ 10,075,000 | \$ 9,925,000 | \$ 785,000 | \$ 615,438 | \$ 1,400,438 |
| 2/16/2017 A | \$ 14,500,000 | \$ 13,500,000 | \$ 1,000,000 | \$ 500,000 | \$ 107,263 | \$ 607,263 |
| 2/16/2017 B refunding | \$ 4,365,000 | \$ 1,102,599 | \$ 3,262,401 | \$ 725,000 | \$ 435,906 | \$ 1,160,906 |
| 2/10/2016 | \$ 17,190,000 | \$ 9,200,000 | \$ 7,990,000 | \$ 860,000 | \$ 422,475 | \$ 1,282,475 |
| 9/23/2015 refunding | \$ 29,965,000 | \$ 25,104,677 | \$ 4,860,323 | \$ 2,620,000 | \$ 677,375 | \$ 3,297,375 |
| 7/3/2014 | \$ 10,100,000 | \$ - | \$ 10,100,000 | \$ 700,000 | \$ 27,300 | \$ 727,300 |
| 6/18/2013 | \$ 6,500,000 | \$ - | \$ 6,500,000 | \$ 345,000 | \$ 25,875 | \$ 370,875 |
| 6/19/2012 | \$ 9,505,000 | \$ 5,505,000 | \$ 4,000,000 | \$ 500,000 | \$ 12,500 | \$ 512,500 |
| 7/1/2011 B refunding | \$ 8,225,000 | \$ - | \$ 8,225,000 | \$ 820,000 | \$ 16,400 | \$ 836,400 |
| Use of Premium | | | | \$ (1,800,000) | | \$ (1,800,000) |
| FY22 Budget | \$ 192,745,000 | \$ 84,487,276 | \$ 90,862,724 | \$ 9,360,000 | \$ 4,489,583 | \$ 13,849,583 |

FIXED COSTS AND MISCELLANEOUS

Debt Issuances & Authorizations:

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

| Referendum Date | Project | Amount Authorized |
|--------------------|--|----------------------|
| 11/8/2011 | Public Works- Roads, Sidewalks, Drainage, Bridges, Ctr Springs Pk Ext | 12,000,000 |
| 11/6/2012 | School Repairs | 4,900,000 |
| 11/5/2013 | Public Works- Roads, Sidewalks, Charter Oak Park, Pedestrian/bike Improv. | 10,000,000 |
| 11/4/2014 | School Construction (SMARTR1) | 37,600,000 |
| 11/3/2015 | Public Works- Roads, Sidewalks, Ctr Springs Pond, Drainage, Traffic Signals | 12,000,000 |
| 11/7/2017 | Public Works- Roads, Sidewalks, Parking Lots, Union Pond Dam, Ctr Springs Pond | 13,000,000 |
| 11/7/2017 | Land Acquisition & Historic Property Investment | 4,000,000 |
| 6/4/2019 | School Construction (SMARTR2) | 47,000,000 |
| 11/5/2019 | Public Works- Roads, Sidewalks, Union Pond Dam, Traffic Signals | 16,500,000 |
| 11/2/2021 | Public Works- Roads, Sidewalks, Union Pond Dam | 17,250,000 |

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

| Amount | | Bond Issue Date | | | | | | | | | | |
|---|---------------|-----------------|------|------|------|------|------|------|------|------|------|------|
| Authorized | | 2011 | 2012 | 2013 | 2014 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| GENERAL FUND (TOWN) | | | | | | | | | | | | |
| Public Works 2021/22 | \$ 17,250,000 | | | | | | | | | | | |
| Public Works 2019/20 | \$ 16,500,000 | | | | | | | | | | | |
| Public Works 2017/18 | \$ 13,000,000 | | | | | | | | | | | |
| Land Acq. & Historical Property 2017/18 | \$ 4,000,000 | | | | | | | | | | | |
| Public Works 2015/16 | \$ 12,000,000 | | | | | | | | | | | |
| Broad Street Redevelopment 2010 | \$ 8,000,000 | | | | | | | | | | | |
| Public Works 2013/14 | \$ 10,000,000 | | | | | | | | | | | |
| Public Works 2011/12 | \$ 12,000,000 | | | | | | | | | | | |
| Land Acquisition 2004/05 | \$ 3,000,000 | | | | | | | | | | | |
| Public Works 2009/10 | \$ 8,000,000 | | | | | | | | | | | |
| Public Works 2007/08 | \$ 5,890,000 | | | | | | | | | | | |
| GENERAL FUND (SCHOOL) | | | | | | | | | | | | |
| School Construction 2019 (SMARTR 2) | \$ 47,000,000 | | | | | | | | | | | |
| School Construction 2014 (SMARTR I) | \$ 37,600,000 | | | | | | | | | | | |
| School Repairs 2012 | \$ 4,900,000 | | | | | | | | | | | |
| Highland Park School | \$ 13,100,000 | | | | | | | | | | | |

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

FIXED COSTS AND MISCELLANEOUS

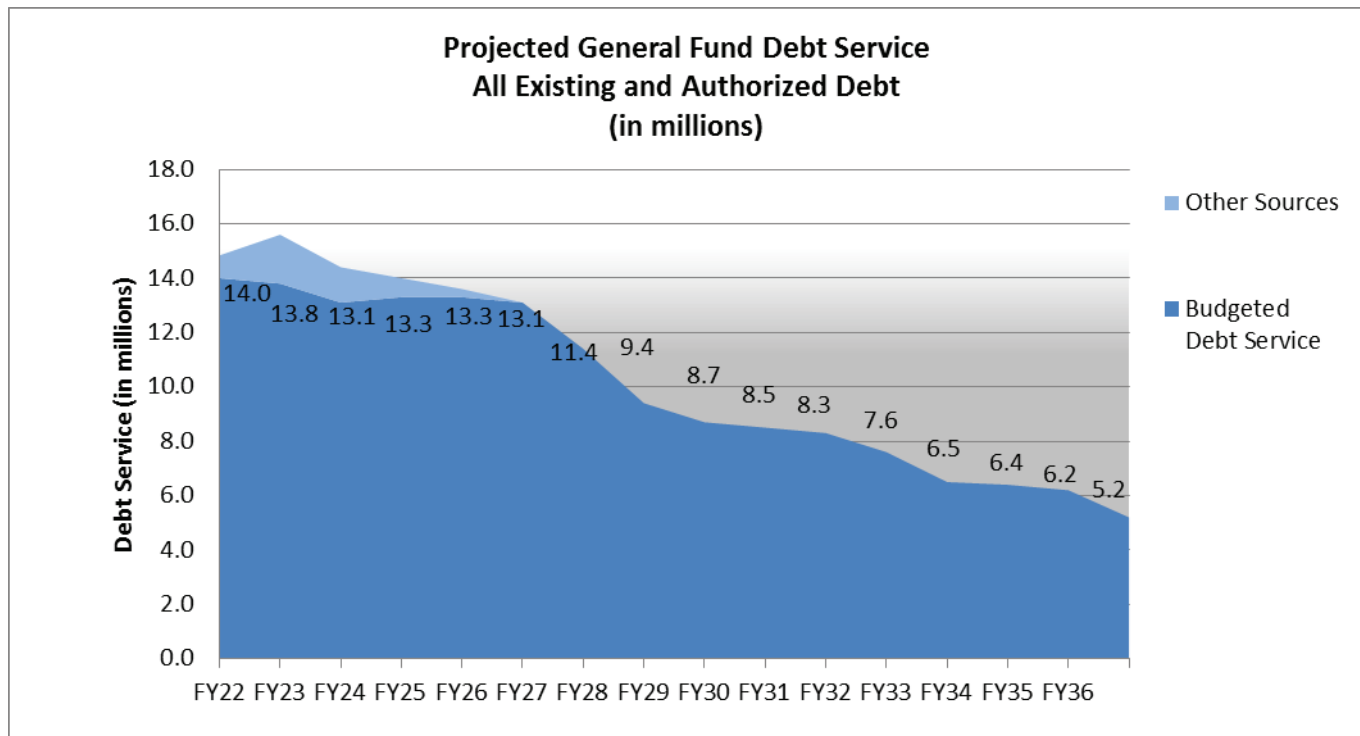
Authorized/ Unissued Debt:

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

| Year | Description | Original Authorization | Issued | Unissued |
|------|--------------|------------------------|----------------------|---------------------|
| 2017 | Land Acq | \$ 4,000,000 | \$ 2,500,000 | \$ 1,500,000 |
| 2019 | SMARTR 2 | \$ 47,000,000 | \$ 15,000,000 | \$32,000,000 |
| 2021 | DPW FY22 | \$ 17,250,000 | \$ 2,000,000 | \$15,250,000 |
| | TOTAL | \$ 51,000,000 | \$ 17,500,000 | \$33,500,000 |

Projected Debt Service:

The graph below shows the scheduled debt service payments over the next 15 years, plus authorized but unissued debt. **This graph does not account for future debt-funded projects.** Typically public works bonds are authorized every other year for road & sidewalk repairs and other large projects, in addition to major school or public building projects and other uses as approved by Manchester voters.



FIXED COSTS AND MISCELLANEOUS

Statement of Limitation on Indebtedness:

From the June 30, 2021 Annual Financial Report, Statistical Table 10

TABLE 10

**TOWN OF MANCHESTER, CONNECTICUT
SCHEDULE OF DEBT LIMITATION
FOR THE YEAR ENDED JUNE 30, 2021
(In Thousands)**

| | | | | | | | |
|---|--|--|--|--|--|----|-----------------|
| Total tax collections (including interest and lien fees) for the prior year | | | | | | \$ | 158,755 |
| Revenue under Mashantucket Pequot / Mohegan Fund Grant | | | | | | | 412 |
| Reimbursement for revenue loss on: | | | | | | | |
| State owned and private tax exempt properties | | | | | | | 980 |
| Property tax relief | | | | | | | 60 |
| | | | | | | | <u> </u> |
| Base for Debt Limitation Computation | | | | | | \$ | <u>160,207</u> |
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Note 1: In no event shall the total debt exceed seven times annual receipts from taxation. The maximum amount permitted would be \$1,121,449.

Note 2: Bonds and serial notes payable do not include Water serial notes of \$2,054 and Sewer serial notes of \$24,811 as they are self supporting debt.

Note 3: Sewer bonds authorized and unissued of \$2,693 are excluded from the analysis above as they are self supporting debt.



Recommended Budget

Town of Manchester,
Connecticut

FY 2022-23

Water & Sewer Funds

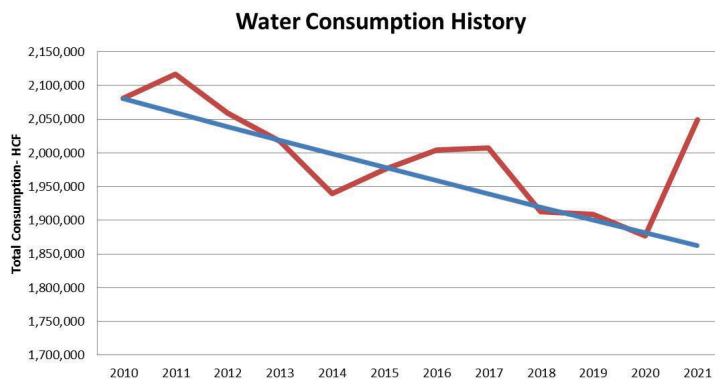


The Town of Manchester operates its own water & sewer utilities. The Water Department oversees the operation of the Globe Hollow Water Treatment Plant, along with the reservoirs & Town-wide distribution system. The Sewer Department oversees the operation of the Hockanum River Wastewater Treatment Plant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

Summary of Department Budgets

| | Expended 2020/21 | Adopted 2021/22 | Expended Through 12/31/21 | Estimated Expend. 2021/22 | Department Request 2022/23 | Manager's Recom. 2022/23 | Change Over Current Adopted | Percent Change |
|------------------------------|---------------------|--------------------|------------------------------|---------------------------------|----------------------------------|--------------------------------|-----------------------------------|-------------------|
| OTHER BUDGETED FUNDS: | | | | | | | | |
| WATER FUND | \$ 8,125,633.23 | \$ 8,625,217 | \$ 4,556,309 | \$ 8,332,496 | \$ 9,185,828 | \$ 9,005,828 | \$ 380,611 | 4.41% |
| SEWER FUND | \$ 6,831,010.53 | \$ 9,817,828 | \$ 4,005,399 | \$ 9,641,796 | \$ 11,385,014 | \$ 10,185,014 | \$ 367,186 | 3.74% |

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



Both Water and Sewer receive the majority of their revenue from user charges based off of metered household water consumption. The downward trending of water consumption, at roughly -1% per year (with 2021 as an outlier), results in revenue decreases for these enterprise funds. Most of the operating costs do not change if less water is consumed, so the operating cost per volume of water grows as consumption declines, resulting in the need to adjust rates.

Water Fund



Total Budget

\$9,005,828



Increase

\$380,611



Percent Increase

4.41



Rate Increase

5%

Sewer Fund



Total Budget

\$10,185,014



Increase

\$367,186



Percent Increase

1.74



Rate Increase

5%

WATER FUND

DESCRIPTION

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

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

Based on current projections, the Water Fund will maintain the required minimum amount of working capital through the upcoming years with relatively modest rate adjustments. For FY 2022/23, a rate increase of 5.0% is recommended based on projections of revenue and expenses in meeting the target of 180 days working capital. This is consistent with the long-term rate plan recommended in the FY2021/22 budget, while adjusting for limiting ARPA grant-funding to one year of pipe replacement costs, and accounting for increasing capital and operating costs due to inflation and replacing aging machinery & system components to ensure quality and continuity of service.

The resulting water rate will be \$3.57 per hundred cubic feet (HCF), up from \$3.40 in the current year. For the average residential sewer customer using 22HCF per quarter, the increase in the rate would result in a water bill increase of about \$3.74 per quarter, or \$14.94 per year.

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|-------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 2,106,422.94 | 2,221,024 | 2,039,219 | 2,268,318 | | 47,294 | 2.13% |
| Employee Benefits | 1,421,944.24 | 1,529,084 | 1,528,606 | 1,528,041 | | (1,043) | -0.07% |
| Purchased Services | 1,932,376.61 | 2,009,266 | 1,977,751 | 2,110,584 | | 101,318 | 5.04% |
| Supplies | 594,137.56 | 620,631 | 626,707 | 711,733 | | 91,102 | 14.68% |
| Other | 1,346.89 | 1,415 | 1,415 | 1,415 | | - | 0.00% |
| Contingency | - | 85,000 | - | 85,000 | | - | 0.00% |
| Interfund Transfers | 1,932,819.00 | 1,909,380 | 1,909,380 | 2,035,833 | | 126,453 | 6.62% |
| Debt Service | 136,585.99 | 249,417 | 249,417 | 264,904 | | 15,487 | 6.21% |
| TOTAL WATER FUND | 8,125,633.23 | 8,625,217 | 8,332,496 | 9,005,828 | - | 380,611 | 4.41% |

WATER FUND

| Expenditures by Function | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|---------------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Water Administration | 1,252,581.08 | 1,229,162 | 1,262,670 | 1,271,795 | | 42,633 | 3.47% |
| Water Customer Service | 327,424.56 | 313,628 | 284,600 | 312,003 | | (1,625) | -0.52% |
| Water Meters | 102,299.45 | 112,929 | 111,449 | 110,611 | | (2,318) | -2.05% |
| Water Source of Supply | 276,633.34 | 347,027 | 313,280 | 340,297 | | (6,730) | -1.94% |
| Water Power & Pumping | 840,601.15 | 853,822 | 752,933 | 897,552 | | 43,730 | 5.12% |
| Water Treatment Plant | 1,802,545.63 | 1,878,124 | 1,878,452 | 2,004,919 | | 126,795 | 6.75% |
| Water Treatment Laboratory | 203,337.88 | 205,990 | 207,277 | 219,832 | | 13,842 | 6.72% |
| Water Transmission & Distributi | 1,159,144.12 | 1,247,296 | 1,149,090 | 1,259,795 | | 12,499 | 1.00% |
| Water Existing Mains & Tanks | 66,447.14 | 75,745 | 78,440 | 82,370 | | 6,625 | 8.75% |
| Water T&D Existing Service | 40,262.95 | 70,130 | 76,749 | 73,330 | | 3,200 | 4.56% |
| Water T&D Hydrant Maintenanc | 33,969.27 | 47,567 | 58,757 | 47,587 | | 20 | 0.04% |
| Water Contingency | - | 85,000 | - | 85,000 | | - | 0.00% |
| Water Interfund Transfers | 1,932,819.00 | 1,909,380 | 1,909,380 | 2,035,833 | | 126,453 | 6.62% |
| Water Debt Service | 136,585.99 | 249,417 | 249,417 | 264,904 | | 15,487 | 6.21% |
| TOTAL WATER FUND | 8,174,651.56 | 8,625,217 | 8,332,496 | 9,005,828 | - | 380,611 | 4.41% |

Personnel & Employee Benefits:

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

Defined benefit pension costs that were distributed among the divisions are now reflected in one account in Water Administration based on the reduced number of active DB employees.

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|---------------------|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
|---------------------|-----------------------|-----------------------|-------------------|-----------------------|-------------------|

Water Administration

| | | | | | |
|-----------------------------------|-------------|-------------|-------------|-------------|-------------|
| Water/Sewer Administrator | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Budget & Research Officer | 0.15 | 0.15 | 0.15 | 0.15 | 0.15 |
| Senior Administrative Secretary | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Administrative Secretary | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Safety and Compliance Coordinator | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Subtotal: | 2.65 | 2.65 | 2.65 | 2.65 | 2.65 |

Water Customer Service

| | | | | | |
|--------------------------|-------------|-------------|-------------|-------------|-------------|
| Customer Service Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Account Associate | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Environmental Technician | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Subtotal: | 2.50 | 2.50 | 2.50 | 2.50 | 2.50 |

Water Meters

| | | | | | |
|------------------------|-------------|-------------|-------------|-------------|-------------|
| Water Meter Technician | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Subtotal: | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |

WATER FUND

Personnel & Employee Benefits (cont'd):

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|---|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| <u>Water Source of Supply</u> | | | | | |
| W&S Maint. Equip. Op. I | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Field Maintenance Supervisor | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Subtotal: | 2.50 | 2.50 | 2.50 | 2.50 | 2.50 |
| <u>Water Power & Pumping</u> | | | | | |
| Water Treatment Plant Operator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Subtotal: | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| <u>Water Treatment Plant</u> | | | | | |
| Project Technical Support Manager | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Water Treatment Plant Supt. | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Water Treatment Plant Operator | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Subtotal: | 5.50 | 5.50 | 5.50 | 5.50 | 5.50 |
| <u>Water Treatment Laboratory</u> | | | | | |
| Laboratory Director | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Chemist II (frozen/unfunded) | 0.50 | 0.50 | 0.00 | 0.50 | 0.00 |
| Chemist | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Subtotal: | 2.00 | 2.00 | 1.50 | 2.00 | 1.50 |
| <u>Water Transmission & Distribution</u> | | | | | |
| W&S Maint/Equip. Op. II | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| W&S Maint/Equip. Op. I | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 |
| Field Maintenance Manager | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Field Maintenance Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Subtotal: | 9.50 | 9.50 | 9.50 | 9.50 | 9.50 |
| TOTAL WATER FUND FT STAFF | 26.65 | 26.65 | 26.15 | 26.65 | 26.15 |

| Part Time Positions | Budgeted Hours 2021/22 | Full Time Equivalents | Budgeted Hours 2022/23 | Full Time Equivalents | Change in FTE's |
|-----------------------------|------------------------------|--------------------------|------------------------------|--------------------------|--------------------|
| Groundskeeping | 960 | 0.46 | 960 | 0.46 | 0.00 |
| Fire Hydrant Painteign | 480 | 0.23 | 480 | 0.23 | 0.00 |
| TOTAL WATER PT STAFF | 1,440 | 0.69 | 1,440 | 0.69 | 0.00 |

WATER FUND

Purchased Services and Supplies:

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

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

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

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

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

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

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

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

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

Existing Mains & Tanks: repair of water main breaks.

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

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

The following significant adjustments are included:

- A reduction in \$40,000 in Water Administration due to their being no CT Department of Public Health water assessment in the upcoming year.
- A \$10,000 increase to gasoline & diesel costs.
- A \$38,400 increase in electricity costs.
- An increase of \$4,780 in software & service licenses to reflect general contract increases.
- An increase of \$65,290 in the sewer use fee charged by the Sewer Fund, which is reflected as revenue in that fund's budget.
- An increase of \$27,900 for generator fuel.
- An increase of \$29,799 for water control chemicals due to cost increases.
- A total of \$40,000 in increases across other supply & material accounts throughout the budgets, attributable to cost inflation.

WATER FUND

Capital Budget (Cash Funded)

The following capital projects are funded for the upcoming year:

| | | |
|--|-----------|----------------|
| Tank Painting - WR 388 | \$ | 200,000 |
| Water Pump Replacement/Well Redevelopment - WR 392 | \$ | 50,000 |
| Butterfly Valves Replacement | \$ | 150,000 |
| Fall Protection Sed Basin | \$ | 90,000 |
| New State Road Chlorine Gas Rehabilitation | \$ | 100,000 |
| Laboratory Cabinetry | \$ | 100,000 |
| Vehicle Replacement - Transmission and Distribution - WR 329 | \$ | 65,000 |
| Billing Data & Operational Improvements | \$ | 150,000 |
| TOTAL | \$ | 905,000 |

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

Debt Service

- Principal on loans decreases by \$38,168 as a result of loan repayment schedules.
- Interest on notes is increased by \$53,655 based on note issuance results.
- New authorizations anticipated in the upcoming fiscal year includes \$1,200,000 for system improvements, \$790,000 for rehabilitation of a major filter at the water plant, and \$100,000 for preparation costs relating to organic compound reduction at a number of town wells. Details are provided in the Capital Improvement Plan portion of the budget.

WATER FUND

REVENUES

| Revenues | Collected 2020/21 | Adopted Projection 2021/22 | Revised Estimate 2021/22 | Manager's Projected 2022/23 | Adopted Projection 2022/23 | Change Over Current Year | Percent Change |
|-----------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|----------------------------|--------------------------|----------------|
| Water Service - Regular | 7,495,903.52 | 7,078,961 | 7,485,782 | 7,870,698 | | 791,737 | 11.18% |
| Fire Service - Private | 391,095.32 | 350,200 | 350,200 | 367,710 | | 17,510 | 5.00% |
| Fire Service - Towns | 1,077,653.00 | 1,109,983 | 1,109,983 | 1,165,482 | | 55,499 | 5.00% |
| Interest & Lien Fees | 118,287.91 | 72,000 | 72,000 | 100,000 | | 28,000 | 38.89% |
| Meter Installation Fees | 9,146.00 | 9,000 | 9,000 | 9,000 | | - | 0.00% |
| System Connections | 73,900.00 | 50,000 | 50,000 | 70,000 | | 20,000 | 40.00% |
| Repairs | 1,880.00 | 10,000 | 10,000 | 5,000 | | (5,000) | -50.00% |
| Review & Inspection | 8,078.00 | 5,700 | 5,700 | 7,000 | | 1,300 | 22.81% |
| Rpd Inspection | 61,859.54 | 61,000 | 61,000 | 61,000 | | - | 0.00% |
| Interest | 6,081.21 | - | - | 10,000 | | 10,000 | N/A |
| Premium On Debt Sale | 0.00 | - | - | - | | - | N/A |
| Rent | 353,317.60 | 349,778 | 349,778 | 355,000 | | 5,222 | 1.49% |
| Sale Of Town Owned Property | 25,250.00 | - | 12,206 | 20,000 | | 20,000 | N/A |
| Timber Sales | 0.00 | 30 | - | - | | (30) | -100.00% |
| Miscellaneous Revenue | 10,379.60 | 4,000 | 4,000 | 8,000 | | 4,000 | 100.00% |
| Assessments | 0.00 | - | - | - | | - | N/A |
| TOTAL | \$9,632,831.70 | 9,100,652 | 9,519,649 | 10,048,890 | - | 948,238 | 10.42% |

Water revenues increase by 10.42%, which is primarily attributable to the recommended rate increase. The rate increase is part of a multi-year rate adjustment to maintain the target level of reserves, adjust to decreasing consumption levels, and cover pending infrastructure needs. Other revenues are adjusted based on analysis of multi-year trends.

STATUS OF 2021/22 GOALS

1. Provide the highest quality of potable water at the lowest possible cost

The average turbidity removal for FY21 is 95.4% while finishing FY22 within allocated budget

2. Maintain the amount of unaccounted for water to below the industry standard of 15%.

Annualized amount of unaccounted for water is currently 16.85%. This is slightly higher than the previous year (15.27%). Maintaining low unaccountable water keeps cost down.

3. Implement Infrastructure Improvements (WQIP) – Complete construction of the Madison/Foster St replacement project

The Madison/Foster Street replacement project was complete in the summer/fall of 2021.

4. Decrease percent of water account receivables (>120 days delinquent)

The percent of water account receivables (>120 days delinquent) FY21 is 42%. This is an increase from the previous year (30.0%). This was the first full year of Covid-19 and restrictions were placed on collections.

WATER FUND

5. Complete New State Road Chlorine Conversion Project

Due to projected costs associated with the redesign, the project was placed on hold. We are in the process of establishing what is needed to modernize the present equipment. The project is also being looked at as part of the organic and inorganic treatment study at the wellfield which should be done in the spring of 2022. Plan is to modernize the equipment by the fall of 2022.

6. Provide regular material for online consumption

Have only been able to maintain present online material. Working with the web page upgrade project.

2022/23 GOALS

- 1. Provide the highest quality of potable water at the lowest possible cost**
- 2. Reduce the amount of unaccounted for water to below the industry standard of 15%.**
- 3. Implement infrastructure improvements (WQIP) - Complete construction of the Little Street area and Griswold Street area replacement projects.**
- 4. Decrease percent of water account receivables (>120 days delinquent)**
- 5. Based on the organic and inorganic treatment study, start the design for upgrades to the treatment facilities at Wells #5, #6, #7a, #8, #10 and #11. The design will include the chlorine conversion at New State Rd Wells #6, #7 and #8.**

SEWER FUND

DESCRIPTION

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

Based on current projections, the Sewer Fund will maintain the required minimum amount of working capital through the upcoming years with relatively modest rate adjustments. For FY 2022/23, a rate increase of 5.0% is recommended based on projections of revenue and expenses in meeting the target of 180 days working capital. This is consistent with the long-term rate plan recommended in the FY2021/22 budget, while adjusting for limiting ARPA grant-funding to one year of pipe replacement costs, and accounting for increasing capital and operating costs due to inflation and replacing aging machinery & system components to ensure quality and continuity of service.

The resulting sewer rate will be \$5.76 per hundred cubic feet (HCF), up from \$5.50 in the current year. For the average residential sewer customer using 22HCF per quarter, the increase in the rate would result in a water bill increase of about \$6.05 per quarter, or \$24.20 per year.

The Eighth Utilities District Rate is calculated to be \$4.55 per hundred cubic feet, based on the formula set out in the service agreement between the Town and the district.

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|--------------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 1,811,994.36 | 2,116,130 | 2,018,321 | 2,146,061 | | 29,931 | 1.41% |
| Employee Benefits | 1,113,064.33 | 1,196,156 | 1,215,051 | 1,136,278 | | (59,878) | -5.01% |
| Purchased Services | 1,481,375.59 | 1,640,178 | 1,633,181 | 1,694,609 | | 54,431 | 3.32% |
| Supplies | 395,621.16 | 400,415 | 395,294 | 453,089 | | 52,674 | 13.15% |
| Other | - | - | - | - | | - | N/A |
| Contingency | - | 85,000 | - | 85,000 | | - | 0.00% |
| Interfund Transfers | 1,454,335.00 | 1,338,169 | 1,338,169 | 1,595,272 | | 257,103 | 19.21% |
| Debt Service | 574,620.09 | 3,041,780 | 3,041,780 | 3,074,705 | | 32,925 | 1.08% |
| TOTAL SEWER FUND | 6,831,010.53 | 9,817,828 | 9,641,796 | 10,185,014 | - | 367,186 | 3.74% |
| Expenditures by Function | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
| Sewer Administration | 1,010,296.39 | 1,099,432 | 1,098,070 | 1,070,932 | | (28,500) | -2.59% |
| Sewer Customer Service | 189,534.88 | 154,270 | 152,998 | 151,965 | | (2,305) | -1.49% |
| Sewer Collection System Maint. | 670,712.98 | 805,908 | 770,232 | 823,687 | | 17,779 | 2.21% |
| Sewer Lines Maint. | 32,582.53 | 42,800 | 40,800 | 48,726 | | 5,926 | 13.85% |
| Sewer Manhole Maint. | 3,351.90 | 30,435 | 30,435 | 33,789 | | 3,354 | 11.02% |
| Sewer Pumping Stations | 10,787.01 | 10,243 | 9,336 | 12,795 | | 2,552 | 24.91% |
| Wastewater Treatment Plant | 1,321,160.19 | 1,657,315 | 1,580,129 | 1,647,681 | | (9,634) | -0.58% |
| Wastewater Primary Building | 1,401,041.91 | 1,363,485 | 1,388,013 | 1,437,245 | | 73,760 | 5.41% |
| Sewer Treatment Laboratory | 189,179.81 | 188,991 | 191,832 | 203,217 | | 14,226 | 7.53% |
| Sewer Contingency | - | 85,000 | - | 85,000 | | - | 0.00% |
| Sewer Interfund Transfers | 1,454,335.00 | 1,338,169 | 1,338,169 | 1,595,272 | | 257,103 | 19.21% |
| Sewer Debt Service | 574,620.09 | 3,041,780 | 3,041,780 | 3,074,705 | | 32,925 | 1.08% |
| TOTAL SEWER FUND | 6,857,602.69 | 9,817,828 | 9,641,796 | 10,185,014 | - | 367,186 | 3.74% |

SEWER FUND

Personnel & Employee Benefits:

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

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|--|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| <u>Sewer Administration</u> | | | | | |
| Water/Sewer Administrator | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Senior Account Associate | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Budget & Research Officer | 0.15 | 0.15 | 0.15 | 0.15 | 0.15 |
| Safety and Compliance Coordinator | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Administrative Secretary | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Subtotal: | 2.65 | 2.65 | 2.65 | 2.65 | 2.65 |
| <u>Sewer Customer Service</u> | | | | | |
| Account Associate | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Environmental Technician | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Subtotal: | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 |
| <u>Sewer Collection System</u> | | | | | |
| Field Maintenance Manager | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| W&S Maint. Equip. Op. I | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 |
| W&S Maint/Equip. Op. II | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Field Maintenance Supervisor | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Subtotal: | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 |
| <u>Sewer Treatment Plant</u> | | | | | |
| Wastewater Treatment Plant Supt. | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Process Control Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Project Technical Support Manager | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Wastewater Treatment Plant Operator | 10.00 | 10.00 | 10.00 | 10.00 | 10.00 |
| Subtotal: | 12.50 | 12.50 | 12.50 | 12.50 | 12.50 |
| <u>Sewer Treatment Laboratory</u> | | | | | |
| Laboratory Director | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Chemist II (frozen/unfunded) | 0.50 | 0.50 | 0.00 | 0.50 | 0.00 |
| Chemist | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Subtotal: | 2.00 | 2.00 | 1.50 | 2.00 | 1.50 |
| TOTAL SEWER FUND FT STAFF | 25.65 | 25.65 | 25.15 | 25.65 | 25.15 |

SEWER FUND

Personnel & Employee Benefits (cont'd):

| Part Time Positions | Budgeted | | Budgeted | | Change in FTE's |
|-----------------------------|---------------|-----------------------|---------------|-----------------------|-----------------|
| | Hours 2021/22 | Full Time Equivalents | Hours 2022/23 | Full Time Equivalents | |
| Groundskeeping | 480 | 0.23 | 480 | 0.23 | 0.00 |
| TOTAL SEWER PT STAFF | 480 | 0.23 | 480 | 0.23 | 0.00 |

Purchased Services and Supplies:

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

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

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

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

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

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

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

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

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

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

The following significant adjustments are included:

- A decrease of \$18,500 in payments towards the Vernon treatment plant upgrades, which processes wastewater from a portion of Manchester, based on the repayment schedule.
- \$8,505 increase in gasoline and diesel cost
- \$28,515 increase in electric costs
- \$16,540 increase in treatment chemical costs
- \$42,000 in inflationary increases across a number of service contract, materials and repairs budgets

SEWER FUND

Capital Budget (Cash Funded)

The following capital projects are funded for the upcoming year:

| | | |
|---|-----------|----------------|
| Aeration Blower Service Plan | \$ | 75,000 |
| Odor Control Media Replacement (Carbon and Shell) | \$ | 60,000 |
| Laboratory Cabinetry (WR) | \$ | 100,000 |
| Fall Protection and Tank Access | \$ | 175,000 |
| Influent Bypass Grinder Swap | \$ | 75,000 |
| Dewatering Manholes | \$ | 60,000 |
| Vehicles Replacement - Wastewater Treatment | \$ | 50,000 |
| TOTAL | \$ | 595,000 |

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

Another \$559,000 in projects will be funded with a use of unallocated reserves, for a total budgetary CIP of \$1,154,000. Details on these projects can be found in the Capital Improvement Plan section of the budget

Debt Service

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

- Debt service increases by \$32,925 or 1.08%.
- New authorizations anticipated in the upcoming fiscal year includes \$1,200,000 for system improvements.

SEWER FUND

REVENUES

| Revenues | Collected 2020/21 | Adopted Projection 2021/22 | Revised Estimate 2021/22 | Manager's Projected 2022/23 | Adopted Projection 2022/23 | Change Over Current Year | Percent Change |
|-----------------------------|------------------------|----------------------------|--------------------------|-----------------------------|----------------------------|--------------------------|----------------|
| Sewer Service - Regular | 7,599,363.22 | 7,229,666 | 7,981,838 | 7,591,149 | | 361,483 | 5.00% |
| Eighth Utilities District | 1,672,436.64 | 1,598,106 | 1,706,573 | 1,683,125 | | 85,019 | 5.32% |
| Bolton Lakes Regional Sewer | 68,978.59 | 62,932 | 62,932 | 66,078 | | 3,146 | 5.00% |
| Interest & Lien Fees | 132,289.55 | 83,800 | 83,800 | 83,800 | | - | 0.00% |
| Water Department Usage | 649,374.00 | 671,810 | 671,810 | 737,100 | | 65,290 | 9.72% |
| Outlet Charges | 62,400.00 | - | 23,400 | - | | - | N/A |
| Repairs | 24,406.20 | 5,000 | 7,175 | 5,000 | | - | 0.00% |
| Review & Inspection | 7,700.00 | 3,500 | 3,500 | 3,500 | | - | 0.00% |
| Interest | 2,579.53 | - | 10,000 | 10,000 | | 10,000 | N/A |
| Premium On Debt Sale | 0.00 | - | - | - | | - | N/A |
| Miscellaneous Revenue | 3,450.00 | 2,000 | 6,904 | 2,000 | | - | 0.00% |
| Nitrogen Credits-Revenue | 0.00 | - | - | - | | - | N/A |
| Assessments | 0.00 | - | - | - | | - | N/A |
| TOTAL | \$10,222,977.73 | 9,656,814 | 10,557,932 | 10,181,752 | - | 524,938 | 5.44% |
| Sewer Fund Expenditures | 6,831,011 | 9,817,828 | 9,641,796 | 10,185,014 | - | 367,186 | 3.74% |
| Use of Net Assets | - | 161,014 | - | 3,262 | - | (157,752) | -97.97% |

Sewer revenues increase by 3.74%, which is attributable to the proposed rate increase being offset by loss of interest revenue due to market conditions. The rate increase is part of a multi-year rate adjustment to maintain the target level of reserves, adjust to decreasing consumption levels, and cover pending infrastructure needs. The net result of expenses and revenues does not reflect changes to net assets as a result of paydown of short-term notes; the structure of note issuances in the upcoming years is currently under study by an outside consultant.

STATUS OF 2021/22 GOALS

1. Provide the highest quality of treated discharge at the lowest possible cost

Our removal of nitrogen has increased to 88% (FY20) from 84% (FY20). Our removal rate of phosphorus is 86% for FY21 which was the same removal as FY20. All of this while finishing FY21 within allocated budget and meeting our discharge permit.

2. Decrease percent of sewer account receivables (>120 days delinquent)

FY21 finished at 44.8%, which is higher than FY20 (32.6%). This was the first full year of Covid-19 and restrictions were placed on collections.

3. Implement infrastructure improvements (SSIP) - Complete construction on the Madison/Foster St replacement project.

The Madison/Foster Street replacement project was complete in the summer/fall of 2021.

SEWER FUND

4. Make operational/reporting changes necessary to meet our new National Pollution Discharge Elimination System Permit (NPDES)

The new NPDES permit has not been issued by Connecticut Department of Energy and Environmental Protection, therefore we are working under the old permit without any modifications. Once it is issued we will need to meet the new permit requirements.

5. Increase the miles of sanitary sewer pipe cleaned

FY21 finished at 85.84 miles cleaned, which is up from FY20 (82.15 miles).

2022/23 GOALS

- 1. Provide the highest quality of treated discharge at the lowest possible cost**
- 2. Decrease percent of sewer account receivables (>120 days delinquent)**
- 3. Implement infrastructure improvements (SSIP) - Complete construction of the Griswold Street area replacement projects.**
- 4. Maintain the level of sanitary sewer pipe cleaned**
- 5. Automate billing functions presently done by hand**



Recommended Budget

Town of Manchester,
Connecticut

FY 2022-23

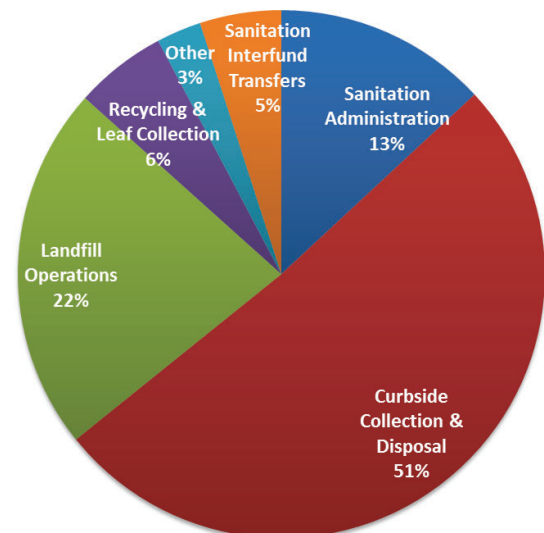
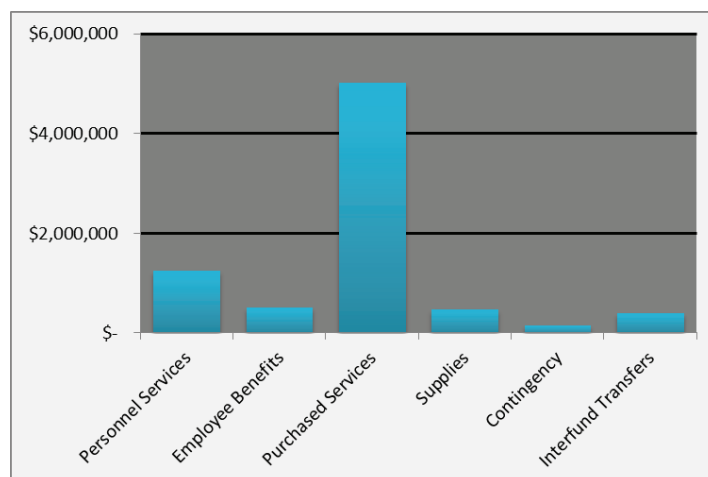
Sanitation Fund



The Sanitation Department is responsible for overseeing the collection and disposal of residential refuse and recyclable materials, the curbside leaf vacuuming program, the operation of the Manchester landfill, the composting of leaves and marketing of the end product, and the collection of household hazardous wastes through the Capital Region East Operating Committee (CREOC).

Budget Summary

| Expenditures by Function | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|--------------------------------|---------------------|--------------------|---------------------------------|--------------------------------|-----------------------------------|-------------------|
| Sanitation Administration | 384,711.48 | 1,023,082 | 1,032,062 | 1,057,757 | 34,675 | 3.39% |
| Curbside Collection & Disposal | 3,603,050.95 | 3,996,932 | 3,996,932 | 3,980,038 | (16,894) | -0.42% |
| Landfill Operations | 1,287,075.70 | 1,750,675 | 1,703,587 | 1,724,056 | (26,619) | -1.52% |
| Recycling & Leaf Collection | 421,790.46 | 440,080 | 514,362 | 442,080 | 2,000 | 0.45% |
| Hazardous Waste Disposal | 66,331.44 | 65,000 | 65,000 | 65,000 | - | 0.00% |
| Sanitation Contingency | - | 150,000 | - | 150,000 | - | 0.00% |
| Sanitation Interfund Transfers | 380,279.00 | 390,335 | 390,335 | 430,612 | 40,277 | 10.32% |
| TOTAL SANITATION FUND | 6,143,239.03 | 7,816,104 | 7,702,279 | 7,849,543 | 33,439 | 0.43% |



Total Budget
\$7,849,543



Increase
\$33,439



Percent Increase
0.43

SANITATION FUND

DESCRIPTION

The Sanitation Department is responsible for overseeing the collection and disposal of residential refuse and recyclable materials, the curbside leaf vacuuming program, the operation of the Manchester landfill, the composting of leaves and marketing of the end product, and the collection of household hazardous wastes through the Capital Region East Operating Committee (CREOC).

As an enterprise fund, all activities of the Sanitation Department are entirely funded through user fees, interest earnings, sales, and regional rebate programs. The Sanitation Department also administers the reimbursement for refuse collection to grandfathered condominium owners.

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|------------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 1,164,979.04 | 1,255,140 | 1,282,020 | 1,268,352 | | 13,212 | 1.05% |
| Employee Benefits | 428,430.52 | 518,412 | 507,888 | 507,987 | | (10,425) | -2.01% |
| Purchased Services | 4,336,497.16 | 5,026,717 | 5,034,484 | 5,015,492 | | (11,225) | -0.22% |
| Supplies | 362,224.84 | 475,500 | 487,552 | 477,100 | | 1,600 | 0.34% |
| Contingency | - | 150,000 | - | 150,000 | | - | 0.00% |
| Interfund Transfers | 380,279.00 | 390,335 | 390,335 | 430,612 | | 40,277 | 10.32% |
| TOTAL SANITATION FUND | 6,672,410.56 | 7,816,104 | 7,702,279 | 7,849,543 | - | 33,439 | 0.43% |

| Expenditures by Function | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|--------------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Sanitation Administration | 384,711.48 | 1,023,082 | 1,032,062 | 1,057,757 | | 34,675 | 3.39% |
| Curbside Collection & Disposal | 3,603,050.95 | 3,996,932 | 3,996,932 | 3,980,038 | | (16,894) | -0.42% |
| Landfill Operations | 1,287,075.70 | 1,750,675 | 1,703,587 | 1,724,056 | | (26,619) | -1.52% |
| Recycling & Leaf Collection | 421,790.46 | 440,080 | 514,362 | 442,080 | | 2,000 | 0.45% |
| Hazardous Waste Disposal | 66,331.44 | 65,000 | 65,000 | 65,000 | | - | 0.00% |
| Sanitation Contingency | - | 150,000 | - | 150,000 | | - | 0.00% |
| Sanitation Interfund Transfers | 380,279.00 | 390,335 | 390,335 | 430,612 | | 40,277 | 10.32% |
| TOTAL SANITATION FUND | 6,143,239.03 | 7,816,104 | 7,702,279 | 7,849,543 | - | 33,439 | 0.43% |

SANITATION FUND

Personnel & Employee Benefits:

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

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|--|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| Sanitation Administration | | | | | |
| Director of Public Works | 0.15 | 0.15 | 0.15 | 0.15 | 0.15 |
| Deputy Director of Public Works | 0.95 | 0.95 | 0.95 | 0.95 | 0.95 |
| Management Analyst | 0.95 | 0.95 | 0.95 | 0.95 | 0.95 |
| Director of Operations (frozen/unfunded) | 0.50 | 0.50 | 0.00 | 0.50 | 0.00 |
| Superintendent of Field Services | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 |
| Budget & Research Officer | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 |
| Environmental Svcs. Mgr. (position eliminated) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Work Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Subtotal: | 4.00 | 4.00 | 3.50 | 4.00 | 3.50 |
| Landfill Operations | | | | | |
| Maintainer I | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Maintainer II | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Maintainer III | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Account Associate | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Senior Account Associate | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Clerical Assistant | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Mechanic II (reimbursement to Fleet Mgmt) | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Working Foreman (position eliminated) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Subtotal: | 9.50 | 9.50 | 9.50 | 9.50 | 9.50 |
| TOTAL SANITATION FUND FT STAFF | 13.50 | 13.50 | 13.00 | 13.50 | 13.00 |

| Part Time Positions | Budgeted Hours 2021/22 | Full Time Equivalents | Budgeted Hours 2022/23 | Full Time Equivalents | Change in FTE's |
|----------------------------------|------------------------------|--------------------------|------------------------------|--------------------------|--------------------|
| Quality of Life Officer | 1,664 | 0.80 | 1,664 | 0.80 | 0.00 |
| TOTAL SANITATION PT STAFF | 1,664 | 0.80 | 1,664 | 0.80 | 0.00 |

SANITATION FUND

Purchased Services and Supplies:

Covers the cost of the following services relating to the operations of the Sanitation Fund:

Administration: technical landfill management costs such as engineering services, environmental testing, State permits, mapping, mandated reporting expenses, and testing; office costs, building maintenance & utilities for the scalehouse office at the landfill.

Curbside Collection & Disposal: covers the cost of the Town-wide curbside garbage collection contract, tipping fees paid to MIRA for the disposal of household waste collected, reimbursements to condos in lieu of service provision, refuse collection at Town buildings & grounds, and roll-off containers for use at the transfer station.

Landfill Operations: contracted construction & terraforming work on the landfill, engineering costs, heavy equipment rentals, landscaping & hydroseeding costs, supplies, equipment repairs, fuel for heavy equipment used on the landfill.

Transfer Station & Recycling: contracted costs for the Town curbside leaf collection program, wood & yard waste grinding services, asphalt processing, leaf bags, garbage & recycling bins, waste management services.

Hazardous Waste: processing & disposal of hazardous wastes brought to the transfer station.

The following significant adjustments are included:

- A decrease of \$81,900 (-5.3%) for the cost of household waste disposal at the regional waste facility, based on revised tipping fees levied by MIRA.
- An increase of \$63,146 (3.0%) for inflationary contract cost increases for Town-wide curbside collection.

SANITATION FUND

REVENUES

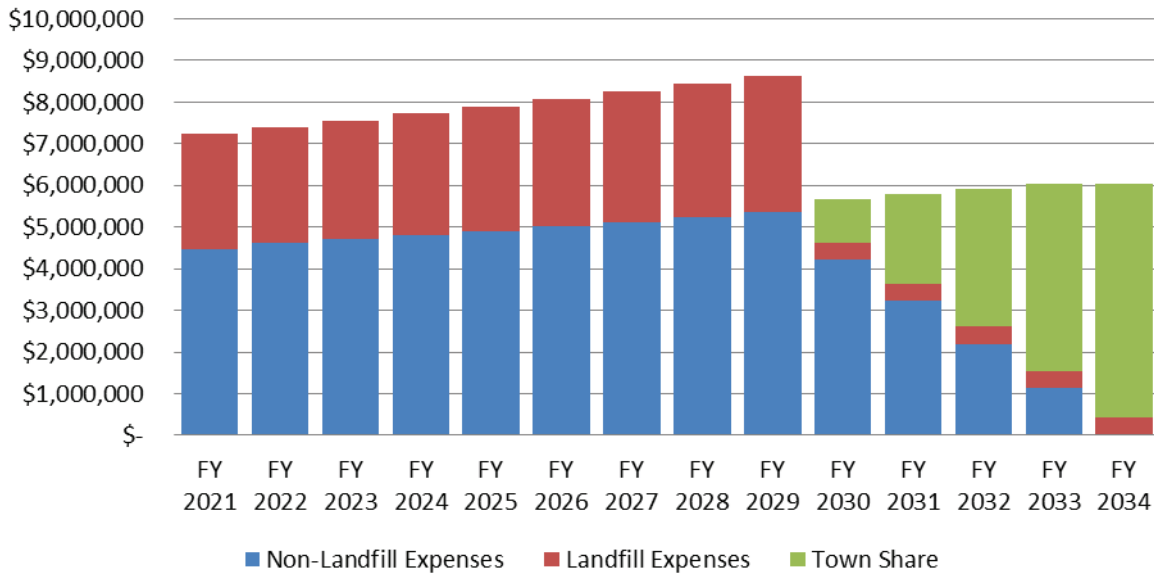
| Revenues | Collected 2020/21 | Adopted Projection 2021/22 | Revised Estimate 2021/22 | Manager's Projected 2022/23 | Adopted Projection 2022/23 | Change Over Current Year | Percent Change |
|------------------------------|-----------------------|----------------------------|--------------------------|-----------------------------|----------------------------|--------------------------|----------------|
| Tipping Fees - Commercial | 8,162,744.54 | 7,500,000 | 9,000,000 | 8,000,000 | | 500,000 | 6.67% |
| Residential User Fees | 95,102.50 | 50,000 | 52,937 | 50,000 | | - | 0.00% |
| Creoc | 0.00 | 20,000 | 20,000 | 20,000 | | - | 0.00% |
| Miscellaneous Sales | 0.00 | 1,500 | 1,500 | 1,500 | | - | 0.00% |
| Compost | 0.00 | 15,000 | 15,000 | 15,000 | | - | 0.00% |
| Leaf Bags | 0.00 | 7,000 | 7,000 | 7,000 | | - | 0.00% |
| Trash & Recycling Toters | 0.00 | 4,000 | 4,000 | 4,000 | | - | 0.00% |
| Metal Recycle Revenue | 21,134.88 | - | 40,092 | - | | - | N/A |
| Leaf Bags-Sr Ctr/Comm Y | 0.00 | 5,000 | 5,000 | 5,000 | | - | 0.00% |
| Leaf Bags-Cust Service | 32.00 | 6,000 | 6,000 | 6,000 | | - | 0.00% |
| Sludge Disposal | 375,000.00 | 400,000 | 400,000 | 400,000 | | - | 0.00% |
| Interest | 27,466.16 | 20,000 | 20,000 | 20,000 | | - | 0.00% |
| Sale Of Town Owned Property | 4,450.00 | - | - | - | | - | N/A |
| Miscellaneous Revenue | 3,635.82 | 2,600 | 2,600 | 2,600 | | - | 0.00% |
| Recycling Rebates | 46,612.56 | 115,000 | 115,000 | - | | (115,000) | -100.00% |
| Mattress Recycling Rebate | 6,345.00 | - | 9,936 | - | | - | N/A |
| Credit Card Fees Collected | 0.00 | - | - | - | | - | N/A |
| Mid-Ct Project Surplus | 0.00 | - | - | - | | - | N/A |
| Notices Of Violation | 0.00 | - | - | - | | - | N/A |
| TOTAL | \$8,742,523.46 | 8,146,100 | 9,699,065 | 8,531,100 | - | 385,000 | 4.73% |
| Sanitation Fund Expenditures | 6,672,411 | 7,816,104 | 7,702,279 | 7,849,543 | - | 33,439 | 0.43% |
| Operating Surplus | 2,070,113 | 329,996 | 1,996,786 | 681,557 | - | 351,561 | 106.53% |

Sanitation revenues increase by 4.73% in the budget projections for next year. The Town will look to explore fee adjustments in the upcoming year in order to build up reserves to fund a phase-in of curbside collection & other costs. These costs are currently covered by landfill revenues, but once the landfill closes in 10 or so years, these costs will no longer be supported.

SANITATION FUND

The graph below depicts Sanitation Fund expenses both before and after the closure of the landfill, and a phasing-in of costs to other revenue sources (taxes, charges for service, etc).

Sanitation Expenditures- 15 Year Projection





Other Budgeted Funds



This section of the budget covers a number of funds aside from the major budgeted funds which are budgeted annually by the Board of Directors.

Summary of Fund Budgets

| | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. | Manager's Recom. | Change Over Current | Percent Change |
|-----------------------------------|---------------------|--------------------|----------------------|---------------------|------------------------|-------------------|
| OTHER BUDGETED FUNDS: | | | | | | |
| INFORMATION SYSTEMS FUND | \$ 2,090,526.99 | \$ 2,281,993 | \$ 2,192,142 | \$ 2,296,267 | \$ 14,274 | 0.63% |
| DOWNTOWN DISTRICT | \$ 118,324.39 | \$ 194,050 | \$ 194,050 | \$ 183,750 | \$ (10,300) | -5.31% |
| WORK_SPACE | \$ 194,144.94 | \$ 217,236 | \$ 217,236 | \$ 219,211 | \$ 1,975 | 0.91% |
| POLICE PRIVATE DUTY | \$ 1,146,529.13 | \$ 1,350,000 | \$ 1,350,000 | \$ 1,350,000 | \$ - | 0.00% |
| RECREATION ACTIVITIES FUND | \$ 94,407.07 | \$ 310,000 | \$ 310,000 | \$ 310,000 | \$ - | 0.00% |
| PUBLIC WORKS OVERTIME FUND | \$ 27,387.41 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ - | 0.00% |

Information Systems Fund- an internal service fund which provides computer services to Town departments as well as maintenance of the Town fiber network, servers, the website, and other common information & technology resources. Funding is provided through contributions from each of the major budgeted Town funds and the Board of Education. More detail is provided in the following pages.

Downtown District- this budget is associated with a special taxing district composed of downtown businesses & property owners to cover shared costs for programming & maintenance of the downtown area, shared grounds maintenance services, parking enforcement, etc. Funding is obtained through property taxes on Downtown properties as well as other fines and fees. More detail is provided in the following pages.

Work_Space- a meeting center, coworking space, and arts & events gallery located in Downtown Manchester, funded by user rent and fees with some Town & grant support.

Police Private Duty- covers police services procured by private companies, organizations or other parties to provide increased presence for events, monitoring roadway construction zones, and other such services as may be required. Funding is provided by service fees.

Recreation Activities Fund- covers recreation programs which are mostly or entirely self-funded through participant fees, including partners in play, adult organized sports adult fitness and, water exercise classes, infant and pre-school swim lessons, water safety classes (WSI and Lifeguard Training), tennis lessons, self defense classes, arts and crafts classes, trips and supervision for pavilion use.

Public Works Overtime Fund- covers inspection and maintenance services performed outside normal business hours by the Public Works staff at the request of contractors, developers, and organizations for projects or non-town sponsored functions. These service requests include such things as set up and oversight for authorized events using town property or facilities, conducting code compliance inspections for buildings, or inspecting the construction of public improvements within the Town right of way.

INFORMATION SYSTEMS

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|---------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 1,066,881.86 | 1,159,903 | 1,037,097 | 1,194,654 | | 34,751 | 3.00% |
| Employee Benefits | 359,445.33 | 401,792 | 366,006 | 393,814 | | (7,978) | -1.99% |
| Purchased Services | 295,208.89 | 450,998 | 519,739 | 446,499 | | (4,499) | -1.00% |
| Supplies | 57,990.91 | 23,700 | 23,700 | 25,700 | | 2,000 | 8.44% |
| Equipment | - | - | - | - | | - | N/A |
| Interfund Transfers | 311,000.00 | 230,000 | 230,000 | 220,000 | | (10,000) | -4.35% |
| Contingency | - | 15,600 | 15,600 | 15,600 | | - | 0.00% |
| TOTAL INFO SYSTEMS | 2,090,526.99 | 2,281,993 | 2,192,142 | 2,296,267 | - | 14,274 | 0.63% |

Personnel & Employee Benefits:

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

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|---|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| Chief Information Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Deputy Director of Info. Systems | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| System Applications Project Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Technology Services Project Leader | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Systems Application Consultants | 3.00 | 3.00 | 2.00 | 3.00 | 2.00 |
| Technical Support Specialist | 4.00 | 4.00 | 3.00 | 4.00 | 3.00 |
| Systems Programmer | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Senior Administrative Secretary | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL INFORMATION SYSTEMS FT STAFF | 14.00 | 14.00 | 12.00 | 14.00 | 12.00 |

Purchased Services and Supplies:

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

INFORMATION SYSTEMS

- The upgrade to MS365 operating system adds an additional \$300,000 per year in licensing & support costs. This budget proposed that this cost be covered by ARPA federal grant funds in FY2022/23 and 50% of those costs in FY23/24 in order to minimize impact on the major budgeted Town funds.

Capital Improvements:

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

- \$40,000 PC replacement
- \$30,000 server replacement
- \$30,000 switch replacement
- \$10,000 network & security upgrades
- \$10,000 camera system upgrades
- \$100,000 contribution to major software upgrades reserve

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

Revenues:

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

| Revenues | Collected 2020/21 | Adopted Projection 2021/22 | Revised Estimate 2021/22 | Manager's Projected 2022/23 | Adopted Projection 2022/23 | Change Over Current Year | Percent Change |
|---------------------------------|---------------------|----------------------------|--------------------------|-----------------------------|----------------------------|--------------------------|----------------|
| Town of Manchester | 1,186,909 | 1,210,647 | 1,210,647 | 1,271,179 | | 60,532 | 5.00% |
| Board of Education | 212,053 | 216,294 | 216,294 | 227,109 | | 10,815 | 5.00% |
| Water Fund | 284,995 | 290,695 | 290,695 | 305,230 | | 14,535 | 5.00% |
| Sewer Fund | 200,313 | 204,319 | 204,319 | 214,535 | | 10,216 | 5.00% |
| Sanitation Fund | 22,286 | 22,732 | 22,732 | 23,869 | | 1,137 | 5.00% |
| Fire Fund | 121,413 | 123,841 | 123,841 | 130,033 | | 6,192 | 5.00% |
| Interest on Investments & Misc. | 2,014 | 5,000 | 5,000 | 5,000 | | - | 0.00% |
| Transfer from Unallocated | - | - | - | - | | - | N/A |
| TOTAL IS REVENUES | 2,029,982.75 | 2,073,528 | 2,073,528 | 2,176,955 | - | 103,427 | 4.99% |
| Total IS Expenditures | 2,090,526.99 | 2,281,993 | 2,192,142 | 2,296,267 | - | 14,274 | 0.63% |
| Use of Reserves/Net Result | 60,544.24 | 208,465 | 118,614 | 119,312 | - | (89,153) | -42.77% |

The FY23 budget reduces planned use of reserves to a more sustainable level, resulting in a 5% increase to department contributions to the fund.

DOWNTOWN SPECIAL SERVICES DISTRICT

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

| Expenditures by Object | Expended 2020/21 | Adopted 2021/22 | Estimated Expend. 2021/22 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over 2021/22 Adopted | Percent Change |
|------------------------|---------------------|--------------------|---------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| Personnel Services | 48,508.65 | 70,000 | 70,000 | 70,000 | | - | 0.00% |
| Employee Benefits | 3,657.41 | 6,000 | 6,000 | 6,000 | | - | 0.00% |
| Purchased Services | 65,451.30 | 117,050 | 117,050 | 106,750 | | (10,300) | -8.80% |
| Supplies | 707.03 | 1,000 | 1,000 | 1,000 | | - | 0.00% |
| Equipment | - | - | - | - | | - | N/A |
| Other | - | - | - | - | | - | N/A |
| TOTAL SSD | 118,324.39 | 194,050 | 194,050 | 183,750 | - | (10,300) | -5.31% |

Personnel & Employee Benefits:

Represents salaries and benefits of the Downtown Manager & parking enforcement staff.

Purchased Services and Supplies:

Covers the cost of renting, maintaining & administering the Downtown District office, the Downtown holiday lights program, themed events (Scarecrow Festival, Halloween, and Holiday on Main), advertising services, the Main Street banner program, sidewalk snow removal services, and street beautification.

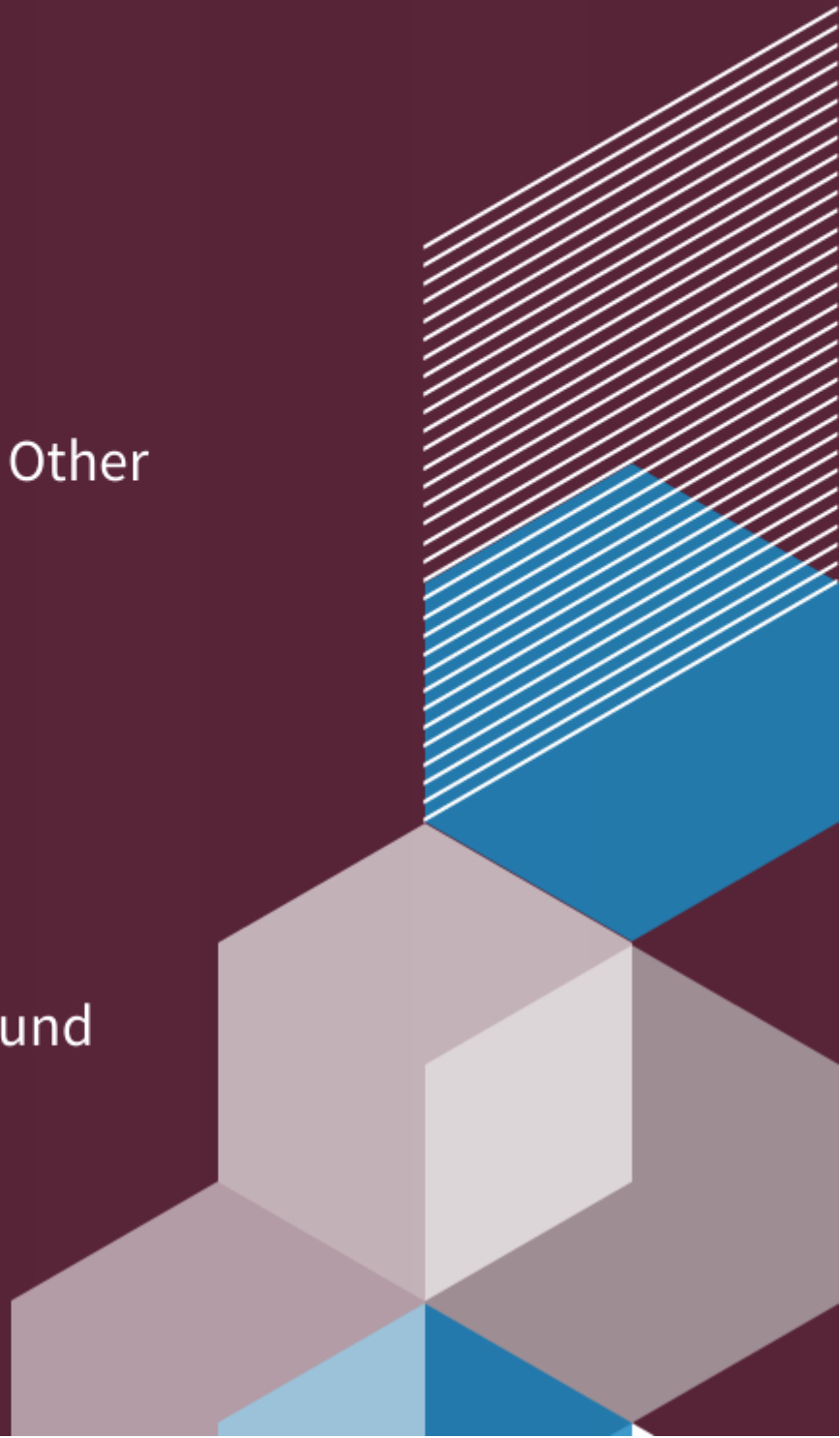
Revenues:

| Revenues | Collected 2020/21 | Adopted Projection 2021/22 | Revised Estimate 2021/22 | Manager's Projected 2022/23 | Adopted Projection 2022/23 | Change Over Current Year | Percent Change |
|-------------------------|---------------------|----------------------------------|--------------------------------|-----------------------------------|----------------------------------|-----------------------------|-------------------|
| Property Taxes | 75,000.00 | 76,650 | 76,650 | 83,674 | | 7,024 | 9.16% |
| Rents | 52,910.00 | 52,000 | 52,000 | 52,000 | | - | 0.00% |
| Interest on Investments | 3,568.01 | 1,000 | 1,000 | 1,000 | | - | 0.00% |
| Fines & Fees | 19,060.79 | 39,400 | 39,400 | 34,900 | | (4,500) | -11.42% |
| Use of Fund Balance | - | 25,000 | 25,000 | 12,176 | | (12,824) | -51.30% |
| TOTAL | \$150,538.80 | 194,050 | 194,050 | 183,750 | - | (10,300) | -5.31% |

Six Year

Capital Improvement Plan

- Introduction & Summary
- Public Infrastructure
- Parks & Recreation
- Facilities
- Vehicles, Equipment & Other
- Fire Fund
- Water Fund
- Sewer Fund
- Information Systems Fund



CAPITAL IMPROVEMENT PLAN

DESCRIPTION

The Capital Improvement Plan (CIP) is a multi-year plan used to coordinate the financing and timing of physical asset replacements and improvements for the Town of Manchester. It contains a comprehensive list of capital projects and acquisitions proposed for the town within the next six years. For each proposed project or acquisition, the CIP presents a summary description, estimate of cost, source of funding, and schedule of funding authorization. The CIP represents a rational plan for preserving and adding to the capital assets of the town.

CAPITAL ASSETS AND CAPITAL PROJECTS

A capital asset is a physical asset that has a useful life of five years or more and a value of \$10,000 or more. Capital projects and acquisitions are undertaken to acquire or extend the useful life of capital assets. Examples of capital projects and acquisitions include land purchases, construction of or major improvements to public buildings and roads, major maintenance of town facilities, and the purchase of heavy and light equipment, such as public works apparatus or public safety equipment.

THE PURPOSE OF THE CIP

The CIP provides a means for both coordinating and prioritizing the capital project and acquisition proposals of various departments and agencies. The process itself allows for careful consideration of all proposed projects and purchases in a more global context than if projects were submitted and evaluated in an ad-hoc fashion. In addition to mitigation of wasteful overlap, duplication and delay, the prioritization process ensures that the most important and critical projects and acquisitions are undertaken first. The information the CIP provides regarding short- and long-term financial impacts of capital needs enables policy makers to balance town priorities with its financial capacity to pay for them.

The CIP encompasses a six-year period, scheduling the most important, urgent projects in the earliest years. Once the CIP is finalized, Year 1 of the plan is used as a basis for both the capital portion of annual operating budgets and for any planned bond issues during the fiscal year. Once funding has been authorized, either through the adoption of the annual budget or through a bond ordinance, the projects can begin and are removed from the subsequent CIP, though the costs are included in comprehensive financial forecasts. Year 1 of the CIP is often referred to as the “Capital Budget” and is incorporated into the operating budget.

For the most part, remaining projects (which are still unfunded) will move up one year in the plan. However, because circumstances change, financial constraints or opportunities emerge, and priorities shift, the schedule for unfunded projects and acquisitions needs to be revised each year. Proposed projects and acquisitions can be moved ahead or back, or even eliminated from the plan.

CAPITAL IMPROVEMENT PLAN

This constant review ensures that the CIP maintains flexibility and can be adjusted to align with a changing environment while still providing community leaders and town officials with a clear view of the needs that lie ahead.

FINANCING CAPITAL PROJECTS AND ACQUISITIONS

The town has several options for financing capital projects. The single largest source of funding for capital projects and acquisitions is borrowing through the issuance of general obligation bonds and short-term notes. Larger assets with long useful lives are typically financed in this manner. The ultimate source of funding for borrowing is through the operating budget in the form of debt service. Spreading the cost of large capital projects and acquisitions over time eliminates the need to temporarily raise taxes every time a capital need arises. In addition, debt allows current and future beneficiaries to share the cost of long-term capital improvements such as new schools, roads and fire stations. All borrowing is done in accordance with the Town Charter and state statutes.

Some projects and purchases may be financed on a pay as you go basis through operating budgets, including the General Fund, Fire Fund and enterprise operating budgets. Small scale projects and major maintenance items are likely candidates for financing through annual operating budgets. For example, proposed funding for the town-wide facility maintenance program relies almost exclusively on operating budget appropriations.

Other funding sources may include state and federal grants, appropriations from fund balances, and private sources. The Local Capital Improvement Project (LoCIP) grant is a grant from the State of Connecticut that is used exclusively for capital projects. Occasionally, remaining balances from previously authorized projects may be allocated to proposed projects and acquisitions with Board of Directors approval.

ORGANIZATION OF THE CIP

1. Public Infrastructure – Public infrastructure projects include construction, reconstruction, replacement of, and major repairs to major assets such as roads, sidewalks, bridges, and most transportation related assets. Most of these projects are financed through the issuance of bonds. Some projects are funded in part through federal transportation grants.
2. Parks and Recreation – Parks and Recreation includes all of the Town's park system, athletic fields, public pools and recreational facilities. Parks and Recreation projects are financed through the same array of sources as other infrastructure and facilities projects.
3. Equipment and Vehicles – Many of the Town's operations rely on the use of heavy equipment and vehicles. This is particularly true of the Public Works Department and Police Department. A multi-

CAPITAL IMPROVEMENT PLAN

year replacement plan for Public Works equipment is funded each year through a transfer from the General Fund operating budget. This appropriation to the operating budget also funds most fleet vehicle replacements. The Police Department's vehicle replacement plan is funded through the department budget. The Fire Department and enterprise operations (Water, Sewer, Sanitation) all fund heavy equipment and vehicle replacement through their respective funds.

4. Facilities – Projects in this category include construction of new facilities, or the expansion, major improvement to, or major maintenance of existing facilities. Major maintenance and some improvements are typically funded through operating budget contributions to a reserve account specifically for facilities. The Local Capital Improvement Projects grant (LoCIP) or other grants may supplement funding. Larger projects, like new or expanded facilities, are typically financed through the issuance of bonds.
5. Fire Department – Fire Department projects include any acquisitions or improvements related to Fire equipment, apparatus or the Fire stations. Large projects are financed through the issuance of Fire Bonds. Smaller scale projects and equipment replacement plans may be funded within the Fire Department budget as capital expenditures or transfers to reserve accounts.
6. Water System – Projects and acquisitions specific to the town's water system are included in this category. The primary sources of funding for these items are the issuance of notes and Water Fund operating budget appropriations to reserve accounts.
7. Sewer System – Projects and acquisitions specific to the town's sewer system are included in this category. The primary sources of funding for these items are the issuance of notes and Sewer Fund operating budget appropriations to reserve accounts.
8. Information Technology – The Town's information technology assets comprise an infrastructure that is becoming as extensive and complex as other major assets. Planned replacement of information technology equipment, and the introduction of new technologies, has been included in the capital improvement plan for several years. Most Information Technology projects are funded through the Information Systems budget as a transfer to a reserve account.



Recommended Budget

Town of Manchester,
Connecticut

FY 2022-23

Capital Improvement Plan



This section of the budget details capital projects, which includes transfers to capital projects budgeted in General Fund-Fixed/Miscellaneous, as well as Fire, Water, Sewer, and Information Systems. Planned debt-financed projects are also included in the CIP.

Summary of Capital Budgets

| CASH FUNDED | | | | | | |
|-------------------------------|---------------------|----------------------|----------------------|----------------------|---------------------|----------------------|
| GENERAL FUND | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 |
| Public Infrastructure | \$ 1,570,000 | \$ 1,760,000 | \$ 745,000 | \$ 1,050,000 | \$ 395,000 | \$ 925,000 |
| Parks & Recreation | \$ 542,000 | \$ 967,000 | \$ 382,000 | \$ 304,000 | \$ 259,000 | \$ 217,000 |
| Facilities Maintenance | \$ 830,000 | \$ 705,000 | \$ 660,000 | \$ 630,000 | \$ 670,000 | \$ 710,000 |
| Equipment, Vehicles & Other | \$ 941,000 | \$ 941,000 | \$ 941,000 | \$ 915,000 | \$ 890,000 | \$ 890,000 |
| Net Other Funding Sources | \$ (1,890,000) | \$ (1,075,000) | \$ (550,000) | \$ (337,000) | \$ (282,000) | \$ (250,000) |
| Total General Fund CIP | \$ 1,993,000 | \$ 3,298,000 | \$ 2,178,000 | \$ 2,562,000 | \$ 1,932,000 | \$ 2,492,000 |
| FIRE FUND | \$ 222,000 | \$ 1,123,000 | \$ 84,000 | \$ 1,485,000 | \$ 55,000 | \$ 756,000 |
| WATER FUND | \$ 905,000 | \$ 2,019,750 | \$ 1,158,750 | \$ 643,750 | \$ 760,000 | \$ 525,000 |
| SEWER FUND | \$ 145,000 | \$ 95,000 | \$ 95,000 | \$ 95,000 | \$ 95,000 | \$ 95,000 |
| INFORMATION SYSTEMS FUND | \$ 220,000 | \$ 220,000 | \$ 220,000 | \$ 220,000 | \$ 220,000 | \$ 220,000 |
| DEBT FINANCED | | | | | | |
| GENERAL FUND | \$ - | \$ 18,000,000 | \$ - | \$ 19,300,000 | \$ - | \$ 19,800,000 |
| FIRE FUND | \$ 222,000 | \$ 1,123,000 | \$ 84,000 | \$ 1,485,000 | \$ 55,000 | \$ 756,000 |
| WATER FUND | \$ 2,090,000 | \$ 11,475,000 | \$ 6,100,000 | \$ 1,800,000 | \$ 3,635,000 | \$ 2,650,000 |
| SEWER FUND | \$ 1,154,000 | \$ 1,069,000 | \$ 215,000 | \$ 205,000 | \$ 155,000 | \$ 145,000 |
| TOTAL | \$ 6,951,000 | \$ 38,422,750 | \$ 10,134,750 | \$ 27,795,750 | \$ 6,907,000 | \$ 27,439,000 |

CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE

SUMMARY- CASH/GRANT FUNDED

| PUBLIC INFRASTRUCTURE | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 |
|---|--------------------|--------------------|-------------------|--------------------|-------------------|-------------------|
| 1 Town-wide Bridge Safety and Repair Program | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| 2 Enhanced Pedestrian Crossings | \$ 25,000 | | | | | |
| 3 Traffic Signal Vehicle Detection | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| 4 Sidewalk Extensions | \$ 75,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 |
| 5 Light Pole Replacement | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | | |
| 6 Bus Shelter Installation & Replacement | \$ 20,000 | | \$ 20,000 | | \$ 20,000 | |
| 7 Flood Hazard Mitigation Projects | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 |
| 8 LED Street Light Conversion (fund balance) | \$ 750,000 | \$ 250,000 | \$ 250,000 | | | |
| 9 Hilliard Bridge Replacement | \$ 300,000 | | | | | |
| 10 Town Hall/ Fire Parking Redesign (LoCIP) | \$ 150,000 | | | | | |
| 11 Roadway Use Safety Improvements | | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 |
| 12 Small Bridge Replacements | | \$ 200,000 | | \$ 200,000 | | \$ 200,000 |
| 13 Lincoln Center Improvements | | \$ 100,000 | | | | |
| 14 Welcome Signs | | \$ 50,000 | \$ 50,000 | | | |
| 15 Cemetery Paving | | \$ 75,000 | | \$ 75,000 | | |
| 16 Culvert Replacement - East Eldridge St to Porter Brook | | \$ 160,000 | | | | |
| 17 Stream and Brook Slope Stabilization and Sedimentation Removal | | \$ 350,000 | | \$ 350,000 | | \$ 350,000 |
| 18 Probate Court Parking Lot Rehabilitation | | \$ 150,000 | | | | |
| TOTAL | \$1,570,000 | \$1,760,000 | \$ 745,000 | \$1,050,000 | \$ 395,000 | \$ 925,000 |
| General Fund | \$ 520,000 | \$1,510,000 | \$ 495,000 | \$1,050,000 | \$ 395,000 | \$ 925,000 |
| LoCIP | \$ 150,000 | | | | | |
| Other Grants & Sources | \$1,050,000 | \$ 250,000 | \$ 250,000 | \$ - | \$ - | \$ - |

PROJECT DESCRIPTIONS

CASH OR GRANT FUNDED PROJECTS

NOTE: some projects are funded through multiple funding sources; please refer to the Capital Improvement Plan summary for details on funding sources

1. Town-wide Bridge Safety and Repair Program

PROJECT DESCRIPTION: The Town maintains 27 bridges and large diameter culverts. Safety improvements and repairs are needed to several bridges and culverts due to general deterioration with age and traffic. Minor repairs performed at this time will save some structures from major repairs or complete replacement in the future.

JUSTIFICATION: State bridge inspection reports identified several bridges and culverts that required minor structural repairs and some that require more extensive repair. Inspection of Town-maintained bridges were performed in September 2012. A consultant engineer is needed to prepare design plans and specifications. Initial

funding request will allow some repair work to be performed.

IMPACT ON OPERATION: Minor repairs performed at this time will save some structures from major repairs or complete replacement in the future.

2. Enhanced Pedestrian Crossings

PROJECT DESCRIPTION: Mid-block and unsignalized crosswalks present safety issues to pedestrians if motorists do not obey yielding to pedestrians in crosswalks. The project will systematically install pushbutton activated crosswalk systems at key locations throughout Town.

JUSTIFICATION: Annual funding would provide for four to five locations to be upgraded and installation will improve pedestrian safety.

IMPACT ON OPERATION: None. Units can be solar powered where appropriate.

CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE



3. Traffic Signal Vehicle Detection

PROJECT DESCRIPTION: Retrofit existing traffic signals with 360 degree camera detection technology.

JUSTIFICATION: Many of the Town's traffic signals use in-pavement loops for vehicle detection. Over time, these loops fail and impact the efficiency of the traffic signal. Also, these loops must get replaced every time the road gets resurfaced or patched. The newer camera technology will improve the efficiency of the traffic signals. The cost to retrofit a single intersection is approximately \$20,000.

IMPACT ON OPERATION: Replacing the loop detectors with camera detection will reduce the number of call outs for repair and replacement of loop detectors.

4. Sidewalk Extensions

PROJECT DESCRIPTION: Install new sidewalks to provide improved pedestrian connections between Town assets.

JUSTIFICATION: Many gaps exist in the Town's sidewalk network. There have been several pedestrian accidents/injuries in Town over the past 10 years. Segments will be selected using a benefit/cost analysis using data that includes proximity to key Town facilities, traffic volumes and public comment. This is a key part of the Town's recently adopted Complete Streets policy.

IMPACT ON OPERATION: No anticipated impact.

5. Light Pole Replacement

PROJECT DESCRIPTION: Replace aging streetlight poles.

JUSTIFICATION: The Town owns approximately 1,300 streetlight poles in areas of underground electrical service. Poles have an average life span of 25-30 years.

This will provide the necessary funding to continue year two pole replacement of deteriorating older wooden and decorative metal poles. A typical pole replacement will cost \$3,000 to \$4,000.

IMPACT ON OPERATION: No anticipated impact.

6. Bus Shelter Installation and Replacement

PROJECT DESCRIPTION: Installation of new bus shelters at bus stops with high ridership and replacement of deteriorated structures as required.

JUSTIFICATION: The Town owns and maintains 27 bus shelters. A new bus shelter and concrete pad cost approximately \$10,000. This level of funding will provide for installation of two new shelters. Locations for new shelters based on transit ridership and coordination with Greater Hartford Transit District or provide for the replacement of deteriorated shelters that have reached the end of their life expectancy.

IMPACT ON OPERATION: No impact.

7. Flood Hazard Mitigation Projects

PROJECT DESCRIPTION: This project consists of the construction of engineered flood hazard improvements at various locations to mitigate damages caused by short duration, high intensity rain events. Examples include detention basins, additional catch basins and pipe, berm construction and infiltration systems.

JUSTIFICATION: Flash flooding during short duration, high intensity rain events is common at several locations throughout Town. While stormwater drainage systems are not designed to handle flash floods, there are some mitigation measures at particular locations that can provide improved protection against such events. An example is the construction of a detention basin on Town owned property near Riverside Drive that would attenuate storm water flows thereby providing increased capacity in the large underground piped network downstream during these events.

IMPACT ON OPERATIONS: New flood control features will require minor ground maintenance.

8. LED Street Light Conversion

PROJECT DESCRIPTION: In 2003, the Town purchased and now owns, the nearly 5,000 street lights that illuminate our roadways. Over the past several years, there has been a systematic effort to convert the old high pressure sodium lights to new energy efficient LEDs.

CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE

JUSTIFICATION: Energy costs associated with the operation of the street lights are in excess of \$350,000 annually. LED technology is more efficient resulting in energy savings of 50-60% over while improving light quality and reducing maintenance.

IMPACT ON OPERATION: 50-60% savings in energy cost and reduced maintenance and re-lamping requirements.

9. Hilliard Street Bridge Replacement

PROJECT DESCRIPTION: Replacement of concrete box culvert conveying Hop Brook under Hilliard Street.

JUSTIFICATION: This bridge was rated in "fair" condition. The culvert was constructed in 1933 and in need of replacement.

IMPACT ON OPERATION: No anticipated impact.

10. Town Hall/ Fire Parking Lot Redesign

PROJECT DESCRIPTION: Reconstruction of the parking lot at Town Hall and Fire Station #2

JUSTIFICATION: The existing parking lot pavement at Town Hall is approaching the end of its useful life and is in need of improvements. The project will include work in coordination with the Parks & Recreation CIP request - Center Springs Park/Center Memorial Park Connection project funded separate from this request.

IMPACT ON OPERATION: Reduced pavement maintenance costs including pothole and curb repairs.

11. Roadway Use Safety Improvements

PROJECT DESCRIPTION: Install and construct roadway safety improvement measures including the use of new technology such as interactive speed monitoring, enhanced pedestrian crossing, and dynamic lighting.

JUSTIFICATION: Pedestrian accidents and fatalities have been increasing in Connecticut. New technology offers unique and effective ways to assist in the implementation of the Town's Complete Streets Policy that seeks to consider all users of the right of way. This item will fund the use of new and proven techniques and devices to improve user behavior and reduce conflicts that could result in injury or death.

IMPACT ON OPERATIONS: Will require analysis, design, and installation by staff.

12. Small Bridge Replacements

PROJECT DESCRIPTION: This project consists of the replacement of Town owned bridges under 20' in length.

JUSTIFICATION: The Town owns 19 bridges under 20' in length. These small bridges typically do not qualify for federal or state bridge funding. A thorough inspection of these bridges was completed in 2018. Some of the bridges are reaching the end of their useful life, including Summit Street over Bigelow Brook (1920), Parker Street over Bigelow Brook (1939) and Birch Mountain Road over Birch Mountain Brook (1950).

IMPACT ON OPERATIONS: no impact.

13. Lincoln Center Improvements

PROJECT DESCRIPTION: Reconfigure work spaces and common areas, assess and install updated security, and install Information Systems upgrades.

JUSTIFICATION: The Lincoln Center serves as an annex to the Town Hall with several Departments located on three levels. The Departments located there provide a mix of public (external) services and Town (internal) services spread across the building's three levels. The current configuration of space use does not provide a user-friendly experience requiring visitors to go to multiple offices to obtain information. A more efficient one-stop layout is possible by reconfiguring the current workspaces and by separating the interior from exterior uses. By reconfiguring these spaces, additional security measures, both passive and formal, can also be implemented.

IMPACT ON OPERATION: No anticipated impact. Some efficiency through resource sharing may occur.

CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE



14. Town of Manchester Welcome Signs

PROJECT DESCRIPTION: Replace aging Town Welcome signs at highway off-ramps.

JUSTIFICATION: There are 11 welcome signs that provide visitors with a first impression of the Town and are an important part of maintaining a positive and well-kept image to both visitors and residents; funding will allow signs to be replaced as needed so aging, damaged or deteriorated signs are not left in place.

IMPACT ON OPERATION: No anticipated impact.

15. Cemetery Roadway Paving

PROJECT DESCRIPTION: Continue program to resurface and maintain roadway and pathways throughout the four town-owned and maintained cemeteries.

JUSTIFICATION: Each of the Town's cemeteries has a network of paved roadway that provides access to visitors. Like any other roadway, they require periodic maintenance including full depth replacement and overlays. This funding will allow for the systematic improvements necessary to keep the cemetery roads safe and passable.

IMPACT ON OPERATION: Reduced maintenance of potholes and deteriorated pavement sections.

16. Culvert Replacement – East Eldridge St to Porter Brook

PROJECT DESCRIPTION: Funding to replace the culvert that conveys storm water runoff from East Eldridge Street across Oak Grove Street to Porter Brook.

JUSTIFICATION: The existing 24" pipe that conveys storm water runoff from East Eldridge St. to Porter Brook is undersized and in poor condition. Replacing and increasing the pipe capacity will reduce the historical flooding on East Eldridge St.

IMPACT ON OPERATION: These improvements will reduce or eliminate the need for Public Works employees to respond to flooding on East Eldridge Street.

17. Slope Stabilization and Sedimentation Removal Along Hockanum River at Hilliard Street

PROJECT DESCRIPTION: Reinforce existing river bank along the Hockanum River between the Adams Street bridge and the New State Road bridge. Project includes removal of sediment near the Adams Street bridge.

JUSTIFICATION: The river bank between the two bridges continues to erode due to the forces of the Hockanum River. This is particularly evident where the Hockanum River bends westerly at almost a 90 degree angle near Hilliard Street. A small washout was repaired in this area in 2008. Removal of accumulated sediment at the Adams Street Bridge will involve having a consultant engineer to prepare construction documents and acquire the necessary CTDEEP and Army Corps of Engineer permits.

IMPACT ON OPERATION: No impact.

18. Probate Court Parking Lot Rehabilitation

PROJECT DESCRIPTION: Reconstruct the existing parking lot with concrete pavement, including the extension areas that are currently bituminous concrete.

JUSTIFICATION: Old sections of bituminous concrete and the original concrete pavement are in need of replacement. Removing and replacing the bituminous concrete sections with concrete pavement will better match the original concept of a concrete pavement parking lot.

IMPACT ON OPERATION: No impact.

CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE

SUMMARY- BOND FUNDED

| PUBLIC INFRASTRUCTURE (Bond) | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 |
|--|-------------|----------------------|-------------|----------------------|-------------|----------------------|
| 1 Road Paving and Milling Program | | \$ 14,500,000 | | \$ 14,500,000 | | \$ 15,000,000 |
| 2 Town-Wide Drainage Repairs and Upgrades | | \$ 300,000 | | \$ 300,000 | | \$ 300,000 |
| 3 Sidewalk Replacement/Removal Program | | \$ 500,000 | | | | |
| 4 Dry Brook Culvert Improvements | | | | \$ 4,000,000 | | \$ 4,000,000 |
| 5 Upgrade Porter St Neighborhood Drainage System | | \$ 1,500,000 | | | | |
| 6 Traffic Signal Upgrades | | \$ 500,000 | | \$ 500,000 | | \$ 500,000 |
| 7 Union Pond Dam Repairs | | | | | | |
| 8 Case Pond Dam Repairs | | \$ 700,000 | | | | |
| TOTAL | \$ - | \$ 18,000,000 | \$ - | \$ 19,300,000 | \$ - | \$ 19,800,000 |

PROJECT DESCRIPTIONS

BOND FUNDED PROJECTS

1. Road Paving and Milling Program

PROJECT DESCRIPTION: Road paving and milling program. This program has previously been on a two-year bonding cycle. The next bonding authorization is expected in 2021.

JUSTIFICATION: Town roads are arguably the largest asset owned by the Town. As with most assets, the proper care and maintenance will preserve the value to the community as well as extend their life. With over 218 miles of roadway to maintain, a systematic approach is used to determine where the limited resources allocated to roadway rehabilitation should be focused. Periodically, a town wide pavement assessment is completed resulting in all roads being assigned a Pavement Condition Index (PCI) value. The value is used along with other factors such as road classification, average daily traffic (ADT), proximity to other similarly rated roads, to recommend which roads are recommended for rehabilitation. The Road Paving and Milling program seeks to apply lower cost techniques such as reclamation, milling and overlays to extend the useful life of a road and avoid more costly full reconstruction projects. Approximately 7 to 10 miles of roadway per year have been resurfaced over the past 8 years. The November 2019 referendum proposed \$13,500,000 to continue the Town pavement program. A significant increase in the investment in the road system is needed to avoid the expense of major reconstruction.

IMPACT ON OPERATION: No impact.

2. Town-wide Drainage Repairs and Upgrades

PROJECT DESCRIPTION: This project consists of drainage repairs, extensions and upgrades to the Town storm drainage system.

JUSTIFICATION: The Town storm drainage system consists of approximately 150 miles of pipe, 8,500 drainage structures, 31 detention facilities and dozens of sediment structures. As with all physical assets, storm drain infrastructure has a life expectancy and deteriorates over time. Additionally, as the physical environment served by the system changes, design variables must be adjusted and systems upgraded to accommodate increased runoff and prevent flooding. In addition, the Town is required to obtain a DEEP General Permit for its stormwater collection and handling. This permit is commonly referred to as MS4 and contains many operational and infrastructure improvement requirements. As a result, funding is needed to address system upgrades, extensions, and repairs. This project will also provide funds for emergency drainage repairs.

IMPACT ON OPERATION: Eliminating flooding prone areas can reduce after hour response during storm events and reduce property damage.

3. Sidewalk Replacement/Removal Program

PROJECT DESCRIPTION: Replacement of broken concrete sidewalk and curb repairs at various locations Town-wide, including driveway aprons and lawn/pavement restoration as necessary. Areas to be replaced will be based on the sidewalk condition and priority plan adopted by the Board of Directors. This program has been on a regular cycle of new bonding authorization every two years.

CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE

JUSTIFICATION: A significant amount of sidewalk repair is required throughout the Town as existing concrete sidewalks reach the end of their life expectancy or become deteriorated due to environmental conditions. The November 2019 referendum proposes \$1,000,000 over two years to continue sidewalk replacement, removals and extensions. Areas selected for improvements are typically coordinated with the Road Improvement plans and completed prior to any planned roadwork. This is done to ensure proper grading and minimize damage to any road investment. Funding will be needed in order to complete remaining neighborhoods.

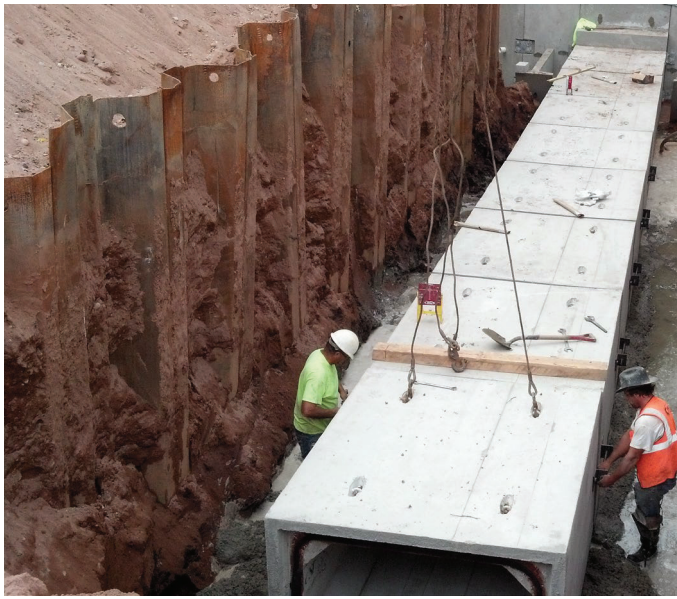
IMPACT ON OPERATION: No impact.

4. Dry Brook Culvert Improvements

PROJECT DESCRIPTION: Install additional culverts along the Dry Brook culvert to increase capacity between Bissell Street and Maple Street.

JUSTIFICATION: Periodic flooding on Birch Street impacts several residential houses and businesses. \$200,000 for design and construction document preparation was funded in FY 2008/09 from LoCIP.

IMPACT ON OPERATION: No impact.



5. Upgrade Porter Street Neighborhood Drainage System

PROJECT DESCRIPTION: Replace the existing storm drainage system west of Pitkin Street and east of Autumn Street with larger diameter pipes and extend storm system further north on Pitkin Street to Elwood Road.

JUSTIFICATION: The proposed project would alleviate periodic, historical flooding in this area during large storm events. The project was identified as a high priority in the Dry Brook Culvert Watershed Study and Hydraulic Model prepared in 2007.

IMPACT ON OPERATION: The project would minimize callouts to address flooding concerns in this area during storm events.

6. Traffic Signal Upgrades

PROJECT DESCRIPTION: The project consists of replacing and upgrading the Town's 52 traffic signals where required in accordance with the Traffic Signal Maintenance and Replacement Plan.

JUSTIFICATION: The 2019 Public Works Bond Referendum proposes \$500,000 to fund traffic signal replacements. Funding is necessary to continue the replacement and upgrading of the Town's traffic signal system. Currently, a complete signal replacement costs approximately \$200,000 to \$250,000. The Traffic Signal Inventory and Condition Assessment Report recommends replacement of one signal per year.

IMPACT ON OPERATION: No impact.

7. Union Pond Dam Repairs

PROJECT DESCRIPTION: Repair deteriorated concrete walls and pump liquid chemical grout into dam to reduce leakage and maintain dam's structural integrity.

JUSTIFICATION: An in-depth inspection of Union Pond Dam was conducted in August 2016 by Tighe & Bond. The report found that the right dam wall and spillway were in poor condition and in need of repair with an estimated total project cost of \$2,100,000. Multi-year Public Works Bond Referendum funding has been provided to complete the work.

IMPACT ON OPERATION: No impact.

8. Case Pond Dam Repairs

PROJECT DESCRIPTION: Repairs to the upper and lower Case Pond dams

JUSTIFICATION: A recent regulatory engineering review of the dams was conducted resulting in the

CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE

recommendation of specific improvements to ensure the function and safety of the dams. In order to maintain their insurability and to comply with state regulatory oversight, work including masonry repairs, under-seepage monitoring, vegetation removal, and embankment repairs must be completed to prevent more serious deterioration of the dams and potential failure.

IMPACT ON OPERATION: No anticipated impact.

CAPITAL IMPROVEMENT PLAN- PARKS & RECREATION

SUMMARY

| PARKS AND RECREATION | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 1 Outdoor Court Construction | \$ 90,000 | \$ 90,000 | \$ 55,000 | | | |
| 2 Park Upgrades | \$ 60,000 | \$ 60,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 |
| 3 Passive Recreation Oversight | \$ 35,000 | \$ 35,000 | \$ 35,000 | \$ 35,000 | \$ 35,000 | \$ 35,000 |
| 4 Outdoor Hard Surface Repairs | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 |
| 5 Swimming Pool Upgrades and Major Repairs Program | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| 6 Case Mountain Summit Vista Landscaping | \$ 25,000 | | | | | |
| 7 Artificial Turf Field | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 |
| 8 Athletic Field Lighting | \$ 25,000 | | | | | |
| 9 Center Springs/Center Memorial Connection (State Bond Funding)) | \$ 125,000 | | | | | |
| 10 Trail Fence and Wood Rail Replacement | \$ 25,000 | | \$ 10,000 | | \$ 10,000 | |
| 11 Mahoney Leisure Labs (LoCIP) | \$ 65,000 | \$ 75,000 | \$ 50,000 | \$ 87,000 | \$ 32,000 | |
| 12 YWCA Equipment | \$ 35,000 | | | | | |
| 13 Center Springs Amphitheatre (other grants) | | \$ 250,000 | | | | |
| 14 Park Pavilion Upgrades | | \$ 50,000 | \$ 50,000 | | | |
| 15 Master Plan Implementation Design | | \$ 100,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| 16 New State Softball Complex (other grants) | | \$ 250,000 | | | | |
| 17 Skate Park | | | | | | |
| 18 Cheney Rail Trail Gateway Signage | | | | | | |
| TOTAL | \$ 542,000 | \$ 967,000 | \$ 382,000 | \$ 304,000 | \$ 259,000 | \$ 217,000 |
| General Fund | \$ 352,000 | \$ 392,000 | \$ 332,000 | \$ 217,000 | \$ 227,000 | \$ 217,000 |
| LoCIP | \$ 65,000 | \$ 75,000 | \$ 50,000 | \$ 87,000 | \$ 32,000 | \$ - |
| Other Grants | \$ 125,000 | \$ 500,000 | \$ - | \$ - | \$ - | \$ - |

PROJECT DESCRIPTIONS

1. Outdoor Court Construction

PROJECT DESCRIPTION: Provides funding to reconstruct or rehabilitate the Town's various outdoor courts and public play areas to a post-tension concrete.

JUSTIFICATION: The Town has a variety of outdoor courts and play areas including basketball, tennis, and shuffleboard courts. These facilities are predominately bituminous concrete surfaces that experience deterioration over time such as cracking, potholes, and surface wear. Converting these courts to a more modern post-tension concrete will ensure these play areas are safe and perform as intended for an extended life over traditional paved bituminous courts. Rehabilitation includes new post-tension concrete, surface treatments and coatings, and new amenities like backboards, posts, and nets.

IMPACT ON OPERATION: Yearly maintenance costs on reconstructed courts will be minimized and court life extended.

2. Park Upgrades

PROJECT DESCRIPTION: General ballfield upgrades, bituminous walkways and ramp replacements at Town parks, sign replacement, and playground hardware.

JUSTIFICATION: Provide funding for general upgrades to ballfields (fences, infield surfaces, etc.) and the replacement of bituminous walkways and ramps at Town parks.

IMPACT ON OPERATION: No operating impact anticipated.

3. Passive Recreation Oversight

PROJECT DESCRIPTION: Feasibility, oversight, development and maintenance of sites, structures and facilities.

JUSTIFICATION: Passive recreation areas once overseen and maintained solely by volunteer and special interest groups have grown in popularity and require a higher level of attention and repair.

IMPACT ON OPERATION: none.

CAPITAL IMPROVEMENT PLAN- PARKS & RECREATION

4. Outdoor Hard Surface Repairs

PROJECT DESCRIPTION: To continue the planned rehabilitation program for the Town's outdoor basketball, tennis, handball/racquetball courts and bike paths. Work includes grinding down uneven areas, crack-sealing, sealing, color coating, lining and misc. repairs.

JUSTIFICATION: The proposal is to continue the planned rehabilitation program which was instituted in FY95/96. This work is necessary to seal cracks, limit future cracking and slow the pace of surface deterioration. In addition, well-lined color coated, slip-resistant courts free of trip hazards are critical to player enjoyment and safety. Court conditions are evaluated in the early spring of each year in order to set priorities for work.

IMPACT ON OPERATION: No impact.

5. Swimming Pool Upgrades and Major Repairs Program

PROJECT DESCRIPTION: Ongoing major repairs and rehabilitation work include crack-sealing, joint-sealing, painting, repairing decks and coping, misc. repairs to the swimming pool and wading pool vessels and upgrades to the bathhouse buildings fencing and surrounding area as part of a planned pool maintenance program.

JUSTIFICATION: In order to protect the Town's investment, an improvement program addressing one pool per year was initiated in FY95/96. These improvements enhance facility performance by identifying opportunities for significant site improvements and address ADA upgrades as needed.

IMPACT ON OPERATION: This project should have no impact on operating costs.

6. Case Mountain Summit Vista Landscaping

PROJECT DESCRIPTION: Install site appropriate landscaping and plantings.

JUSTIFICATION: landscaping and plantings to enhance the summit vista.

IMPACT ON OPERATION: No operating impact anticipated.

7. Artificial Turf Field

PROJECT DESCRIPTION: Funding set-aside for the eventual replacement of the artificial turf field at Manchester High School, installed in 2016.

JUSTIFICATION: Twelve year recurring cost to sinking fund to full life expectancy of field for replacement cost.

IMPACT ON OPERATION: No impact.

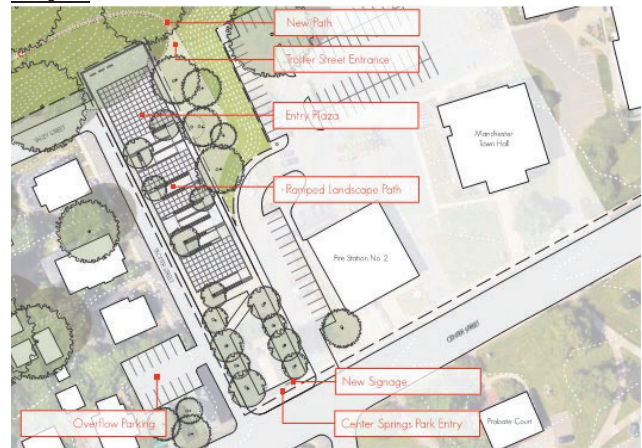
8. Athletic Field Lighting

PROJECT DESCRIPTION: Perform minor electrical upgrades and re-lamping of athletic field lights to improve efficiency and light quality.

JUSTIFICATION: The Town presently has 11 athletic fields with lighting serving baseball, soccer, football, Little league, and softball activities. Having these lighted fields allow for more scheduling flexibility for the many leagues that play on Town facilities and offer a unique experience for players to play at night under the lights. As with all lights, quality and efficacy diminishes over time and components must be replaced to ensure the fixtures perform as intended. This project will systematically re-lamp fixtures and perform needed minor electrical upgrades to ensure quality nighttime play continues.

IMPACT ON OPERATION: No operating impact anticipated.

9. Center Springs- Center Memorial Park Connectivity Project



PROJECT DESCRIPTION: Connect Center Springs Park to Center Memorial Park near Trotter Street as identified in the 2018 Center Springs Park Master Plan.

JUSTIFICATION: The 2018 Center Springs Park Master Plan identified a need to provide connectivity between Center Springs and downtown by way of Center Memorial Park. This connection, along with the reconfiguration of the westerly section of the municipal parking lot behind Fire Station #2, will provide a gateway linking the two major parks. The project will also improve vehicle circulation in the Town Hall parking lot and provide additional Park and overflow parking on the vacant Trotter Street municipal lot. The total project is estimated to cost \$500,000, of which \$245,000 in LoCIP funds were allocated in 2018.

IMPACT ON OPERATION: No operating impact anticipated.

CAPITAL IMPROVEMENT PLAN- PARKS & RECREATION

10. Trail Fence and Wood Rail Replacement

PROJECT DESCRIPTION: Replacement of fencing and wood rails along Town maintained trails.

JUSTIFICATION: The Town is responsible to maintain over 47-miles of trails. Many of these trails include fencing and wood rails that protect users from trailside hazards. These fences have deteriorated over time and many have reached the end of their expected life. In order to maintain such a robust and active trail program, it is necessary to systematically replace these barriers to ensure the safety of users.

IMPACT ON OPERATION: No operating impact anticipated.

11. Mahoney Leisure Labs

PROJECT DESCRIPTION: Construction and specific fit-out of lab rooms.

JUSTIFICATION: The Recreation Department has identified improvements to the Mahoney Center Leisure Labs that create and support specific activities. Included in this fit-out are the Dance and Movement Room, Art Lab, Music and Creative Writing Lab, and E-Lab for Computer Design and Gaming. These improvements will create the Labs within the facility that make the Center's Leisure Lab programming possible.

IMPACT ON OPERATION: Labs will require periodic upgrades and replacement of equipment and technology.

12. YWCA Equipment

PROJECT DESCRIPTION: Replace aging treadmills at the YWCA fitness center.

JUSTIFICATION: The fitness center at the YWCA has 7 treadmills that are reaching their end of life. These treadmills are a prominent feature of the fitness center and need to be replaced.

IMPACT ON OPERATION: No operating impact anticipated.

13. Center Springs Amphitheater

PROJECT DESCRIPTION: Upgrade Center Springs Pond Pavilion and Construct Amphitheater Seating

JUSTIFICATION: The 2018 Center Springs Park Master Plan identified the area surrounding the Park's Lodge as an opportunity for enhancements that would offer more opportunities to hold large events and gatherings in a scenic section of the park. Improvements to the existing pavilion along with the addition of surrounding amphitheater style seating built into the hillside will create a dramatic setting to hold such events.

IMPACT ON OPERATION: No operating impact anticipated.



14. Park Pavilion Upgrades

PROJECT DESCRIPTION: Renovate and upgrade park pavilions

JUSTIFICATION: There are many pavilions located throughout the park system. These pavilions vary in size and features and were built over the years and need updating and renovations to continue to meet the needs of programming.

IMPACT ON OPERATION: Reduced maintenance cost of aging structures

15. Master Plan Implementation Design

PROJECT DESCRIPTION: Provide design services for the implementation of Park Facilities Master Plan recommendations.

JUSTIFICATION: In 2021, the Town completed a Park Facilities Master Plan that has made recommendations to improve upon the Town's park facilities. These recommendations are conceptual in nature and require design services to further develop them into actionable projects.

IMPACT ON OPERATION: No operating impact anticipated.

16. New State Softball Complex

PROJECT DESCRIPTION: Construct two additional softball fields, amenities, and parking at the existing New State Road softball field site.

JUSTIFICATION: Two softball fields at Charter Oak Park are located in a flood hazard zone adjacent to the Hop Brook. These fields experience severe damage when the brook floods into the park. This project relocates these two fields to the New State Road facility and creates a softball complex along with the existing Carl Silver softball field. Work includes field construction, parking, and amenities to support the complex.

IMPACT ON OPERATION: Eliminates periodic rebuilding of the Charter Oak fields due to flooding.

CAPITAL IMPROVEMENT PLAN- PARKS & RECREATION

17. Skate Park

PROJECT DESCRIPTION: Construct a new all-wheel skate park at Globe Hollow.

JUSTIFICATION: The recreation committee has identified a need to replace the skate park that was removed in 2019 due to deteriorated conditions and as a result of a recommendation from CIRMA. The proposed all-wheel skate park will be constructed at the Globe Hollow Recreation area. The facility is anticipated to be approximately 7,500 square feet and to be used by non-motorized skateboards, bikes, scooters, and in-line skating. The facility will complement the current recreational features in the park and have connectivity to Charter Oak Park and the existing trail network.

IMPACT ON OPERATION: Minimal operating impact anticipated. Some periodic maintenance and replacement or repair of features as wear occurs.

18. Cheney Rail Trail Gateway Signage

PROJECT DESCRIPTION: Install gateway artwork signage on the Park Street overpass

JUSTIFICATION: The Park Street overpass acts as a gateway to the recently constructed Cheney Rail Trail. This project will install informative artwork and signage to the overpass and bridge abutment wall that will identify the historical significance of the rail corridor.

IMPACT ON OPERATION: No operating impact anticipated.



CAPITAL IMPROVEMENT PLAN- FACILITIES

SUMMARY

| FACILITIES MAINTENANCE | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 1 Mechanical Systems | \$ 160,000 | \$ 180,000 | \$ 200,000 | \$ 220,000 | \$ 240,000 | \$ 260,000 |
| 2 Exterior Building | \$ 120,000 | \$ 140,000 | \$ 160,000 | \$ 180,000 | \$ 200,000 | \$ 220,000 |
| 3 Electrical Systems | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 |
| 4 Interior Building | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 |
| 5 Life Safety Systems Replacement | \$ 35,000 | \$ 35,000 | \$ 35,000 | \$ 35,000 | \$ 35,000 | \$ 35,000 |
| 6 Cheney Hall Maintenance | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 |
| 7 Probate Court Maintenance | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| 8 Office Renovations | \$ 70,000 | \$ 70,000 | \$ 70,000 | | | |
| 9 Elevator Replacement/Overhauls | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 |
| 10 Lincoln Center Window Replacement (LoCIP) | \$ 250,000 | | | | | |
| 11 Channel 16 Control Room Upgrades | | \$ 20,000 | | | | |
| 12 Lincoln Center Server Room | | \$ 65,000 | | | | |
| TOTAL | \$ 830,000 | \$ 705,000 | \$ 660,000 | \$ 630,000 | \$ 670,000 | \$ 710,000 |
| General Fund | \$ 580,000 | \$ 705,000 | \$ 660,000 | \$ 630,000 | \$ 670,000 | \$ 710,000 |
| LoCIP | \$ 250,000 | \$ - | \$ - | \$ - | \$ - | \$ - |

PROJECT DESCRIPTIONS

1. Mechanical Systems

PROJECT DESCRIPTION: Planned replacement of aging mechanical systems as they surpass their useful life. Work includes replacement of building heating, cooling and building automation controls.

JUSTIFICATION: Planned replacement minimizes costly repairs of mechanicals that are beyond their useful life. Lincoln Center Rooftop Units, Mary Cheney Library - boiler replacement and automation controls. Recently completed projects include Police Chiller & Cooling Tower Placement, Whiton Library Chiller, Town Hall & Police Building Automation Controls. Upcoming needs [Nathan Hale Boiler repairs – 25k; Mary Cheney Library – Boiler & Gas conversion, \$147k; Mary Cheney Library – Building Controls \$92k; Mary Cheney Library – Rooftop RTU's \$64k; Town Hall Chiller - \$150k

IMPACT ON OPERATION: Minimize disruptions to building heating and cooling systems and emergency repair costs. Proper temperature control and ventilation provides healthy indoor air quality and greater productivity.

2. Exterior Building

PROJECT DESCRIPTION: General exterior maintenance on Town buildings. Roofing, masonry windows, siding, painting of exterior.

JUSTIFICATION: Ongoing restoration and upkeep is needed to protect the building envelope of Town buildings. Upcoming needs [901/903 Roofing - \$50k, Public Works roof - \$300k, Public Works painting - \$50k]
IMPACT ON OPERATION: Avoids costly future maintenance repairs.

3. Electrical Systems

PROJECT DESCRIPTION: Planned maintenance and replacement of electrical systems as they surpass their useful life. Work includes replacement of building electric service panels, transformers and emergency generators. Updates to wiring and lighting to meet current safety codes. Replacement of alarm systems, building access controls and security systems).

JUSTIFICATION: Maintain public and office space for safety, comfort and appearance. Upcoming needs: Weiss Center Security - \$25k; Public Works Security - \$10k; Mary Cheney Library – lighting & controls, \$80k; Public Works Fleet Garage - \$35k; Public Works Exterior and Garage - \$10k

IMPACT ON OPERATION: No operating impact anticipated.

4. Interior Finishes

PROJECT DESCRIPTION: Town-wide repairs, replacement and preventive maintenance due to age and wear of

CAPITAL IMPROVEMENT PLAN- FACILITIES

carpet and tile flooring, interior paint & wallpaper, acoustic & plaster ceilings and lighting.

JUSTIFICATION: Maintain public and office space for safety, comfort and appearance. [Mary Cheney Library-carpet, \$80k; Probate Court Carpet- \$15k]

IMPACT ON OPERATION: No operating impact anticipated.

5. Life Safety Systems

PROJECT DESCRIPTION: Planned maintenance of electrical systems as they surpass their useful life. Work includes replacement of building electric service panels, transformers. Updates to wiring and lighting to meet current safety codes. Replacement of alarm systems, building access controls and security systems).

JUSTIFICATION: Ongoing replacements and upgrades are needed to protect the building occupants and buildings. Upcoming needs [901 Main Fire Alarm - \$35k]

IMPACT ON OPERATION: Avoids costly liability of health and safety of building occupants and the public.

6. Cheney Hall Maintenance



PROJECT DESCRIPTION: Set aside funds for upkeep of Cheney Hall

JUSTIFICATION: Cheney Hall is a historical theater owned by the Town of Manchester and operated by the Cheney Hall Foundation. As such, the Town is responsible for care of the facility, which is over 150 years old and so requires frequent work to remain functional. Major work is being conducted as part of a bond referendum for historic property maintenance, but this work only addresses a portion of the structural and accessibility issues that have been identified.

IMPACT ON OPERATION: Offsets need for large capital needs investments in future years by addressing some maintenance needs over time.

7. Probate Court Maintenance

PROJECT DESCRIPTION: Set aside funds for upkeep of the Probate Court

JUSTIFICATION: the Greater Manchester Probate Court is a historical courthouse owned by the Town of Manchester and operated by the State-run regional probate court district serving Manchester, Andover, Bolton, and Colombia. As such, the Town is responsible for care of the facility, which is over 100 years old and so requires frequent work to remain functional. Costs are partially offset by cost-sharing revenues from the other towns served by the district.

IMPACT ON OPERATION: Offsets need for large capital needs investments in future years by addressing some maintenance needs over time.

8. Office Renovations

PROJECT DESCRIPTION: Renovate town office and work spaces.

JUSTIFICATION: Town offices require updating to accommodate new equipment and technology, improve security, and provide healthy and safe work spaces for employees and visitors.

IMPACT ON OPERATION: No operating impact anticipated.

9. Elevator Replacement & Overhauls

PROJECT DESCRIPTION: Replace or overhaul aging elevators in Town buildings.

JUSTIFICATION: There are 13 elevators that provide required accessibility in various Town buildings for the public and employees. As elevators age, they require increased maintenance to operate correctly. These aging elevators eventually require major overhauls to ensure their safe operation. Several town elevators are no longer supported with parts and service and are considered obsolete and require replacement. This item provides for a systematic multi-year approach to manage these upgrades.

IMPACT ON OPERATION: Inoperable elevators result in restrictions on building use with respect to accessibility. Replacement and major overhauls will reduce costly repairs.

CAPITAL IMPROVEMENT PLAN- FACILITIES

10. Lincoln Center Window Replacement



PROJECT DESCRIPTION: Replace exterior windows with high efficiency and period appropriate windows.

JUSTIFICATION: The Lincoln Center is a historic school located at the corner of Main Street and Center Street as part of the municipal campus that also includes Town Hall, The Weiss Center, and Fire Station #2 Headquarters. The building is home to many municipal functions including the Board of Directors Hearing Room and is visited as a resource for services by residents, businesses, and developers alike. In its prominent location at the top of Main Street, the Lincoln Center is seen by thousands of passersby each day. This project will replace the outdated windows with ones that are more period-appropriate more energy efficient.

IMPACT ON OPERATION: Reduced energy costs anticipated due higher efficient windows.

11. Channel 16 Control Room Upgrades

PROJECT DESCRIPTION: Perform masonry repairs to eliminate water leaks, install sealed epoxy floor or other durable wearing surface, and construct wall surface treatment.

JUSTIFICATION: The Channel 16 control room located in the basement of Lincoln Center has been experiencing water leaks from due to storm through deteriorated chimney flue masonry. These leaks have led to additional deterioration of the concrete floor and walls of this space. This project will repair the masonry leaks and improve the floor and walls of the workspace.

IMPACT ON OPERATION: No operating impact anticipated.

12. Lincoln Center Server Room

PROJECT DESCRIPTION: Repair and replace sections of the raised floor, upgrade cooling systems, and perform minor electrical work to the server room in the lower level of Lincoln Center.

JUSTIFICATION: The server room at Lincoln Center houses the Town's main computer servers. As the system has grown, so has the demand for appropriate environmental controls, electrical needs, and operational layout and serviceability. The number and size of server racks has increased over time and requires additional cooling to prevent overheating as well as a reallocation of overloaded electrical circuits. The equipment in this room sits on a panelized raised floor that provides for cable routing. Sections of the floor have failed and need to be repaired while other sections require a full replacement.

IMPACT ON OPERATION: Will reduce downtime of servers and computer network systems.

CAPITAL IMPROVEMENT PLAN- EQUIPMENT, VEHICLES & OTHER

SUMMARY

| EQUIPMENT AND VEHICLES | | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 |
|------------------------|--|------------|------------|------------|------------|------------|------------|
| 1 | Equipment & Vehicles Replacement (various funding sources) | \$ 600,000 | \$ 850,000 | \$ 850,000 | \$ 875,000 | \$ 850,000 | \$ 850,000 |
| 2 | Washbay Equipment Replacement and Upgrades | \$ 51,000 | \$ 51,000 | \$ 51,000 | | | |
| TOTAL | | \$ 651,000 | \$ 901,000 | \$ 901,000 | \$ 875,000 | \$ 850,000 | \$ 850,000 |

| OTHER | | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 |
|-------|--|-----------|-----------|-----------|-----------|-----------|-----------|
| 1 | Sustainability & Green Energy Services | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| 2 | Relocation Assistance | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| TOTAL | | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 |

PROJECT DESCRIPTIONS

EQUIPMENT & VEHICLES

1. Equipment and Vehicle Replacement Plan

PROJECT DESCRIPTION: Purchase General Fund equipment and vehicles according to a replacement schedule taking into consideration life expectancy of various classes of equipment and vehicles and deferred replacement.

JUSTIFICATION: The proposed replacement plan would provide for regular replacement of heavy and light vehicles and equipment utilized by General Fund departments with the exception of Police cruisers which are replaced through the Police Department operating budget. The equipment and vehicles included in the plan are critical to the missions of the Field Services division and other divisions of the Public Works Department. The replacement plan is based on the current condition, age, mileage, and type of use within the Town's existing heavy equipment, light equipment and passenger vehicle stock. This funding will be in addition to \$200,000 set aside as a fund balance designation in the upcoming fiscal year.

IMPACT ON OPERATION: Routine, planned replacements will reduce repair and maintenance costs and downtime. The reliability of equipment will make for more efficient operations.

2. Wash Bay Equipment Replacement and Upgrades

PROJECT DESCRIPTION: Replace steel stations supporting wash equipment, installation of concrete pad exiting the wash bay, and upgrades to wash equipment.

JUSTIFICATION: The wash bay facility is used to wash large vehicles and equipment that are exposed to salt and other materials that reduce their life. The wash bay is an

integral part of the Town's winter maintenance program. The facility is approximately 20-years old and showing signs of wear that requires equipment replacement and upgrades.

IMPACT ON OPERATION: Frequent washing of equipment will prolong the life of the equipment reducing maintenance costs and help to extend the overall life of the vehicles and equipment.

OTHER

1. Sustainability & Green Energy Services

PROJECT DESCRIPTION: Provide funding for the Sustainability Task Force to utilize towards green energy technologies and/or professional and consulting services associated with any of the Town's sustainability initiatives.

JUSTIFICATION: Projects & initiatives geared towards sustainability & energy conservation will yield ongoing operational savings and a return on investment, as well as decreasing the Town's carbon footprint.

IMPACT ON OPERATIONS: potential energy savings.

2. Relocation Assistance

PROJECT DESCRIPTION: Funds to assist displaced residents with moving/ storage.

JUSTIFICATION: State statute requires that Towns are responsible for the storage of unclaimed possessions in the event of evictions, building code condemnations, loss due to fire, etc. The Town makes every attempt at recovering said costs, but much of the expenses go unreimbursed. A periodic infusion of funds into this account is therefore necessary.

CAPITAL IMPROVEMENT PLAN- SOUTH MANCHESTER FIRE DISTRICT

SUMMARY

| FIRE FUND- CASH FUNDED | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 |
|-------------------------------------|-------------------|-------------------|------------------|------------------|------------------|------------------|
| 1 Fire Department Roof Replacements | \$ 140,000 | \$ 140,000 | | | | |
| 2 Replacement of Staff Vehicles | \$ 50,000 | \$ 52,000 | \$ 53,000 | \$ 54,000 | \$ 55,000 | \$ 55,000 |
| TOTAL | \$ 190,000 | \$ 192,000 | \$ 53,000 | \$ 54,000 | \$ 55,000 | \$ 55,000 |

| FIRE FUND- FINANCED | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 |
|---------------------------|-------------|-------------------|-------------|---------------------|-------------|-------------------|
| 3 Radio Tower Replacement | | \$ 200,000 | | | | |
| 4 Apparatus Replacement | | \$ 700,000 | | \$ 1,400,000 | | \$ 750,000 |
| TOTAL | \$ - | \$ 900,000 | \$ - | \$ 1,400,000 | \$ - | \$ 750,000 |

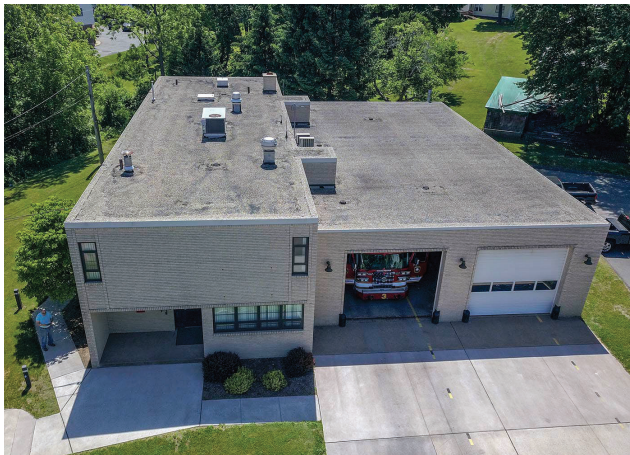
PROJECT DESCRIPTIONS

1. Fire Department Roof Replacements

DESCRIPTION: This project provides funding to replace the roofs at all five fire stations

JUSTIFICATION: Planned replacement of roofs at all five fire stations, in accordance with a facility needs engineering assessment done in 2016. Replacement of the roof at Station 2 is the largest and most complicated project. It is scheduled for FY22.

IMPACT ON OPERATION: Avoid expected repair costs for failing roofs



2. Replacement of Staff Vehicles

DESCRIPTION: Annual replacement program to maintain fleet of 12 operations vehicles

JUSTIFICATION: Fire Department staff and operational functions require a fleet of 12 vehicles (non-fire apparatus). The fleet age presently ranges from 2- 14 years old. An annual replacement program would ensure that vehicles are replaced when appropriate and capital funds could be planned well in advance. The requested amount includes the costs for the vehicle, radio equipment, emergency lighting system and a pick-up bed cap and accessories.

IMPACT ON OPERATION: Reduced maintenance costs associated with an aging fleet of vehicles; improved safety for personnel.



CAPITAL IMPROVEMENT PLAN- SOUTH MANCHESTER FIRE DISTRICT

3. Emergency Communications Tower

DESCRIPTION: This project provides funding for the replacement and relocation of an aged and deteriorating communications tower built on the roof of Fire Headquarters.

JUSTIFICATION: The current tower's deteriorating condition necessitates replacement. Its integral nature as a component of the Station 2 roof creates significant roof maintenance challenges. Any significant work done on the current tower would require an upgrade to today's codes which would be cost prohibitive. The unknown load bearing capacity of the Station 2 roof structure (due to a lack of original engineering specifications) would likely require significant reinforcement prior to repair/replacement of the roof top structure. This project most likely will consist of installation of a new communications tower attached to the exterior wall of the station with a ground-level base.

IMPACT ON OPERATION: Emergency services operations in Manchester rely on effective, dependable radio reception in all areas of town for safe and efficient service. Topography/reception issues on lower Main St. and to the South West require an elevated tower in the area of the Center.

NOTE: This project requires extensive research and engineering. The new communications tower might provide benefit to MPD, DPW, BOE and other public and private agencies. There is potential for some funding coming from a commercial enterprise leasing space on the tower. The dollar amount provided is a ballpark figure.



4. Apparatus Replacement Program

JUSTIFICATION: Maintaining a safe-operating, road worthy fleet of modern fire apparatus is critical to the department's delivery of emergency services. Historical trends, supported by national standards, indicate that engines have a frontline duty lifespan of 8 years which can be followed by 5 years of reserve duty. An apparatus replacement plan has been created to meet these lifetime estimates so that the purchase of new apparatus is planned well in advance.

IMPACT ON OPERATION: New apparatus maintenance and repairs are covered under warranties. Repair costs increase dramatically as warranties expire and aging apparatus requires more frequent repair. Purchasing apparatus according to the plan minimizes fleet repair costs.



CAPITAL IMPROVEMENT PLAN- WATER FUND

SUMMARY

| WATER FUND- CASH FUNDED | | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 |
|-------------------------|--|------------|--------------|--------------|------------|------------|------------|
| 1 | Filter Media Replacement - WR 413 | | \$ 45,000 | \$ 45,000 | \$ 45,000 | \$ 45,000 | \$ 45,000 |
| 2 | Tank Painting - WR 388 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 |
| 3 | Water Pump Replacement/Well Redevelopment - WR 392 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| 4 | Water Meters - Annual Purchase - WR 291 | | \$ 50,000 | | | | |
| 5 | Butterfly Valves Replacement | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 |
| 6 | Fall Protection Sed Basin | \$ 90,000 | | | | | |
| 7 | New State Road Chlorine Gas Rehabilitation | \$ 100,000 | | | | | |
| 8 | Laboratory Cabinetry | \$ 100,000 | | | | | |
| 9 | Dump Truck - Transmission and Distribution - WR 329 | | \$ 108,750 | \$ 108,750 | \$ 108,750 | | |
| 10 | Vehicle Replacement - Transmission and Distribution - WR 329 | \$ 65,000 | \$ 71,000 | \$ 55,000 | | | |
| 11 | Oversized Pipe - WR 326 | | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| 12 | Vehicle Replacement - Source of Supply - WR 329 | | \$ 45,000 | \$ 55,000 | | | |
| 13 | Exhaust Fan Replacement GHWTP | | \$ 25,000 | | | | |
| 14 | Vehicle Replacement - Meters - WR 329 | | \$ 50,000 | | | | |
| 15 | Well 2A Site Remediation | | \$ 125,000 | | | | |
| 16 | SOS Equipment Replacement | | \$ 185,000 | \$ 90,000 | | | |
| 17 | Globe Hollow Gate House Removal | | \$ 250,000 | | | | |
| 18 | Paving Charter Oak | | \$ 300,000 | | | | |
| 19 | Billing Data & Operational Improvements | \$ 150,000 | | | | | |
| 20 | Abandon Building Demolition - WR 406 | | \$ 350,000 | \$ 100,000 | | | |
| 21 | Bulk Chemical Tank Cleaning | | | \$ 15,000 | | | \$ 15,000 |
| 22 | Water Audit - WR 411 | | | \$ 50,000 | | | |
| 23 | Reservoir Vegetative Control - WR 414 | | | \$ 100,000 | | | |
| 24 | Heavy Equipment Replacement - T&D - WR 386 | | | \$ 125,000 | \$ 75,000 | | |
| 25 | Vehicle Replacement - Water Treatment - WR 329 | | | | | \$ 50,000 | \$ 50,000 |
| 26 | Land Acquisition - Watershed | | | | | \$ 250,000 | |
| TOTAL | | \$ 905,000 | \$ 2,019,750 | \$ 1,158,750 | \$ 643,750 | \$ 760,000 | \$ 525,000 |

| WATER FUND- DEBT FUNDED | | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 |
|-------------------------|--|--------------|---------------|--------------|--------------|--------------|--------------|
| 1 | Infrastructure Improvements- WQIP | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 600,000 |
| 2 | Infrastructure Improvements- DPW Coordination | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 600,000 |
| 3 | Organic Compound Reduction at Wells 5, 6, 7, 8, 10 and 11 - WR 408 | \$ 100,000 | \$ 10,000,000 | | | | |
| 4 | Filter 1 Rehabilitation | \$ 790,000 | | | | | |
| 5 | Well 6 Building Replacement | | \$ 200,000 | | | | |
| 6 | Highland Street Pump Station Renovation | | \$ 75,000 | \$ 600,000 | | | |
| 7 | Dam Repairs/Modifications | | | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 |
| 8 | Water Meter and Reading System Redevelopment - WR 329 | | | \$ 4,000,000 | | | |
| 9 | Low Zone Booster Pump Station | | | | \$ 100,000 | \$ 100,000 | \$ 800,000 |
| 10 | Charter Oak Improvements - WC 527 | | | | \$ 200,000 | \$ 2,000,000 | |
| 11 | Globe Hollow Clearwell Overflow Piping | | | | | \$ 35,000 | \$ 350,000 |
| 12 | New Bolton Road Well Reactivation | | | | | | \$ 50,000 |
| TOTAL | | \$ 2,090,000 | \$ 11,475,000 | \$ 6,100,000 | \$ 1,800,000 | \$ 3,635,000 | \$ 2,650,000 |

CAPITAL IMPROVEMENT PLAN- WATER FUND

PROJECT DESCRIPTIONS

CASH FUNDED PROJECTS

1. Filter Media Replacement – WR 413



PROJECT DESCRIPTION: Replace the filter media at the Globe Hollow Water Treatment Plant (GHWTP).

JUSTIFICATION: This appropriation reflects an annual uniform contribution to replace the filter media. The filter media at the GHWTP has an effective life of 5 to 7 years. The present day cost to replace the media is \$ 270,000. In FY12/13 the first of annual installments was appropriated to complete the replacement of media at the end of a 5 year period. Presently working with engineer to remove and replace media in both filters. Underdrains should be inspected and any deficiencies will be repaired

2. Tank Painting

PROJECT DESCRIPTION: Paint and inspect the distribution storage tanks.

JUSTIFICATION: This appropriation reflects an annual uniform contribution to the tank inspection and painting program. It is based on a 15-year painting cycle and a 5-year inspection cycle. There are a total of ten (10) storage tanks in the distribution system. The repainting program addresses State Dept. of Public Health requirements.

IMPACT ON OPERATIONS: The repainting program minimizes repair costs

3. Water Pump Replacement/Well Redevelopment – WR 392

PROJECT DESCRIPTION: Annual Pump Replacement(s) and Well Redevelopment.

JUSTIFICATION: Annual pump replacements and well redevelopments are required as they lose their efficiency over time. These are necessary projects to ensure the utility can provide enough water to satisfy system demands.

IMPACT ON OPERATIONS: Reduced power consumption through efficiency.

4. Water Meters

PROJECT DESCRIPTION: Purchase Water Meters and related meter reading equipment.

JUSTIFICATION: Provide for an inventory for replacement meters, batteries and transmitters for meter reading transmitters. Meters for new customers are funded through connection fees. The cost of water meters are shared with the Sewer Fund.

IMPACT ON OPERATIONS: Increase revenue through the replacement of faulty and aging meter related equipment.



CAPITAL IMPROVEMENT PLAN- WATER FUND

5. Butterfly Valves Replacement

PROJECT DESCRIPTION: Replace Broken Butterfly Valves.

JUSTIFICATION: Replace broken butterfly valves throughout the water distribution system which were installed forty (40) years ago.

IMPACT ON OPERATIONS: Reduce operating cost, overtime and service interruptions.

6. Fall Protection- Sediment Basin

PROJECT DESCRIPTION: Provide fall protection for operators working at sedimentation basin.

JUSTIFICATION: Presently it is a safety issue when they are working there.

7. New State Road Chlorine Gas Rehabilitation

PROJECT DESCRIPTION: To rehabilitate gas chlorine system to increase safety and reliability

JUSTIFICATION: In FY21-22 safety study has been commissioned to identify safety procedures and protocols for chlorine gas system at New State Road Facility. Based on the results of the study in FY22-23, replace the present gas system that is no longer supported, as well as implement safety mechanisms and recommendations from study.

8. Laboratory Cabinetry

PROJECT DESCRIPTION: Replace existing cabinetry and fume hoods

JUSTIFICATION: Current cabinetry is original to the building. It is decayed and rusted with leaking sinks. The hoods have reached the end of their practical life span, with one failing safety standards. We currently have \$50,000 allocated to this project, but require additional funding to begin construction. This project is split between the water and sewer funds.

9. Dump Truck – Transmission & Distribution - WR 329



PROJECT DESCRIPTION: Replace T&D Dump Trucks.

JUSTIFICATION:

Year 2- replace Vehicle #306 a 2010 International 6-wheel dump truck

Year 3- replace Vehicle #407, a 2011 International 10-wheel dump truck

Cost to be split with sewer – shared use

The age, condition, mileage and history of mechanical failures of these vehicles warrant their replacement.

IMPACT ON OPERATIONS: Reduction of on-going maintenance, expenses and repairs.

10. Vehicle Replacement – Transmission & Distribution - WR 329

PROJECT DESCRIPTION: Provides funding for the replacement of Transmission and Distribution vehicles.

JUSTIFICATION:

Year 2: replace Vehicle #309 a 2012 F-350 dually 4x4 utility body with plow

Year 3: replace Vehicle #311 a 2012 F-350 dually 4x4 with plow

Year 4 - replace Vehicle #301 a 2012 F-250 4x4 pickup truck with plow and rear lift gate. The age, condition, mileage and history of mechanical failures of these vehicles warrant their replacement.

IMPACT ON OPERATIONS: Reduction of on-going maintenance, expenses and repairs.

11. Oversized Pipe – WR 326

PROJECT DESCRIPTION: Reimbursement for the installation of oversized water pipe.

JUSTIFICATION: This fund reimburses the cost for oversized/extra depth water mains installed by developers. All reimbursements are subject to developer filing an affidavit showing the costs incurred. The Engineering Department reviews all the development plans for consistency with the water master plan. If a new development will bring water into an area, the Department determines the ultimate size that will be required in the future. If the size or depth is greater than that needed for the development, the Department requires the developer to install the larger size and/or extra depth.

IMPACT ON OPERATIONS: This project has the potential increase revenue through development activity.

12. Vehicle Replacement – Source of Supply WR 329

PROJECT DESCRIPTION: Source of Supply vehicle replacement.

JUSTIFICATION:

Year 2- replace Vehicle #325, a 2012 pickup with plow.

CAPITAL IMPROVEMENT PLAN- WATER FUND

The age, condition, mileage and history of mechanical failures of these vehicles warrant their replacement.

IMPACT ON OPERATIONS: Reduction of on-going maintenance, expenses and repairs.

13. Exhaust Fan Replacement

PROJECT DESCRIPTION: Replace Exhaust Fan at GHWTP

JUSTIFICATION: The exhaust fans at the GHWTP are original from 1985. They have become no longer serviceable and are failing.

IMPACT ON OPERATIONS: None

14. Vehicle Replacement – Meters - WR 329

PROJECT DESCRIPTION: Vehicle replacement in the Water Treatment Division.

JUSTIFICATION: replace Vehicle #366, a 2010 4x4 ¾ ton utility truck. Vehicle used for meter installation and water meter related work. The age, condition, mileage and history of mechanical failures of this vehicles warrant their replacement.

IMPACT ON OPERATIONS: Reduction of on-going maintenance, expenses and repairs.

15. Well 2A Site Remediation – WC 525

PROJECT DESCRIPTION: Licensed Environmental Professional (LEP) Services for Charter Oak Well #2A

JUSTIFICATION: for a 3 year LEP Services contract for bio-remediation monitoring, data collection and process control recommendations.

IMPACT ON OPERATIONS: None

16. Source of Supply Equipment Replacement

PROJECT DESCRIPTION: In FY 23/24 - \$185,000 replace Vehicle #312, 2011 articulating tractor used to mow Water Department Properties

In FY24/25 - \$90,000 replace Vehicle #2046, 2000 wood chipper with similar

17. Globe Hollow Gate House Removal

PROJECT DESCRIPTION: Globe Hollow Gate House Removal

JUSTIFICATION: Remove existing concrete gate house, replace valves appurtenances and install new concrete flat top structure.

IMPACT ON OPERATIONS: This project will provide equipment access to the top of the dam to improve required maintenance procedures.

18. Paving Charter Oak Garage Parking Lot

PROJECT DESCRIPTION: Pave Charter Oak Garage Parking Lot.

JUSTIFICATION: Pavement is severely cracked with a large amount of potholes throughout the entire area. Remove and replace existing pavement.

IMPACT ON OPERATIONS: Reduction of maintenance, expenses and repairs.

19. Billing Data & Operational Improvements

PROJECT DESCRIPTION: Address billing & metering issues

JUSTIFICATION: Seek system improvements and efficiencies in the billing & metering operations

IMPACT ON OPERATIONS: Expected to improve operational efficiency & customer service

20. Abandoned Building Demolition

PROJECT DESCRIPTION: Demolish abandoned buildings to reduce liability

JUSTIFICATION: In FY 23/24, demolish Cooper Hill Filter Plant (\$350,000) and in FY24/25 the Line Street Filter Plant (\$100,000). These plant have been out of service since 1985.

IMPACT ON OPERATIONS: Reduced liability

21. Bulk Chemical Tank Cleaning

PROJECT DESCRIPTION: Cleaning of Chemical Storage Tanks of crystalline material from the coagulant.

JUSTIFICATION: Every three (3) years the Poly Aluminum Chloride, chemical coagulant bulk storage tanks need to be vacuumed out and material is to be discarded as hazardous waste.

22. Water Audit – WR 411

PROJECT DESCRIPTION: Comprehensive Study to find unaccounted water.

JUSTIFICATION: to perform a leak study to investigate possible lost water in the distribution system.

IMPACT ON OPERATIONS: Decrease the amount of non-revenue water.

23. Reservoir Vegetative Control – WR 371

PROJECT DESCRIPTION: Vegetative Study.

JUSTIFICATION: Mylfoil is a highly invasive aquatic plant which is growing rapidly in the Globe Hollow, Howard, Porter and Buckingham Reservoirs. The growth may hamper the ability to effectively treat the water from the reservoirs. The Department of Energy & Environmental Protection recommends that all species be identified and quantified before a control plan is submitted for review and approval. In 2011 an invasive plant survey and

CAPITAL IMPROVEMENT PLAN- WATER FUND

control plan was completed. The study recommended we should be in a monitoring mode. Prepare a survey to track the movement and to prepare possible strategies to combat the vegetative issues (previously funded). Funding requested to implement control strategies.

IMPACT ON OPERATIONS: May reduce amount of chemicals required for water treatment.

24. Heavy Equipment Replacement – Transmission & Distribution – WR 386

PROJECT DESCRIPTION: Replace Heavy Equipment.

JUSTIFICATION:

In FY24/25 - \$ 125,000 replace Vehicle #2702, a valve maintenance trailer.

In FY25/26 - \$ 75,000 replace Vehicle #315, a 1989 pavement cutting saw.

The age, condition and maintenance history of mechanical failures warrants the replacement of this piece of equipment.

IMPACT ON OPERATIONS: Reduction of on-going maintenance, expenses and repairs

25. Vehicle Replacement – Water Treatment - WR 329



PROJECT DESCRIPTION: Vehicle replacement in the Water Treatment Division.

JUSTIFICATION:

Out year- replace Vehicle #324, a 2015 long bed F 350 4WD pickup.

IMPACT ON OPERATIONS: Reduction of on-going maintenance, expenses and repairs.

26. Land Acquisition- Watershed

PROJECT DESCRIPTION: Purchase land for watershed protection

JUSTIFICATION: FY26/27 - \$250,000 to purchase land located in watershed areas to avoid pollution associated with development. The purchase will also provide more passive recreational opportunities. State grants may be available for a portion of the purchase price.

IMPACT ON OPERATIONS: May prevent future added expenses associated with treating the water supplies.

DEBT FUNDED PROJECTS

1. Infrastructure Improvement – Water Quality Improvement Program – WC 524

PROJECT DESCRIPTION: Water Main Replacement/ Rehabilitation.

JUSTIFICATION: This is the long-term plan for implementation of the 2007 Water Distribution System Evaluation (WDSE). The WDSE identified projects for the replacement and/or rehabilitation of undersized and/or deteriorated mains at a total cost of \$30.6 million at that time. The majority of this work is targeted at mains 4-inches or smaller, mains that are unlined, older than 60 years old, near the end of their useful life and that require upgrading, for hydraulic purposes. Areas covered by this project will be selected in accordance with the prioritization plan set forth in the WDSE.

IMPACT ON OPERATIONS: The water quality improvement program minimizes repair and pumping costs. Undersized and unlined mains result in increased water quality problems, increased pumping costs, the restriction of flow capacity and the limitation of fire protection capabilities.

2. Infrastructure Improvement – Public Work Coordination Program – WC 534

PROJECT DESCRIPTION: Water Main Replacement/Rehabilitation for Public Works Projects.

JUSTIFICATION: This is a long-term plan to coordinate water main replacement with Public Works projects. In the past funds for this project were taken from the Water Quality Improvement Program (WQIP) in order to coordinate efforts. This leaves the Department rehabilitating mains and services not necessarily a priority set by the WQIP. Funding this will allow the Department to work with Public Works projects and do the work the Department has on its priority list.

IMPACT ON OPERATIONS: The water quality improvement program minimizes repair and pumping costs. Undersized and unlined mains result in increased water quality problems, increased pumping costs, the restriction of flow capacity and the limitation of fire protection capabilities.

3. Organic Compound Reduction at Wells #5, 1#0 and #11

PROJECT DESCRIPTION: To investigate best available technology (BAT) and complete design and construction of a treatment system.

CAPITAL IMPROVEMENT PLAN- WATER FUND

JUSTIFICATION: Love Lane Well #5, Parker Street Well #10 and Progress Drive Well #11 are impacted by organic substances, which the compounds currently do not exceed public water supply standards. This is a proactive step to meet the expected changes to the regulations that will affect the usage of these wells.

An engineering firm was hired to research, run bench testing and create preliminary design with capital and operating costs for treatment systems to reduce organics. The engineering firm will also design and create plans and specifications for bidding documents to construct the selected treatment processes at the wells. Future funding is to construct treatment facilities and pump stations.

IMPACT ON OPERATIONS:

4. Filter 1 Rehabilitation

PROJECT DESCRIPTION: Repair Filter #1 Under Drain.

JUSTIFICATION:

In 21/22 – The replacement project for the filter media in Filter #2 became a major repair to fix under drain of the filter. The cost for these repairs and media replacement is \$750,000. Filter #1 is showing signs this will be needed also.

5. Well #6 Replacement



PROJECT DESCRIPTION: Replace Well#6 at the New State Road Treatment Facility.

JUSTIFICATION: Well #6 has been in service since the early 1960s. The amount of water that can be obtained from the well has been greatly diminished. It no longer can be effectively cleaned. In FY19/20, funds were appropriated to acquire permits and design and install a new well. Future funding is to complete the project by installing a new pump, motor, motor control center and piping.

IMPACT ON OPERATIONS: may impact power & pumping costs depending on design of well.

6. Highland Street Pump Station Renovation

PROJECT DESCRIPTION: Total renovation of pump station, pumps, piping and controls.

JUSTIFICATION: to design and create drawings and prepare bid documents. Requested funding is to construct pump station. Pump station was built in 1980's, all upgrades have been patches to mechanical and piping issues.

IMPACT ON OPERATIONS: Installing new pumps, variable frequency, drives with controls, electrical and operating costs will go down.

7. Dam Repairs/Modifications

PROJECT DESCRIPTION: Repair Dams to ensure integrity.

JUSTIFICATION: Make repairs to dams as recommended based upon periodic inspections. Also make modifications to structures to comply with future stream flow release regulations.

IMPACT ON OPERATIONS: None.

8. Water Meter and Reading System Replacement – WR 329

PROJECT DESCRIPTION: Water Meter Replacement .

JUSTIFICATION The total system change out of all meters and reading equipment will provide for replacement of older less accurate meters and aging batteries for the radio transmitters. The last complete change out had a cost \$4 million. Current estimates are about \$8 million for the project, half of which will be funded in Sewer.

IMPACT ON OPERATIONS: Older displacement meters lose accuracy over time thus reducing the amount of revenue.

9. Low Zone Booster Pump Station

PROJECT DESCRIPTION: Construct a Low Zone Booster Pump Station.

JUSTIFICATION: At times, the Town's surface water sources have experienced drought conditions. During these conditions it may be possible to pump well water from the low zone to the middle zone to reduce the demand from the reservoirs. The request funds a study to site and size for a booster pump station from the low zone to the middle zone, to purchase land and design a booster station, and finally to construct a booster station. This project will allow us to purchase water from other utilities in times of drought conditions.

IMPACT ON OPERATIONS: By installing this facility, we will not incur the potential costs of portable pump rental and overtime cost to run the pump, This will reduce that we ask for voluntary conservation or mandatory restrictions which result in a reduction of revenue.

CAPITAL IMPROVEMENT PLAN- WATER FUND

10. Charter Oak Improvements – WC 527

PROJECT DESCRIPTION: Charter Oak Wellfield Repairs and Improvements.

JUSTIFICATION: Initial funding is to provide engineering services to design a treatment facility consolidating the treatment of Wells #2A, #3 and #4 at one location. The major funding request is to construct a treatment facility.

IMPACT ON OPERATIONS: New facility will increase operating costs, however will provide a higher quality, more reliable source of water to the community and ensure compliance with drinking water standards.

11. Globe Hollow Clearwell Overflow Piping – WR 390

PROJECT DESCRIPTION: Install clearwell overflow at the Globe Hollow Water Treatment Plant.

JUSTIFICATION: initial funding is to design a clearwell overflow piping per Department of Public Health's recommendation. Subsequent funding is to construct clearwell overflow piping.

IMPACT ON OPERATIONS: No impact

12. New Bolton Road Well Reactivation

PROJECT DESCRIPTION: Reactivate the new Bolton Road wellfield to increase safe yield of the system.

JUSTIFICATION: This project was identified in the Individual Water Supply Plan and may increase the safe yield to the High Zone system by 430,000 gallons per day. First year funding is to retain a consultant to study the New Bolton Road aquifer to confirm the safe yield possibilities. In second year, retain a consultant to obtain a diversion permit and design a facility. The larger funding request is to then perform the construction work necessary to activate and incorporate this well into the system.

IMPACT ON OPERATIONS: There will be an increase in cost for the maintenance and operation of this new facility. The reactivation of this well field may reduce expenses as the likelihood of purchasing water through interconnections with neighboring utilities would decrease.

CAPITAL IMPROVEMENT PLAN- SEWER FUND

SUMMARY

| SEWER FUND- CASH FUNDED | FY23 Reserve Use | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 |
|---|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| 1 Generator PLC Upgrade | \$ 200,000 | | | | | | |
| 2 Water Meters - Annual Purchase (WR) | | | \$ 50,000 | | | | |
| 3 Aeration Blower Service Plan | | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 |
| 4 Odor Control Media Replacement (Carbon and Shell) | | \$ 60,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| 5 Dewatering Centrifuge Bowl Rebuild/Swap | \$ 300,000 | | \$ 300,000 | | | | |
| 6 Laboratory Cabinetry (WR) | | \$ 100,000 | | | | | |
| 7 Fall Protection and Tank Access | | \$ 175,000 | \$ 175,000 | | | | |
| 8 Influent Bypass Grinder Swap | | \$ 75,000 | | | | | |
| 9 Sludge Processing Replacement Parts/Lobes | \$ 40,000 | | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 |
| 10 Wash Press Auger | \$ 10,000 | | \$ 10,000 | \$ 10,000 | | \$ 10,000 | |
| 11 Dewatering Manholes | | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | | |
| 12 Spare Influent and Return Pump Seals | \$ 9,000 | | \$ 9,000 | | | | |
| 13 Vehicles Replacement - Wastewater Treatment | | \$ 50,000 | | | | | |
| 14 SLM Equipment Replacement | | | \$ 125,000 | | | | |
| 15 Dump Truck Replacement | | | \$ 195,000 | | | | |
| 16 Oversized Pipe - SR 391 | | | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| TOTAL | \$ 559,000 | \$ 595,000 | \$ 1,069,000 | \$ 215,000 | \$ 205,000 | \$ 155,000 | \$ 145,000 |
| SEWER FUND- DEBT FUNDED | | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 |
| 1 Infrastructure Improvements- SSIP | | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 600,000 |
| 2 Infrastructure Improvements- DPW Coordination | | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 600,000 |
| 3 Water Meter and Reading System Redevelopment | | | | \$ 4,000,000 | | | |
| TOTAL | | \$ 1,200,000 | \$ 1,200,000 | \$ 5,200,000 | \$ 1,200,000 | \$ 1,200,000 | \$ 1,200,000 |

PROJECT DESCRIPTIONS

CASH FUNDED PROJECTS

1. Generator Programmable Logic Controller (PLC) Upgrade

PROJECT DESCRIPTION: Replace Generator PLC
JUSTIFICATION: Replace PLC used to operate the 1.6 megawatt main generator at the WWTP. The hardware and software was originally expected to be obsolete in 2023. Parts from the generator company are no longer available.

IMPACT ON OPERATIONS: Generator power will not be available during electrical outage periods and may violate our permit.

2. Water Meters – Annual Purchase

PROJECT DESCRIPTION: Purchase Water Meters and related meter reading equipment.

JUSTIFICATION: Provide for an inventory for replacement meters, batteries for meter reading transmitters and MXUs. Meters for new customers are funded through connection fees. The cost of water meters is shared with the Water Fund.

IMPACT ON OPERATIONS: Increase revenue through the replacement of faulty and aging meter related equipment.

3. Aeration Blower Service Plan

PROJECT DESCRIPTION: Preventative maintenance plans for four (4) HSI turbo blowers.

JUSTIFICATION: The service plan covers two (2) site visits per year by factory technicians for a 5-year period. Each unit will be factory overhauled as determined by previous yearly inspection. \$55,000 is funded for inspections; \$20,000 is funded for repair/overhaul parts for the four (4) units.

IMPACT ON OPERATIONS: The service plans allow for greatly reduced potential downtime. Allows opportunity to efficiently budget for repairs.

4. Odor Control Media Replacement

PROJECT DESCRIPTION: Replace odor control media with new media to prevent noxious sewerage/sludge odors

JUSTIFICATION: Odor control for the dewatering building at the HRWPCF relies on activated carbon and sea shells

CAPITAL IMPROVEMENT PLAN- SEWER FUND

to remove the noxious sludge odors. The shells and activated carbon in odor control systems need to be periodically replaced. The money will provide a change out of the shells and activated carbon in the first year and create a fund for future change outs.

5. Dewatering Centrifuge Bowl Rebuild/Swap

PROJECT DESCRIPTION: Replace Worn Centrifuge Bowl

JUSTIFICATION: The dewatering system at the HRWPCF requires the centrifuge bowls to be rebuilt/swapped after a certain amount of run time. The centrifuge hours are approaching this mark. If the bowls fail the entire centrifuge as may be damaged as opposed to replacing the worn bowl assembly. The plant has two centrifuges one will be rebuilt/swapped each year.

6. Laboratory Cabinetry

PROJECT DESCRIPTION: Replace existing cabinetry and fume hoods

JUSTIFICATION: Current cabinetry is original to the building. It is decayed and rusted with leaking sinks. The hoods have reached the end of their practical life span, with one failing safety standards. We currently have \$50,000 allocated to this project, but require additional funding to begin construction. This project is split between the water and sewer funds.

7. Fall Protection & Tank Access

PROJECT DESCRIPTION: Install Fall Protection System to Primary Settling Tanks and Access to Primary and Final Settling Tanks.

JUSTIFICATION: The two primary settling tanks at the HRWPCF do not have fall protection to access the tank for maintenance and is a safety issue. The project will add fall protection for operators working on primary settling tanks and three (3) davits to final settling tanks to allow safe entry, exit, and emergency rescue.

IMPACT ON OPERATIONS: None

8. Influent Bypass Grinder Replacement

PROJECT DESCRIPTION: Replace North Manchester Interceptor Bypass Grinder

JUSTIFICATION: The HRWPCF North Manchester Interceptor has a bypass channel to reroute flow in case the bar rack goes down. There is a grinder in the channel that is an emergency backup for these bar racks. It is needed to take out rags and other debris out of the waste stream to prevent damage to pumps and equipment further down in the process.

9. Sludge Processing Pumps Replacement Parts/Lobes

PROJECT DESCRIPTION: Replace/Swap Wear Parts on Sludge Processing Pumps

JUSTIFICATION: Plant has ten (10) sludge processing pumps, which are located throughout the plant and are essential to moving sludge and sandy debris. The lobes and wear parts need to be replaced periodically. The fund will provide ongoing maintenance parts for these pumps.

IMPACT ON OPERATIONS: None

10. Wash Press Auger Replacement

PROJECT DESCRIPTION: Purchase Replacement Wash Press Auger(s)

JUSTIFICATION: The HRWPCF requires the two (2) wash presses to be functioning to meet the state requirements. The augers need to be replaced periodically to prevent the failure of the wash presses. The augers will be replaced every other year.

IMPACT ON OPERATIONS: None

11. Wash Press Auger Replacement

PROJECT DESCRIPTION: Purchase Replacement Wash Press Auger(s)

JUSTIFICATION: The HRWPCF requires the two (2) wash presses to be functioning to meet the state requirements. The augers need to be replaced periodically to prevent the failure of the wash presses. The augers will be replaced every other year.

IMPACT ON OPERATIONS: None

12. De-Watering Manholes

PROJECT DESCRIPTION: Waterproofing Manholes to protect electrical equipment

JUSTIFICATION: Flooded manholes prevent access by operators, safety concerns and are causing damage to internal building components. The project consists of waterproofing five (5) manholes per year based on need. The manhole will be pumped and sealed to prevent water infiltration (\$60,000 per year).

IMPACT ON OPERATIONS: None

13. Vehicle Replacement – Wastewater Treatment

PROJECT DESCRIPTION: Vehicle Replacement.

JUSTIFICATION:

Year 2- replace Vehicle #446, a 2008 a Ford F350 with a similar vehicle.

IMPACT ON OPERATIONS: Reduction of ongoing maintenance, expenses and repairs.

CAPITAL IMPROVEMENT PLAN- SEWER FUND

14. SLM Equipment Replacement



PROJECT DESCRIPTION: Sewer Line Maintenance Equipment Replacement.

JUSTIFICATION:

Year 1- replace Vehicle #409, a 2004, Aqua Trailer Jet with similar.

Year 2- replace Vehicle #2810, a 2008 SRECO trailer mounted pipe rodder.

IMPACT ON OPERATIONS: Reduction of ongoing maintenance, expenses and repairs.

15. Dump Truck Replacement

PROJECT DESCRIPTION: Replace Dump Trucks.

JUSTIFICATION: replace Vehicle #407 a 2011 International 10 wheel dump truck. Cost to be split with Water – shared use. The age, condition, mileage and history of mechanical failures of these vehicles warrant their replacement.

IMPACT ON OPERATIONS: Reduction of on-going maintenance, expenses and repairs.

16. Oversized Pipe – SR 391

PROJECT DESCRIPTION: Reimbursement for the installation of oversized sewer pipe.

JUSTIFICATION: This fund reimburses the cost for oversized/extra depth sewer mains installed by developers. All reimbursements are subject to developer filing an affidavit showing the costs incurred. The Engineering Department reviews all the development plans for consistency with the sewer master plan. If a new development will bring sewer into an area, the Department determines the ultimate size that will be required in the future. If the size or depth is greater than that needed for the development, the Department requires the developer to install the larger size and/or extra depth.

IMPACT ON OPERATIONS: This project has the potential increase revenue through development activity.

DEBT FUNDED PROJECTS

1. Infrastructure Improvement – Sanitary Sewer Improvement Program SC 534

PROJECT DESCRIPTION: Rehabilitate or replace deficient sewer mains.

JUSTIFICATION: This work is based on the prioritization plan set forth in the Sanitary Sewer Evaluation Study (SSES). The primary criteria for project selection will be those areas of high infiltration and inflow. Secondary areas where known problems exist or are in such a deteriorated state the work must be done to maintain the integrity of the system and reduce potential liabilities to the Town.

IMPACT ON OPERATIONS: This project would reduce operating costs through operational efficiencies; reduce pumping costs and the elimination of treating unnecessary flows at the WWTP and potential backup problems.

2. Infrastructure Improvements – Public Works Coordination – SC 534

PROJECT DESCRIPTION: Sewer main replacement/rehabilitation for public works.

JUSTIFICATION: This is a long-term plan to coordinate sewer main replacement with Public Works projects. In the past funds for this project were taken from the Sanitary Sewer Evaluation Study (SSES) in order to coordinate efforts. This leaves the Department rehabilitating sewer mains not necessarily a priority set by the SSES. Funding this will allow the Department to work with Public Works projects and do the work the Department has on its priority list.

IMPACT ON OPERATIONS:

3. Water Meter and Reading System Replacement – WR 329

PROJECT DESCRIPTION: Consumption Meter Replacement

JUSTIFICATION: The total system change out of all meters and reading equipment will provide for replacement of older less accurate meters and aging batteries for the MXU transmitters. The last change out cost \$4 million and is estimated to cost about \$8 million for 2024. Half the cost of water meter replacement is to be covered by the Water Fund.

CAPITAL IMPROVEMENT PLAN- INFORMATION SYSTEMS

SUMMARY

| INFORMATION SYSTEMS | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 1 PC Replacement | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 |
| 2 Server Replacement | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| 3 Switch Replacement | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| 4 Network & Security Upgrades | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| 5 Camera System Upgrades | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| 6 Major Software Upgrades | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 |
| TOTAL | \$ 220,000 | \$ 220,000 | \$ 220,000 | \$ 220,000 | \$ 220,000 | \$ 220,000 |

PROJECT DESCRIPTIONS

1. Personal Computer Replacement

PROJECT DESCRIPTION: Planned replacement of personal computers used throughout General Fund departments, except for the Police Department which funds its own p.c. replacement program. Planned replacements are based on p.c. age, applications and condition. The prioritization and schedule of replacements is determined by the Information Systems Department.

JUSTIFICATION: Standardized, planned replacement of personal computers implements several recommendations made in the Management Partners report. Centralization of the funding for replacement minimizes the need for individual departments to make periodic significant expenditures for replacement, and ensures consistency in replacement criteria and types of hardware acquired. The replacement plan assumes the replacement of between 55 and 60 personal computers per year, which will allow for replacement of General Fund computers approximately every four years, with the exception of the Police Department and the Board of Education which fund their own replacement plans.

IMPACT ON OPERATION: As recommended in the Management Partners report, the standardized, planned replacement of personal computers is expected to lower the total cost of ownership.

2. Server Replacement

PROJECT DESCRIPTION: Planned replacement of servers. Servers are shared resources that provide file storage space and run databases and applications for departments. Planned replacements are based on server age and capacity.

JUSTIFICATION: Standardized, planned replacement of servers implements several recommendations made in the Management Partners report. The replacement plan

assumes the replacement of 2 to 3 servers per year, based on age and condition. Stand alone servers are incorporated into the virtual environment whenever possible.

IMPACT ON OPERATION: As recommended in the Management Partners report, the standardized, planned replacement of servers is expected to lower the total cost of ownership.

3. Switch Replacement

PROJECT DESCRIPTION: Planned replacement of switches.

JUSTIFICATION: Standardized, planned replacement of switches implements several recommendations made in the Management Partners report.

IMPACT ON OPERATION: As recommended in the Management Partners report, the standardized, planned replacement of switches is expected to lower the total cost of ownership.

4. Information System Network and Security Upgrades

PROJECT DESCRIPTION: Planned replacements or upgrades of software/hardware that provide network access, network management, email, and security (firewall, spam suppression, virus protection). Planned replacements or upgrades will be based upon need and upgrade requirements.

JUSTIFICATION: Upgrades to the network software, hardware and management tools are required to effectively manage the network resources. Network security upgrades are required to ensure that the Town's data is secured from attacks and viruses. Network improvements include maintaining wireless connectivity and backup equipment.

IMPACT ON OPERATION: Regular upgrades to network

CAPITAL IMPROVEMENT PLAN- INFORMATION SYSTEMS

software, hardware, management tools, and security minimize downtime and other drains on productivity and minimize the risk of major network problems.

5. Camera System Upgrades

PROJECT DESCRIPTION: Upgrades to camera systems throughout town

JUSTIFICATION: The Town currently operates a number of security cameras in Town buildings and in some outdoor spaces, which occasionally need to be replaced or upgraded, as well as installation of new cameras as deemed necessary.

IMPACT ON OPERATION: Any additional cameras will require periodic maintenance and replacement.

6. Major Software Upgrades

PROJECT DESCRIPTION: Annual contribution to funds set aside for major software upgrades, transitions to new platforms, or adoption of new tools for providing services and communicating with the public.

JUSTIFICATION: The Town utilizes a number of major systems and data services throughout the organization. These systems periodically require either updating or replacement & transitioning to a new system, as technology changes, as service needs change, and as IT service providers go in and out of business. These transitions are often costly and in some cases these needs arise with little notice and are critical to continuity of operations.

IMPACT ON OPERATION: Major systems typically have annual license & maintenance fees; replacing systems or adding new ones will have an annual cost to the IS fund and/or other operating departments.

Strategic Goals &

Performance Measures

- Strategic Goals & Planning Processes
- Intro to Performance Measures
- Performance Measures
 - General Government
 - Public Works & Sanitation
 - Public Safety
 - Human Services
 - Leisure Services
 - Water & Sewer
 - Other Funds





Performance Measures & Operational Statistics

Overview

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

Manchester's Annual Operations & Performance Report 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**

Due to staffing issues and ongoing efforts to re-develop the Operations & Performance Report, this document instead presents a series of reference tables with department performance measures, grouped by governmental function units similar to the budget detail sections, along with some annual status reports provided by key department heads.

A Day in Manchester.....

Did you know?

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



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

552 customers served
at the Town Hall.



43 meals served at
the Senior Center.

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



15.4 tons of
recyclables collected.

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



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

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



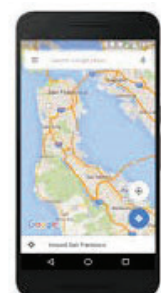
35 trips provided by
the Senior Center van.

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



3 work orders
completed by Building
Maintenance.

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



PLANNING PROCESS & Strategic Priorities

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



PERFORMANCE MEASURES: GENERAL GOVERNMENT

FINANCE DEPARTMENT REPORT

Local Economic Condition and Outlook

Manchester is a thriving small city and the business, residential and service hub of the Greater Hartford region east of the Connecticut River. A community of over 57,000 people, Manchester has achieved a diverse mix in terms of demographics, housing, land use, income and economy. Projected to be the largest community in the region outside of Hartford by 2025, Manchester has a range of housing types and prices, an eclectic mix of residential neighborhoods and a median age of 35, much lower than the region and Connecticut as a whole.

Manchester has a variety of commercial and mixed-use districts, and neighborhood, community and regional shopping destinations. The historic central business district is within walking distance of the redevelopment area and is transitioning to a strong office, restaurant, arts and culture, niche retail and service destination. Additionally, Manchester is a center of industrial activity including aerospace and medical related precision manufacturing, warehousing, and distribution businesses. The Buckland Hills District at the far north side of town is a superregional commercial area with over 3 million square feet of retail and entertainment uses, dozens of restaurants and hundreds of hotel rooms.

A full range of services, amenities and institutions complement these strengths. Residents and visitors have access to thousands of acres of park, watershed and open space land. Manchester Memorial Hospital is a full-service, 249 bed, acute care facility which serves as a healthcare destination for the region and employs hundreds of residents. Manchester Community College is the largest of Connecticut's community colleges, serving over 15,000 students annually at a modern and highly accessible campus.

Manchester has a superior locational advantage along Interstates I-84, I-384 and I-291. Ten miles east of Connecticut's capital city of Hartford, mid-way between New York and Boston, Manchester is a major regional destination and a desirable place to live, work and recreate. Local transportation infrastructure includes hundreds of miles of local roads, local and express bus service routes, CTFastrak bus rapid transit service, and freight rail, Bradley International Airport and miles of sidewalks, multi-use paths and hiking trails including the East Coast Greenway, Case Mountain Recreation Area and Hockanum River Linear Park system.

Major Initiatives

The Town of Manchester is committed to maintaining and improving infrastructure and services as guided by several master plans approved by the town's legislative body, with funding provided by a combination of bonding, operating transfers and grants:

- SMARTR2 (Phase II of the Elementary School Renewal Plan) During FY21, Construction began on Buckley School. Design and planning work began on Bowers School. Renovated schools will be re-built as net-zero sustainable buildings, and a project labor agreement has been added for Bowers School to address equity goals within the Town. In the SMARTR 2 plan, three elementary schools will be renovated as new, and three decommissioned elementary schools will be re-purposed.

PERFORMANCE MEASURES: GENERAL GOVERNMENT

- **Community Engagement Initiative.** The Town of Manchester, in collaboration with KJR Consulting, developed an integrated strategy, implementation framework, and action plan to enable the Town to reach its goal of increasing inclusive community engagement in Manchester. Diversity, Equity and Inclusion (DEI) workshops were expanded to all employees, and new positions, including a DEI Coordinator and a DEI Programs Manager, were funded by the Town.
- **The Sustainability Task Force** worked to analyze and make recommendations to initiate or improve Town policies, programs, and practices that promote sustainability actions to ensure the Manchester remains a thriving, efficient, healthy and vibrant place for its residents of today and tomorrow. During FY21, the Town began a Solar Map project with CT Green Bank to install solar panels, and enter into power purchase agreements, on ten Town buildings. The Town entered into an energy audit program with Eversource and benefited from Eversource grants and credits to install energy-efficient LED lighting in all town buildings. Work was done to expand Landfill capacity and extend the DEEP permit through 2028, which will allow the Town to offer municipal waste collection at no cost to the residents for several additional years.
- **A Parks and Facilities Master Plan** was developed, with a focus on community engagement in all aspects of planning. The Town retained the services of BerryDunn to work collaboratively with Town staff to complete the Plan which articulated how to best meet the future parks, trails, open space, and recreation needs of its citizens, and to build economic and cultural value in the community. The goal of the Plan was to provide a clear vision supported by goals, policies, and objectives that give direction to Town boards, commissions and staff for development, re-development, expansion, and enhancement of Manchester's parks, recreation programs, and assets. This Plan will help guide Town goals and priorities for the next 15-plus years.
- **Several major construction projects**, such as storm drain improvements, road and sidewalk reconstruction, parking lot replacements, Cheney Rail Trail improvements, water and sewer infrastructure projects were completed in accordance with the Town's Capital Improvement Plan.

Long-Term Financial Planning and Policies

During FY21, the Town expanded services while dealing with the ongoing COVID-19 pandemic. The Town's Health Department continued to be a regional leader, mobilizing vaccine clinics and working with surrounding communities to address short-term and long-term impacts from the health crisis. Federal funding, including American Rescue Plan Act and Elementary and Secondary School Emergency Relief funds, arrived in the spring of 2021. The Town responded to this unprecedented arrival of federal funding by developing long-term budget and expenditure plans to leverage the federal aid in sustainable way, which will help those in our community most affected by the pandemic. By focusing on transformative infrastructure projects, Manchester will ensure it can meet the needs of the community for many years to come, as the Town moves from pandemic recovery to long-term resiliency and prosperity.

The Town continued the practice of using fund balance to support, among other items, funding for property tax appeals, payments for accrued leave to employees and various capital related items that could potentially require funding.

PERFORMANCE MEASURES: GENERAL GOVERNMENT

In the past, Manchester has dealt with budgetary uncertainty at the State level by budgeting for use of reserves, which mitigates the impact of this uncertainty on taxpayers. The town will continue to respond to economic issues with a thoughtful approach, by continuously monitoring staffing and expenditures, and building upon its substantial commercial tax base with business-friendly policies.

Budgeting and Accounting

The Board of Directors adopts both an annual operating and a six-year capital budget in accordance with Chapter V of the Town Charter. Chapter V sets out the procedures and practices used during consideration of both the capital and operating budgets.

The operating budget is legally enacted at the category level, but as a management tool budgeting control is maintained at the object of expenditure level. This is achieved through the use of a full encumbrance system which encumbers appropriations upon the issuance of a purchase order. Encumbrances outstanding at year-end are recorded as budgetary expenditures and reported as a reservation of fund balance.

The Town's accounting system is organized on a fund basis. Each fund is a distinct self-balancing accounting entity. The various funds utilized by the Town of Manchester are further described in Note 1 of the Notes to the financial statements.

The budget is integrated into the accounting system, and as presented in the financial statements for all funds with annual budgets, compares expenditures with amended budgets. The Town's accounting records for governmental and expendable trust funds are maintained on a modified accrual basis with revenues being recorded when measurable and available, and expenditures being recorded when the services or goods are received and accepted, and the liability is incurred. The accrual basis of accounting is used for proprietary, and certain fiduciary funds. Encumbrances outstanding at year-end are not recorded as expenditures as defined by generally accepted accounting principles (GAAP) and are excluded from liabilities.

Accounting and Internal Control

The accounting system of the Town of Manchester is dependent on a strong foundation of internal accounting controls to ensure that financial information generated is both accurate and reliable. As such, the Town places a great deal of emphasis on the continuing development and monitoring of its system of internal control.

In conjunction with this goal, internal controls are designed to reasonably safeguard the Town's assets, check the accuracy and reliability of accounting data, promote operational efficiency, and encourage adherence to prescribed managerial policies. The concept of reasonable assurance recognizes the fact that the cost of controls should not exceed the benefits derived and the evaluation of costs and benefits requires management to make estimates and judgments.

All internal control evaluations operate within the above framework. The relationship of internal control to basic management responsibilities emphasizes the interaction of the accounting system with all other management control systems. We believe the Town's internal accounting controls adequately safeguard assets and provide reasonable assurance of proper recording of financial transactions.

PERFORMANCE MEASURES: GENERAL GOVERNMENT

ASSESSMENT & COLLECTION PERFORMANCE MEASURES

| ASSESSMENT | FY16 TOTAL | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Mission Statement: To establish an equitable distribution of property taxation for the financing of Town operations by discovering, listing and valuing real proper | | | | | | |
| WORKLOAD | | | | | | |
| | (Revaluation) | | | | | |
| Grand List | \$3,948,434,219 | \$3,993,259,326 | \$4,001,892,662 | \$4,028,139,912 | \$4,073,579,493 | \$4,131,586,220 |
| Grand List growth over prior year | 0.65% | 1.23% | 0.41% | 0.70% | 1.16% | 1.47% |
| # of accounts- MV | 45,101 | 45,756 | 46,024 | 45,559 | 45,785 | 44,118 |
| # of accounts- real estate | 18,675 | 18,664 | 18,663 | 18,670 | 18,678 | 18,730 |
| # of accounts- personal property | 2,994 | 3,050 | 3,027 | 3,059 | 3,011 | 3,035 |
| # of accounts- TOTAL | 66,770 | 67,470 | 67,714 | 67,288 | 67,474 | 65,953 |
| # of building permits referenced | 2,958 | 3,713 | 3,102 | 2,965 | 2,361 | 2,171 |
| # of field visits | 1,023 | 1,035 | 1,347 | 1,144 | 1,268 | 1,398 |
| # of assessments increased | 568 | 456 | 494 | 505 | 537 | 609 |
| | (Routine only) | | | | | |
| # of BAA appeals | 54 | 207 | 111 | 75 | 50 | 41 |
| \$ adjustment of BAA/routine changes (March BAA) | -\$3,632,750 | -\$7,687,142 | -\$1,608,920 | -\$1,092,370 | -\$2,003,610 | -\$2,553,890 |
| # of BAA appeals adjusted | 31 | 71 | 41 | 33 | 26 | 23 |
| # of declarations filed on-time | 2,201 | 2,250 | 2,229 | 2,203 | 2,136 | 2,174 |
| EFFICIENCY | | | | | | |
| # of FTE's | 6 | 6 | 6 | 6 | 6 | 6 |
| # of accounts per FTE | 11,128 | 11,245 | 11,286 | 11,215 | 11,246 | 10,992 |
| # of Real Estate Accounts per FTE | 3,113 | 3,111 | 3,111 | 3,112 | 3,113 | 3,122 |
| EFFECTIVENESS | | | | | | |
| % of BAA appeals adjusted | 57.41% | 34.30% | 36.94% | 44.00% | 52.00% | 56.10% |

CUSTOMER SERVICE PERFORMANCE MEASURES

| INQUIRIES AND COMPLAINTS | FY12 TOTAL | FY13 TOTAL | FY14 TOTAL | FY15 TOTAL | FY16 TOTAL | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| WORKLOAD | | | | | | | | | | |
| Number of inquiries | 24,607 | 21,536 | 21,260 | 22,076 | 22,754 | 23,338 | 23,033 | 23,425 | 20,484 | 21,342 |
| Number of complaints | 460 | 515 | 584 | 593 | 603 | 741 | 975 | 829 | 682 | 684 |
| EFFECTIVENESS | | | | | | | | | | |
| Percent Change in # of Inquiries (Y/Y) | | -12% | -1% | 4% | 3% | 3% | -1% | 2% | -13% | 4% |
| Percent Change in # of Complaints Received (Y/Y) | | 12% | 13% | 2% | 2% | 23% | 32% | -15% | -18% | 0% |
| PUBLIC RELATIONS | FY12 | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY2021 |
| | FY12 TOTAL | FY13 TOTAL | FY14 TOTAL | FY15 TOTAL | FY16 TOTAL | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
| WORKLOAD | | | | | | | | | | |
| Manchester Matters issues | 156 | 157 | 158 | 160 | 162 | 158 | 157 | 168 | 172 | 183 |
| Number of Manchester Matters subscribers | 2,693 | 3,006 | 3,265 | 3,422 | 3,614 | 3,806 | 4,041 | 4,311 | 4,550 | 4,782 |
| Number of calendar posts submitted | 1,391 | 1,616 | 1,616 | 1,513 | 1,697 | 1,464 | 0 | 0 | 0 | 0 |
| EFFECTIVENESS | | | | | | | | | | |
| Percent Change in Manchester Matters Subscribers (Y/Y) | | 11.6% | 8.6% | 4.8% | 5.6% | 5.3% | 6.2% | 6.7% | 5.5% | 5.1% |

PERFORMANCE MEASURES: GENERAL GOVERNMENT

CUSTOMER SERVICE PERFORMANCE MEASURES (cont'd)

| | FY12 | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY2020 | FY2021 |
|-------------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| SALES, PERMITS & TAX RECEIPTS | FY12 TOTAL | FY13 TOTAL | FY14 TOTAL | FY15 TOTAL | FY16 TOTAL | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
| WORKLOAD | | | | | | | | | | |
| 1. Number of Transactions | 11,235 | 10,664 | 8,521 | 8,385 | 9,420 | 8,904 | 9,656 | 7,671 | 5,450 | 703 |
| Printing | 4,969 | 5,257 | 3,092 | 2,801 | 2,803 | 2,633 | 2,410 | 2,255 | 1,557 | 4 |
| Leaf Bags | 2,046 | 1,275 | 1,171 | 1,091 | 982 | 1,052 | 892 | 756 | 547 | 3 |
| Tax Payments | 1,632 | 1,591 | 1,826 | 1,902 | 2,482 | 2,400 | 3,443 | 1,731 | 1,287 | 0 |
| Water Payments | 261 | 294 | 300 | 444 | 504 | 564 | 698 | 397 | 310 | 0 |
| Parking Permits | 239 | 455 | 395 | 316 | 451 | 450 | 533 | 544 | 451 | 398 |
| Recreation | 579 | 487 | 400 | 350 | 467 | 354 | 377 | 641 | 402 | 115 |
| Senior Center Memberships | 91 | 43 | 46 | 40 | 43 | 42 | 42 | 39 | 21 | 9 |
| Miscellaneous Sale | 1,418 | 1,262 | 1,291 | 1,441 | 1,688 | 1,409 | 1,261 | 1,308 | 875 | 174 |
| 2. \$ of Sales | \$ 110,228 | \$ 124,838 | \$ 102,450 | \$ 98,920 | \$ 111,044 | \$ 109,263 | \$ 102,409 | \$ 112,893 | \$ 83,039 | \$ 58,134 |
| Printing | \$ 27,308 | \$ 34,391 | \$ 17,996 | \$ 15,233 | \$ 16,164 | \$ 14,402 | \$ 13,024 | \$ 13,685 | \$ 10,039 | \$ 15 |
| Leaf Bags | \$ 14,364 | \$ 8,590 | \$ 7,934 | \$ 7,117 | \$ 6,331 | \$ 7,366 | \$ 6,424 | \$ 6,040 | \$ 4,399 | \$ 32 |
| Parking Permits | \$ 32,083 | \$ 50,492 | \$ 46,942 | \$ 43,965 | \$ 55,860 | \$ 57,597 | \$ 58,657 | \$ 63,407 | \$ 51,058 | \$ 53,065 |
| Recreation | \$ 11,151 | \$ 9,540 | \$ 6,721 | \$ 6,461 | \$ 6,187 | \$ 5,764 | \$ 5,335 | \$ 5,648 | \$ 4,498 | \$ 1,570 |
| Senior Center Memberships | \$ 810 | \$ 430 | \$ 460 | \$ 400 | \$ 430 | \$ 412 | \$ 412 | \$ 382 | \$ 210 | \$ 45 |
| Miscellaneous Sales | \$ 24,512 | \$ 21,395 | \$ 22,397 | \$ 25,744 | \$ 26,072 | \$ 23,722 | \$ 18,557 | \$ 23,731 | \$ 12,835 | \$ 3,407 |
| 3. Number of Items Sold | | | | | | | | | | |
| Leaf Bags | 43,959 | 27,037 | 24,896 | 22,613 | 19,693 | 23,733 | 16,059 | 15,103 | 10,998 | 80 |
| Miscellaneous Sales | 1189 | 854 | 877 | 953 | 1166 | 1039 | 995 | 1189 | 756 | 189 |
| 4. Number of Passport Applications | 242 | 263 | 309 | 432 | 468 | 385 | 366 | 301 | 186 | 30 |
| Manchester resident | | | | | 92 | 255 | 233 | 201 | | 15 |
| Out-of-town customer | | | | | 37 | 130 | 133 | 100 | | 15 |
| 6. Number of Notarizations | 348 | 322 | 347 | 349 | 374 | 314 | 316 | 303 | 47 | 36 |
| EFFECTIVENESS | | | | | | | | | | |
| 4. % Change in Number of Items Sold | | | | | | | | | | |
| Leaf Bags | 50.5% | -38.5% | -7.9% | -9.2% | -12.9% | 20.5% | -32.3% | -6.0% | -27.2% | -99.3% |
| Miscellaneous Sales | 13.9% | -28.2% | 2.7% | 8.7% | 22.4% | -10.9% | -4.2% | 19.5% | -36.4% | -75.0% |

PERFORMANCE MEASURES: GENERAL GOVERNMENT

HUMAN RESOURCES PERFORMANCE MEASURES

| | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|--|---------------|---------------|---------------|---------------|---------------|
| WORKLOAD | | | | | |
| Number of Employees Actively Employed (average) | 870.0 | 877.3 | 836.0 | 800.0 | 775.7 |
| Full Time | 491.6 | 487.8 | 487.8 | 493.7 | 492.1 |
| Part Time | 139.7 | 151.3 | 140.8 | 142.1 | 137.3 |
| Temporary | 28.6 | 33.3 | 37.1 | 22.7 | 19.9 |
| Recreation Seasonal | 210.2 | 205.0 | 170.3 | 141.8 | 124.3 |
| Number of promotions | 12 | 19 | 30 | 19 | 16 |
| Number of new recruitments | 42 | 55 | 76 | 41 | 68 |
| Number of applications received | 993 | 0 | 0 | 0 | 0 |
| Number of new positions established | 2 | 0 | 0 | 0 | 0 |
| Number of internal transfers | 4 | 4 | 6 | 2 | 20 |
| Number of external hires | 49 | 33 | 44 | 56 | 52 |
| Number of full-time orientations conducted | 34 | 30 | 33 | 52 | 38 |
| Number of recognition events conducted | 1 | 0 | 0 | 0 | 0 |
| Number of new hires reaching end of probationary period | 40 | 21 | 33 | 41 | 36 |
| EFFICIENCY | | | | | |
| Average time between advertisement date and hire- non Police/non-entry level Fire | 84.8 | 116.1 | 84.7 | 92.4 | #DIV/0! |
| Average time between advertisement date and hire- Police entry level only | 243.8 | 271.3 | #DIV/0! | 272.5 | #DIV/0! |
| Average time between advertisement date and hire- Fire entry level only | 29.0 | 79.0 | #DIV/0! | #DIV/0! | #DIV/0! |
| EFFECTIVENESS | | | | | |
| Promotions per hundred full time employees | 2.44 | 3.90 | 6.15 | 3.85 | 3.25 |
| % of non-Police/Fire recruitments completed within 45 days | 59.75 | 60.00 | 52.75 | 36.46 | #DIV/0! |
| Turnover rate- part time | 10.7% | | | | |
| Turnover rate- full time | 6.3% | | | | |
| Number of new hires successfully completing probationary period | 38 | 18 | 29 | 32 | 6 |
| Number of new police hires successfully completing FTO | 5 | 4 | 6 | 9 | 0 |
| % of new hires (includes new police hires) successfully completing probationary period | 95.0% | 85.7% | 87.9% | 78.0% | 16.7% |

PERFORMANCE MEASURES: GENERAL GOVERNMENT

HUMAN RESOURCES PERFORMANCE MEASURES (cont'd)

| BENEFITS ADMINISTRATION | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <u>WORKLOAD</u> | | | | | |
| Number of employees currently enrolled- active | 476.8 | 475.3 | 466.3 | 472.2 | 459.4 |
| Number of employees currently enrolled- retiree | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! |
| Number of employees currently enrolled - retirees Under 65 - Employee Only | 91.7 | 87.8 | 85.8 | 82.1 | 75.9 |
| Number of employees currently enrolled - retirees Over 65 - Employee Only | 261.6 | 268.1 | 270.6 | 276.0 | 281.3 |
| Number of spouses of retirees Under 65 - currently enrolled | 81.8 | 78.7 | 69.5 | 64.0 | 59.5 |
| Number of spouses of retirees Over 65 - currently enrolled | 128.4 | 128.9 | 135.5 | 151.5 | 148.8 |
| Number of dependents of retirees Under 65 - currently enrolled | 23.8 | 21.8 | 18.8 | 17.5 | 19.5 |
| Number of new enrollments- active | 31 | 21 | 30 | 42 | 36 |
| Number of amendments- active | 182 | 113 | 131 | 151 | 178 |
| Number of discontinuations- active | 17 | 22 | 41 | 33 | 30 |
| Number of enrollments- retiree | 14 | 2 | 9 | 8 | 18 |
| Number of amendments- retiree | 52 | 28 | 55 | 53 | 40 |
| Number of discontinuations- retiree | 16 | 12 | 15 | 21 | 24 |
| TOTAL BENEFITS ACTIONS | 312 | 198 | 281 | 308 | 326 |
| Number of actions processed within 30 days | 0 | 0 | 0 | 0 | 0 |
| Number of benefits administrator accounts maintained | 0 | | 0 | 0 | 0 |
| Number of bills processed | 212 | 222 | 251 | 320 | 289 |
| Number of pension applications processed | 11 | 8 | 11 | 11 | 13 |
| Number of pension inquiries | 20 | 24 | 0 | 15 | 31 |
| Number of unemployment claims processed | 32 | 26 | 35 | 153 | 145 |
| Number of employee benefits issue contacts | 48 | 34 | 40 | 46 | 151 |
| Number of health insurance payment reminders sent to retirees | 4 | 4 | 4 | 4 | 4 |
| <u>EFFECTIVENESS</u> | | | | | |
| % of amendments that occur within 30 days of qualifying event | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| % satisfied with benefits services (survey) | | | | | |
| % of forms/bills processed on time | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! |
| % of unemployment claims denied | | | | | |

PERFORMANCE MEASURES: GENERAL GOVERNMENT

HUMAN RESOURCES PERFORMANCE MEASURES (cont'd)

| TRAINING AND COMPLIANCE | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|--|---------------|---------------|---------------|---------------|---------------|
| WORKLOAD | | | | | |
| Number of OSHA training sessions conducted | 18 | 7 | 20 | 12 | 0 |
| Number of non-OSHA training sessions conducted | 13 | 13 | 12 | 9 | 13 |
| TOTAL TRAINING SESSIONS CONDUCTED | 31 | 20 | 31 | 21 | 13 |
| Number of participants (OSHA training) | 390 | 193 | 284 | 255 | 0 |
| Number of participants (non-OSHA training) | 318 | 270 | 258 | 269 | 485 |
| EFFICIENCY | | | | | |
| Cost of training & compliance programming | \$ 267 | \$ - | \$ - | \$ - | \$ - |
| Average cost per session | \$ 9 | \$ - | \$ - | \$ - | \$ - |
| Average cost per participant | \$ 1 | \$ - | \$ - | \$ - | #DIV/0! |
| EFFECTIVENESS | | | | | |
| Number of OSHA compliance visits | 0 | 0 | 0 | 1 | 0 |
| Number of citations received | 0 | 0 | 0 | 22 | 0 |
| Number of formal complaints received | 0 | 0 | 0 | 0 | 0 |

| EMPLOYEE WELLNESS | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|---|---------------|---------------|---------------|---------------|---------------|
| WORKLOAD | | | | | |
| Number of worker's comp first reports of injury | 74 | 106 | 76 | 80 | 76 |
| Incident Only | 16 | 31 | 33 | 34 | 33 |
| Medical | 31 | 45 | 33 | 30 | 21 |
| Lost Time | 27 | 30 | 10 | 17 | 22 |
| Number of programs/services/screenings offered | 100 | 101 | 117 | 69 | 10 |
| Number of program/service/screening participants | 1679 | 1334 | 1930 | 1104 | 297 |
| EFFICIENCY | | | | | |
| Cost of employee wellness events | \$ 327.04 | \$ - | \$ - | \$ - | \$ - |
| Average cost per event | 3.27 | 0.00 | 0.00 | 0.00 | 0.00 |
| Average cost per participant | 0.19 | 0.00 | 0.00 | 0.00 | 0.00 |
| EFFECTIVENESS | | | | | |
| Avg time between injury and First Report of Injury (days) | 3.61 | 4.66 | 4.65 | 3.79 | #DIV/0! |
| Average use of sick leave per employee (days) | 4.11 | | | | |
| % of event attendees satisfied with event (survey) | 0 | 0 | 0 | 0 | 0 |
| Worker's Comp cases per hundred employees | 8.51 | 12.08 | 9.09 | 10.00 | 9.80 |
| Incident Only | 1.84 | 3.53 | 3.95 | 4.25 | 4.25 |
| Medical | 3.56 | 5.13 | 3.95 | 3.75 | 2.71 |
| Lost Time | 3.10 | 3.42 | 1.20 | 2.13 | 2.84 |
| Number of employees with multiple worker's comp claims within fiscal year | 7 | 0 | 0 | 0 | 0 |

PERFORMANCE MEASURES: GENERAL GOVERNMENT

TOWN CLERK PERFORMANCE MEASURES

| LAND RECORDS | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|---|------------|--------------|------------|--------------|--------------|
| WORKLOAD | | | | | |
| Number of land records indexed | 7,467 | 6,998 | 6,722 | 6,727 | 8,641 |
| Number of land records being processed/received for filing online (e-Recording) | 1,425 | 1,501 | 1,564 | 1,874 | 2,930 |
| Number of land records containing errors (as determined by outside agency verification) | 169 | 127 | 94 | 46 | 50 |
| Number of record requests accessed (copies made in person) | 21,180 | 19,144 | 21,406 | 13,338 | 3,261 |
| Total fees collected | \$ 874,075 | \$ 1,096,342 | \$ 902,371 | \$ 1,216,214 | \$ 1,078,899 |
| Number of land records being accessed online (copies made; not in-person) | 25003 | 27727 | 24146.5 | 31172.25 | 54666 |
| EFFICIENCY | | | | | |
| Percent of land records being accessed online | 54% | 59% | 53% | 73% | 94% |
| Percent of land records being processed online (e-Recording) | 19% | 21% | 23% | 28% | 34% |
| EFFECTIVENESS | | | | | |
| Percent of land records containing errors | 2.3% | 1.8% | 1.4% | 0.7% | 0.6% |

| VITAL RECORDS | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|---|------------|------------|------------|------------|------------|
| WORKLOAD | | | | | |
| Number of vital records processed | 2,313 | 2,298 | 2,160 | 2,262 | 2,258 |
| Deaths | 525 | 510 | 519 | 583 | 558 |
| Marriages | 278 | 304 | 268 | 252 | 300 |
| Births | 1,499 | 1,478 | 1,366 | 1,424 | 1,393 |
| Fetal Deaths | 11 | 6 | 7 | 3 | 7 |
| Confidential Records | 135 | 157 | 120 | 110 | 56 |
| Number of vital records processed from other jurisdictions | 792 | 848 | 889 | 737 | 810 |
| Deaths | 163 | 173 | 208 | 204 | 186 |
| Marriages | 218 | 229 | 207 | 161 | 184 |
| Births | 407 | 440 | 474 | 371 | 438 |
| Fetal Deaths | 4 | 6 | 0 | 1 | 2 |
| Number of vital records supplied to resident towns | 333 | 335 | 296 | 353 | 375 |
| Number of vital records that required amendments of additional processing | 418 | 378 | 267 | 291 | 306 |
| Total Number of vital record requests processed | 7,382 | 8,544 | 8,735 | 7,974 | 8,103 |
| Total fees collected | \$146,754 | \$150,614 | \$159,421 | \$143,551 | \$141,304 |

PERFORMANCE MEASURES: GENERAL GOVERNMENT

TOWN CLERK PERFORMANCE MEASURES (cont'd)

| OTHER SERVICES | FY16 TOTAL | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|--|---------------|---------------|---------------|---------------|---------------|---------------|
| NOTARIZATIONS | | | | | | |
| workload | | | | | | |
| Number of notarizations issued | 549 | 566 | 520 | 586 | 432 | 0 |
| Number of notarizations directed from another department | 153 | 181 | 107 | 148 | 134 | 0 |
| Number of notarizations related to election | 0 | 4 | 1 | 1 | 0 | 0 |
| efficiency and effectiveness | | | | | | |
| Percent of notarizations directed from other departments | 28% | 32% | 21% | 25% | 31% | #DIV/0! |
| Amount collected for notarizations | \$ 1,930 | \$ 1,905 | \$ 2,065 | \$ 2,190 | \$ 1,550 | \$ - |
| DOG LICENSES | | | | | | |
| workload | | | | | | |
| Total number of licenses issued | 3,904 | 3,793 | 3,587 | 3,213 | 2,351 | 3,017 |
| Amount collected for dog licenses | \$ 16,417 | \$ 16,275 | \$ 15,287 | \$ 13,507 | \$ 10,037 | \$ 11,993 |
| ELECTIONS | | | | | | |
| workload | | | | | | |
| Number of absentee ballots processed | 519 | 1,860 | 419 | 1,393 | 353 | 0 |
| CLAIMS/SUMMONS | | | | | | |
| workload | | | | | | |
| Number of claims/summons | 41 | 94 | 95 | 60 | 64 | 39 |
| PASSPORT PHOTOS | | | | | | |
| workload | | | | | | |
| Number of passport photos | 387 | 362 | 355 | 301 | 207 | 0 |
| Amount collected | \$3,870 | \$3,620 | \$3,550 | \$3,010 | \$2,070 | \$0 |

PERFORMANCE MEASURES: GENERAL GOVERNMENT

PLANNING & ECONOMIC DEVELOPMENT REPORT

Manchester continues to be a forward thinking community, open to change that benefits the Town and its residents. This continues to be reflected through interest from the development community. Over the past year the Town has seen private development of all types. From single family homes to modern multi-family developments to creative reuse of buildings and spaces Downtown to large transportation and warehousing facilities, Manchester's diversity of commercial districts and land uses remain advantages. Underlining this fact, the town hit \$100 million in construction value for the first time in FY21. This was driven by both residential and commercial construction. Whereas the pandemic brought about a bump in home improvement projects, commercial development continued to more than pull its weight. Driven by large projects like the Winstanley Logistics Center, commercial construction accounted for nearly 2/3 of the total, \$100 million in value.

Despite the pandemic, interest in Downtown Manchester has continued to grow. Small businesses have worked tirelessly to adapt to changing preferences and regulations and the community has continued to show strong support for small local businesses Downtown and elsewhere. The Town has also made key investments that have enhanced Downtown for residents and visitors and made the area even more attractive for new businesses.

Buckland Hills remains a super-regional commercial center, attracting visitors from around and beyond the region. Over the past year Town Staff and the Planning and Zoning Commission have continued to tweak the Town's zoning regulations to ensure they line up with current demands in the market.

Recent changes have accommodated market demand for transportation and warehousing, adult-use cannabis and outdoor dining. While changes in the market continue to drive changes in tenants and uses within the district, Buckland Hills' location and strong brand ensure it will remain a significant town asset well into the future.

Beyond Manchester's prime location and historical interest in accommodating changes in technology and demand, our demographics (significantly younger and more diverse than the region and state as a whole) make us an attractive community for investors, business owners and customers. In short, Manchester continued to show in FY21 that we as a community are always ready for what's next.

PERFORMANCE MEASURES: GENERAL GOVERNMENT

PLANNING & ECONOMIC DEVELOPMENT PERFORMANCE MEASURES

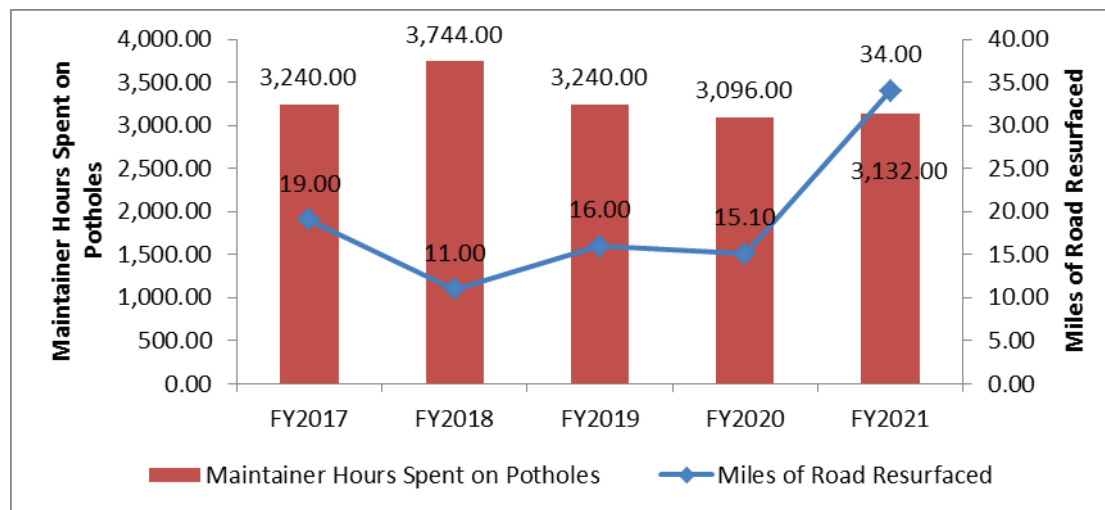
| | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|---|------------|------------|------------|------------|------------|
| CURRENT PLANNING | | | | | |
| Number of new applications processed | 109 | 111 | 114 | 59 | 104 |
| Zoning Regulation Variances and Appeals | 23 | 27 | 17 | 13 | 20 |
| Wetlands | 12 | 12 | 14 | 11 | 11 |
| Subdivision & Resubdivision | 2 | 5 | 3 | 1 | 1 |
| Special Exception & Modifications (both PZC and ZBA) | 23 | 23 | 29 | 12 | 13 |
| Site Plan Review, Modifications, and Erosion Control Plans | 14 | 21 | 27 | 8 | 15 |
| Erosion Control Plan (combined w/site plan review in FY2018) | 12 | 0 | 0 | 0 | 1 |
| Regulation Amendment (included Zone Change prior to FY2018) | 11 | 9 | 6 | 2 | 4 |
| Other | 12 | 7 | 15 | 8 | 6 |
| Zone Change/Map Amedment (new in FY 2018) | | 2 | 4 | 3 | 2 |
| Administrative (included in other categories prior to FY 2018) | | 28 | 27 | 15 | 31 |
| | | | | | |
| Number of Applications Referred to PZC or ZBA | | 93 | 109 | 70 | 73 |
| Number of Applications Actued Upon in one meeting of PZC or ZBA | | 89 | 98 | 60 | 62 |
| % of applications acted upon in one meeting of PZC | | 96% | 90% | 86% | 85% |
| | | | | | |
| Number of applications receiving an extension | 6 | 11 | 22 | 7 | 4 |
| Percent of applications receiving an extension | 6% | 10% | 19% | 12% | 4% |

PERFORMANCE MEASURES: PUBLIC WORKS & SANITATION

DEPARTMENT REPORT

Dependable Infrastructure

| Road Resurfacing & Pothole Repair | | | | | |
|------------------------------------|----------|----------|----------|----------|----------|
| Fiscal Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
| Miles of Road Resurfaced | 19.00 | 11.00 | 16.00 | 15.10 | 34.00 |
| Maintainer Hours Spent on Potholes | 3,240.00 | 3,744.00 | 3,240.00 | 3,096.00 | 3,132.00 |

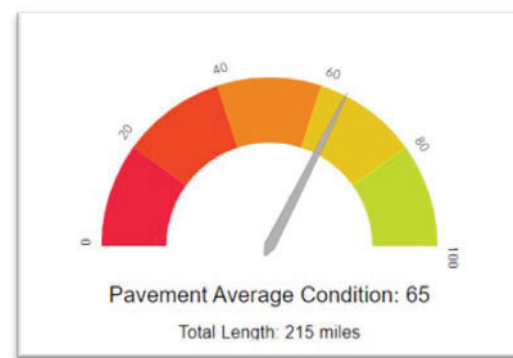


This chart displays both the number of hours spent repairing potholes and the miles of road resurfaced each year since FY2017 (July 2016). The assumption is that an increase in newer roads (miles of road resurfaced) will lead to a decrease in the number of hours needed for road maintenance (time repairing potholes). However, the amount of time spent repairing potholes is only a proxy for the general condition of the Town's roads. According to T. Bockus and S. Clairmont, there is an unbounded amount of time that could be dedicated to pothole repair given the current state of Town roads. Also, the number of hours spent on potholes is likely a lagging indicator for road quality, as the results of the paving done in FY21 won't be seen immediately in that same year.

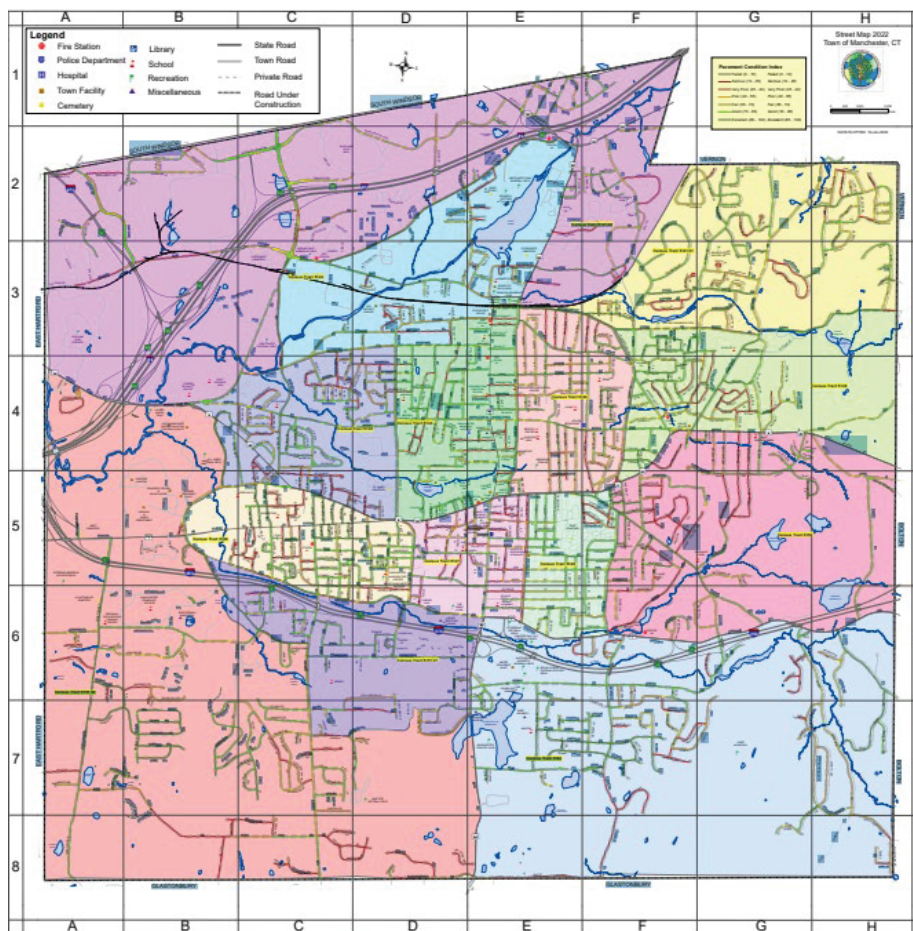
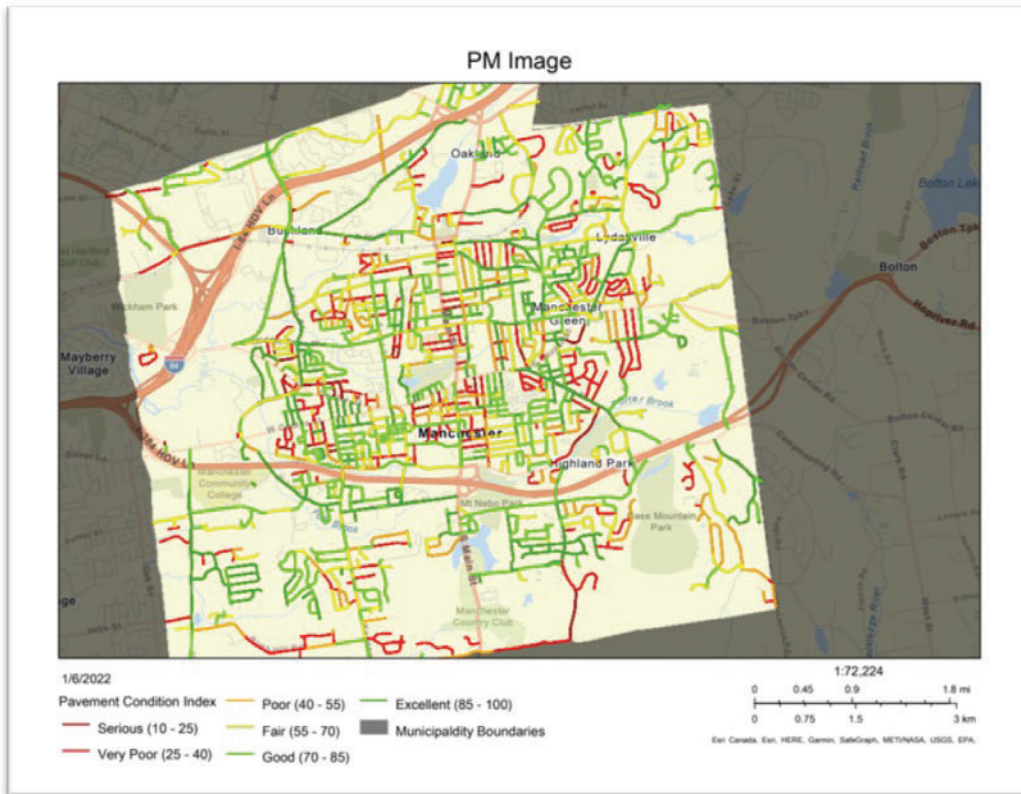
Other than the number of hours spent on potholes, the Town has invested in a street asset management program called **StreetLogix**, which measures the Pavement Condition Index (PCI) for many of the Town's roads via actual analyses of the roads.

Manchester's current PCI is 65/100, which is within the "Fair" range (55 – 70).

| | |
|---|-----|
| Average Pavement Condition Index (PCI) for Town | 66% |
|---|-----|



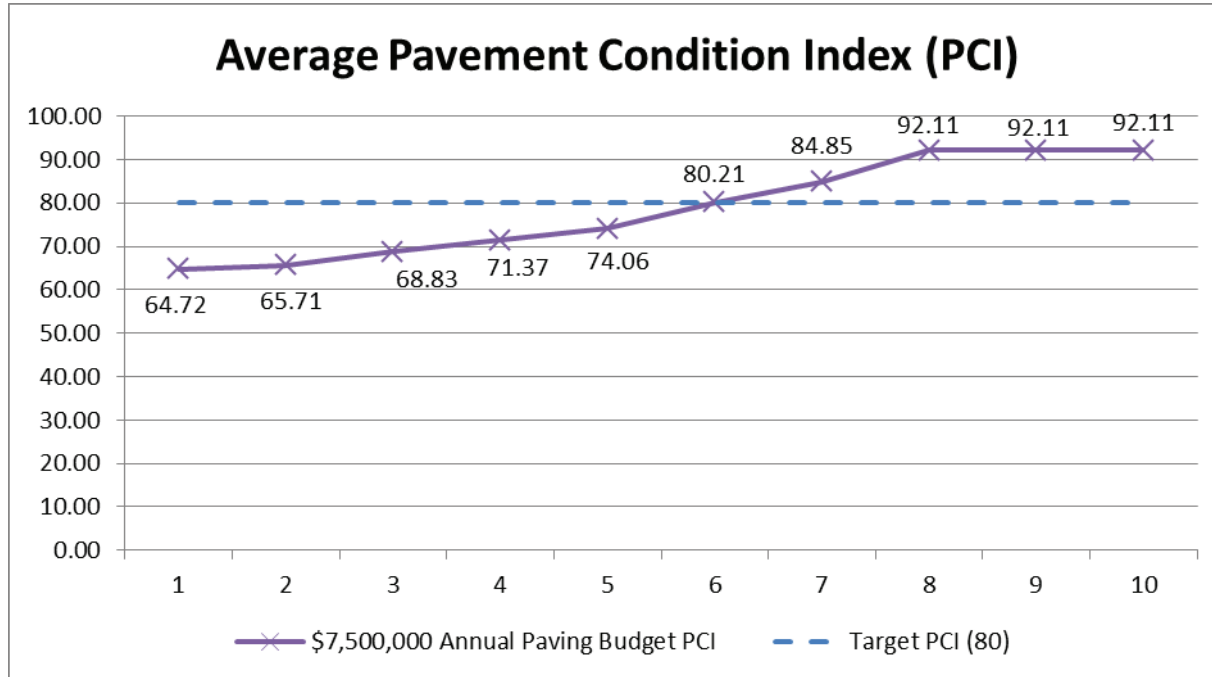
PERFORMANCE MEASURES: PUBLIC WORKS & SANITATION



PERFORMANCE MEASURES: PUBLIC WORKS & SANITATION

[NOTE: The department is attempting to export StreetLogix data so that the PCI map can be layered with other Census maps containing demographic and other socioeconomic indicators]

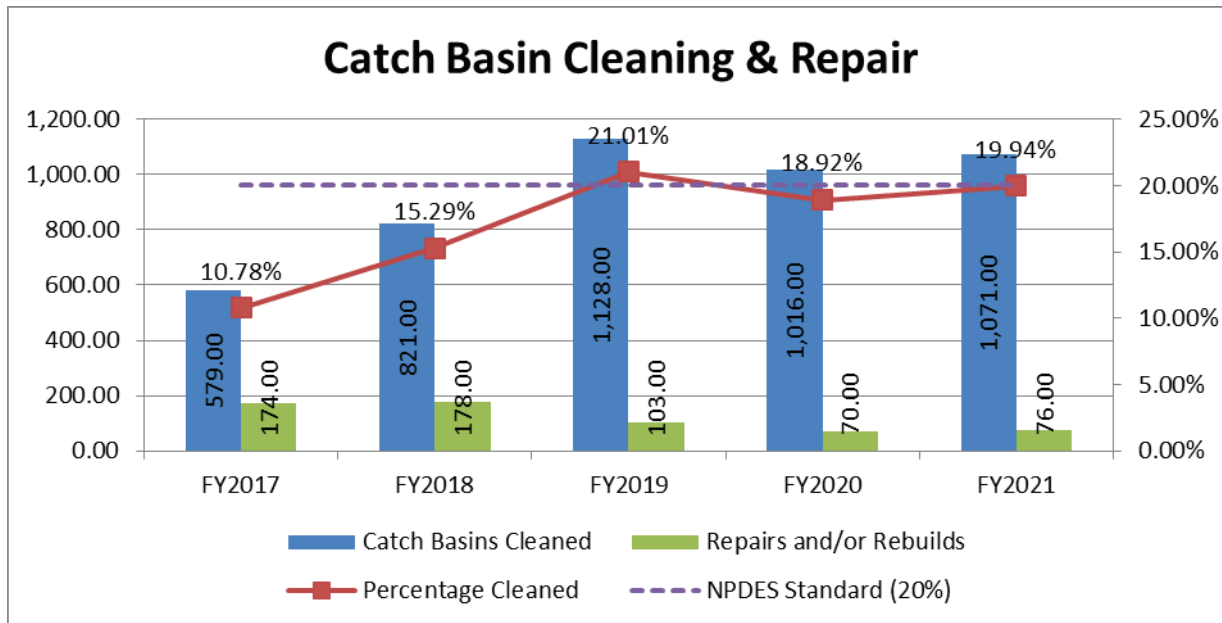
StreetLogix also calculates how future infrastructure investments will influence the average PCI rating for Town roads:



In order to approach and maintain an average PCI rating of 80, an annual budget of roughly \$7,500,000 (current bonding) is required. Road condition is an important factor in reducing the risk of accidents.

| Catch Basin Cleaning & Repair | | | | | |
|-------------------------------|----------|--------|----------|----------|----------|
| Fiscal Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
| Catch Basins Cleaned | 579.00 | 821.00 | 1,128.00 | 1,016.00 | 1,071.00 |
| Percentage Cleaned | 10.78% | 15.29% | 21.01% | 18.92% | 19.94% |
| Repairs and/or Rebuilds | 174.00 | 178.00 | 103.00 | 70.00 | 76.00 |
| Total Number of Basins | 5,370.00 | | | | |

PERFORMANCE MEASURES: PUBLIC WORKS & SANITATION



Cleaning and repairing catch basins (drains used to catch and redirect surface water runoff) is an important function of the Department. Properly cleaned and maintained catch basins limit the potential for flooding during storms and snow thaws, and prevent large debris from entering the sewer system. In Manchester, there has been a renewed emphasis on meeting the standards set by the EPA's National Pollutant Discharge Elimination System (NPDES) since 2018.

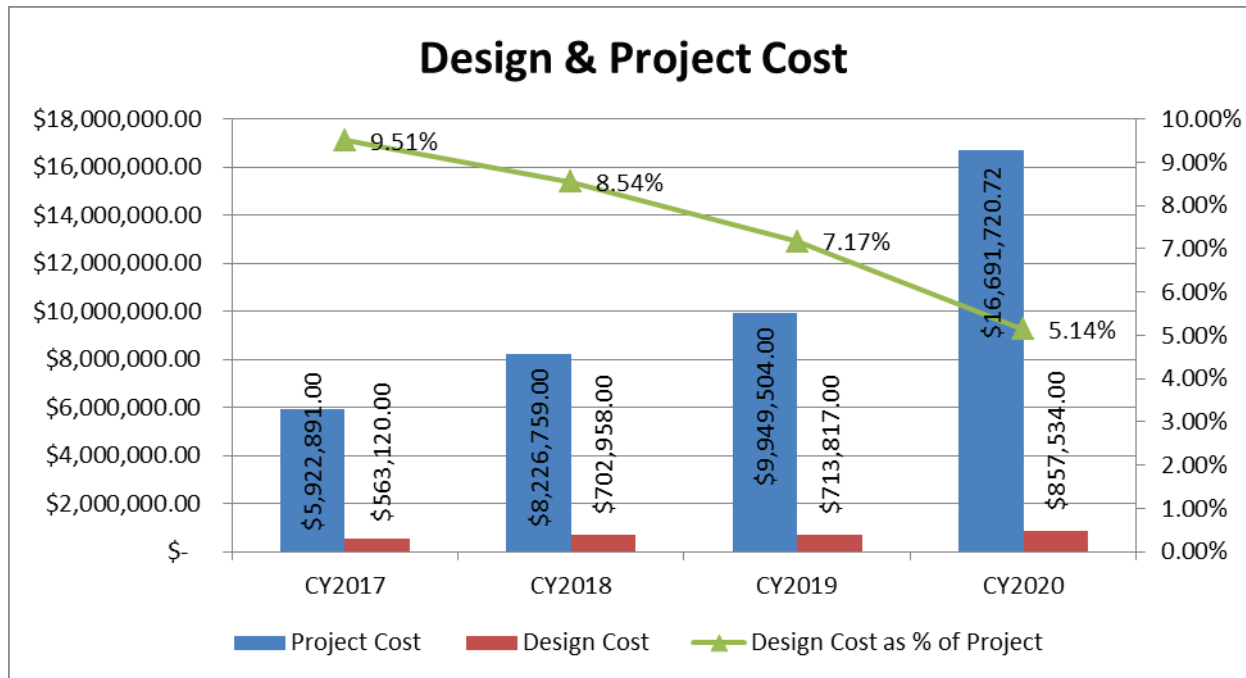
The Town has set a target to clean 20% of its catch basins annually, so that all catch basins are cleaned at least once every five years. In addition, the number of catch basins requiring rebuilds has dropped 62% since FY2018, as regular inspections and preventive maintenance during the cleaning process have successfully identified issues before structural failures occur.

Effective Governance

The Town's Engineering Department has historically maintained low design costs for construction projects. Last year (2020) was a continuation of that trend, with design costs accounting for only 5.14% of project costs. In the private sector, the standard rate is 10% to 12%. Utilizing the average private sector rate for design cost (11%) would have meant an increase in cost of \$978,555.28 for Town projects in CY2020 alone.

| Design & Project Cost | | | | |
|------------------------------------|-----------------|-----------------|-----------------|------------------|
| Fiscal Year | CY2017 | CY2018 | CY2019 | CY2020 |
| Project Cost | \$ 5,922,891.00 | \$ 8,226,759.00 | \$ 9,949,504.00 | \$ 16,691,720.72 |
| Design Cost | \$ 563,120.00 | \$ 702,958.00 | \$ 713,817.00 | \$ 857,534.00 |
| Design Cost as % of Project | 9.51% | 8.54% | 7.17% | 5.14% |

PERFORMANCE MEASURES: PUBLIC WORKS & SANITATION



| Percent of Projects Meeting/Exceeding DOT Private Sector Standard for Design Costs | | | | | |
|--|--------|--------|--------|--------|--------|
| Fiscal Year | CY2016 | CY2017 | CY2018 | CY2019 | CY2020 |
| Percent | 90% | 92% | 88% | 84% | 91% |

| Percentage of Building Permits Issued within 30 Days | | | | |
|--|--------|--------|--------|--------|
| | FY2018 | FY2019 | FY2020 | FY2021 |
| Residential | 96.66% | 96.30% | 95.92% | 93.85% |
| Residential (5+) | 94.29% | 78.38% | 82.08% | 87.50% |
| Commercial | 85.33% | 78.53% | 78.70% | 77.35% |
| Municipal (Town) | 88.46% | 79.49% | 84.85% | 96.43% |
| Municipal (BoE) | 45.00% | 90.91% | 88.89% | 66.67% |
| TOTAL | 93.40% | 90.98% | 91.37% | 90.72% |

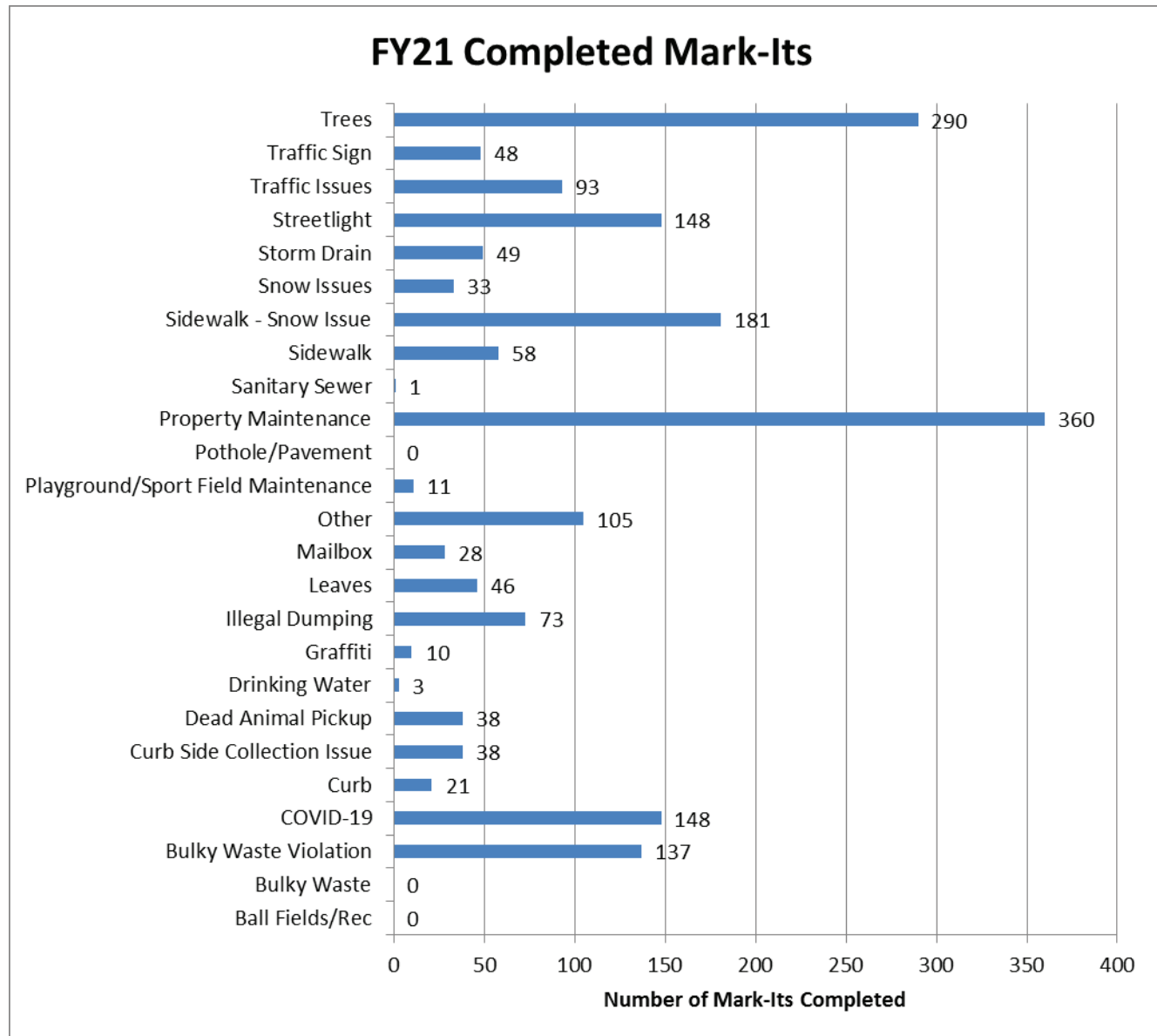
[NOTE: Possible addition to this section is the speed at which Mark-Its are categorized/addressed/completed. Working with the GIS dept. to gather this information.]

PERFORMANCE MEASURES: PUBLIC WORKS & SANITATION

Safe Community

[NOTE: S. Clairmont working on providing more snow removal metrics, likely to include the number of OT hours dedicated to snow removal and amount of salt used. A per-storm/winter event rate can then be developed.]

| Number of Mark-Its Completed | | | | | |
|------------------------------|--------|--------|--------|--------|--------|
| Fiscal Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
| Field Services Spreadsheet | 957.00 | 595.00 | 767.00 | 731.00 | 598.00 |



PERFORMANCE MEASURES: PUBLIC WORKS & SANITATION

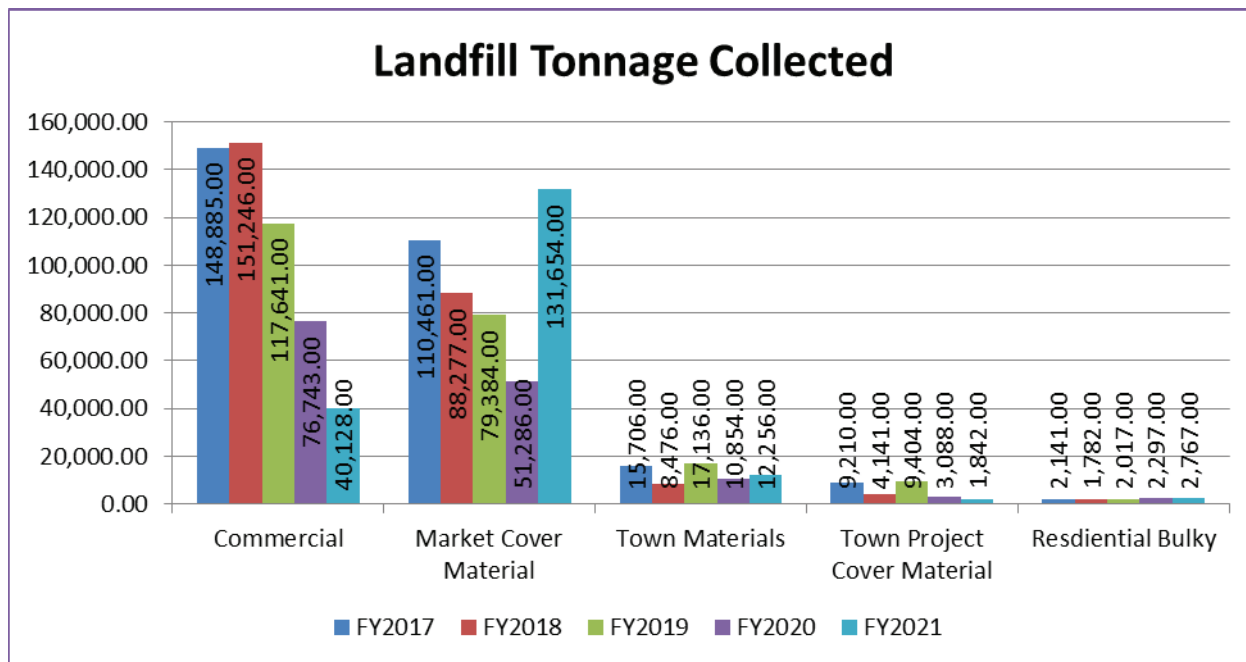
Healthy Community & Environment

| Landfill Tonnage Collected | | | | | |
|-----------------------------|------------|------------|------------|-----------|------------|
| Fiscal Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
| Commercial | 148,885.00 | 151,246.00 | 117,641.00 | 76,743.00 | 40,128.00 |
| Market Cover Material | 110,461.00 | 88,277.00 | 79,384.00 | 51,286.00 | 131,654.00 |
| Town Materials | 15,706.00 | 8,476.00 | 17,136.00 | 10,854.00 | 12,256.00 |
| Town Project Cover Material | 9,210.00 | 4,141.00 | 9,404.00 | 3,088.00 | 1,842.00 |
| Residential Bulky | 2,141.00 | 1,782.00 | 2,017.00 | 2,297.00 | 2,767.00 |

| | |
|------------------------|------------|
| Average Annual Tonnage | 219,764.40 |
|------------------------|------------|

[NOTE: The department is checking with Sanitation on the changes between FY2020 and FY2021 for Market Cover Material and Commercial tonnages. Also, the graph included in the FY20 Report did not include tonnages for June 2020.]

Notably, the updated average annual tonnage (219,764.40) is considerably less than the amount used for the lifespan projections for the landfill (250,000). This means that the Town is simultaneously meeting the revenue targets for the landfill and extending its lifespan.

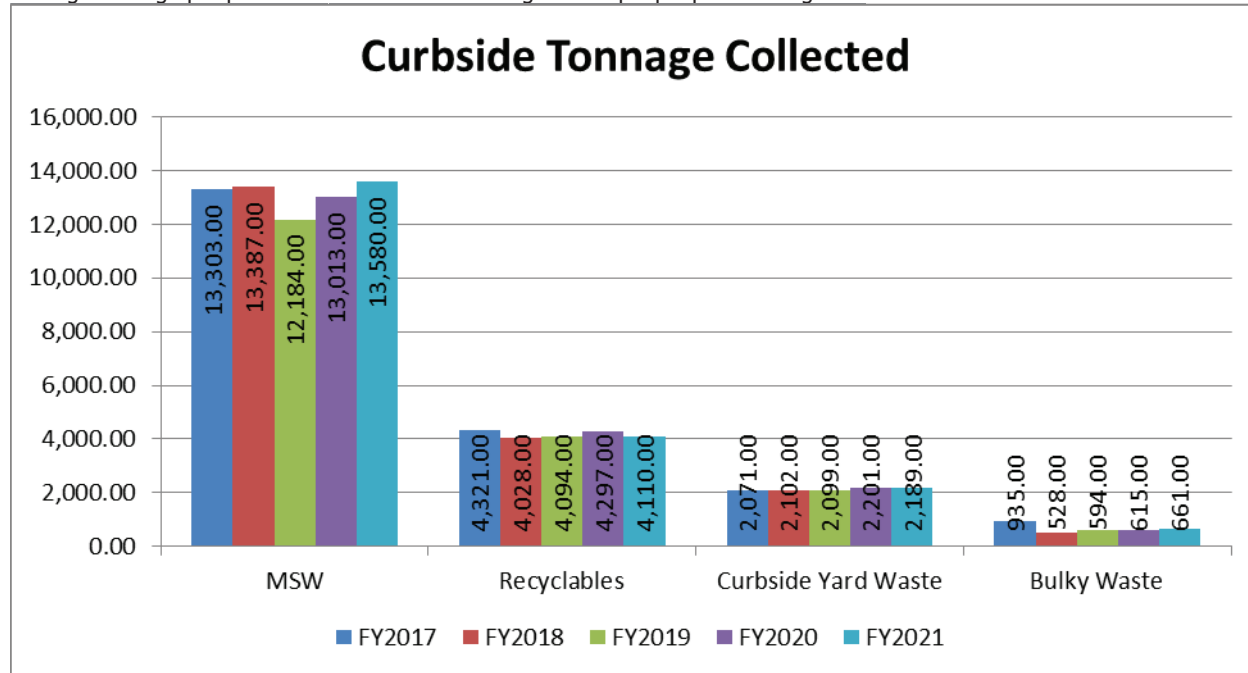


| Curbside Tonnage Collected | | | | | |
|----------------------------|-----------|-----------|-----------|-----------|-----------|
| Fiscal Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
| MSW | 13,303.00 | 13,387.00 | 12,184.00 | 13,013.00 | 13,580.00 |
| Recyclables | 4,321.00 | 4,028.00 | 4,094.00 | 4,297.00 | 4,110.00 |
| Curbside Yard Waste | 2,071.00 | 2,102.00 | 2,099.00 | 2,201.00 | 2,189.00 |
| Bulky Waste | 935.00 | 528.00 | 594.00 | 615.00 | 661.00 |
| Diversion Rate | 24.52% | 23.13% | 25.15% | 24.82% | 23.23% |

| | | | |
|--|-----------|------|-------|
| Average Annual Tonnage (per dwelling unit, per person) | 20,062.40 | 1.22 | 0.488 |
|--|-----------|------|-------|

PERFORMANCE MEASURES: PUBLIC WORKS & SANITATION

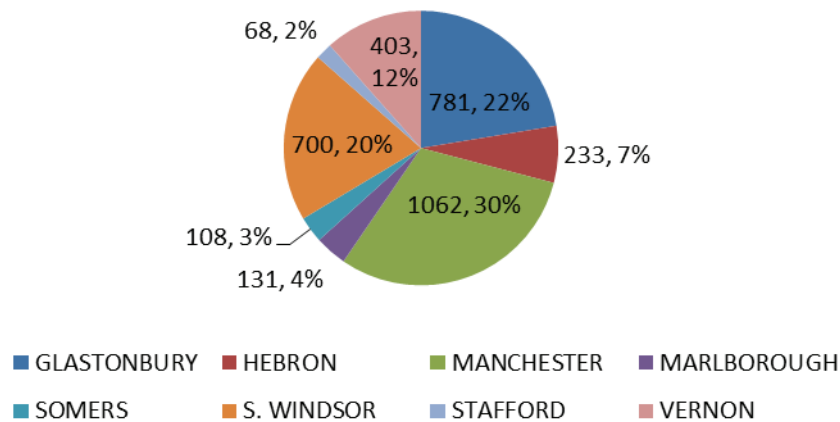
Average tonnage per person calculated at an average of 2.5 people per dwelling unit.



| FY21 CREOC HHW Vehicle Count | | | | | | | | |
|------------------------------|-------------|--------|------------|-------------|--------|------------|----------|--------|
| | GLASTONBURY | HEBRON | MANCHESTER | MARLBOROUGH | SOMERS | S. WINDSOR | STAFFORD | VERNON |
| 8/22/2020 | 153 | 49 | 206 | 33 | 9 | 179 | 3 | 92 |
| 9/19/2020 | 114 | 40 | 159 | 20 | 20 | 125 | 10 | 66 |
| 10/17/2020 | 0 | 0 | 0 | 0 | 27 | 1 | 23 | 4 |
| 10/31/2020 | 150 | 33 | 169 | 19 | 11 | 95 | 6 | 60 |
| 11/14/2020 | 90 | 32 | 137 | 14 | 8 | 66 | 4 | 39 |
| 4/3/2021 | 110 | 38 | 128 | 21 | 16 | 117 | 5 | 53 |
| 5/1/2021 | 74 | 17 | 89 | 13 | 6 | 52 | 9 | 37 |
| 6/5/2021 | 90 | 24 | 174 | 11 | 11 | 65 | 8 | 52 |
| TOTALS | 781 | 233 | 1062 | 131 | 108 | 700 | 68 | 403 |
| % | 22.40% | 6.68% | 30.46% | 3.76% | 3.10% | 20.08% | 1.95% | 11.56% |

PERFORMANCE MEASURES: PUBLIC WORKS & SANITATION

FY21 Household Hazardous Waste Vehicle Count



Manchester is the regional center for household hazardous waste collection via the Capital Region East Operating Committee (CREOC). There are eight member Towns that participate in collection events—8 total in FY2021. Household Hazardous Waste is generally defined as a waste that is toxic, flammable, reactive or corrosive. Common examples include oil-based paints, thinners, pool chemicals, pesticides, mercury fever thermometers, and gasoline. This type of collection programs provides an opportunity to manage such wastes in an environmentally safe manner. In FY2021, 3,486 vehicles participated in the collections events

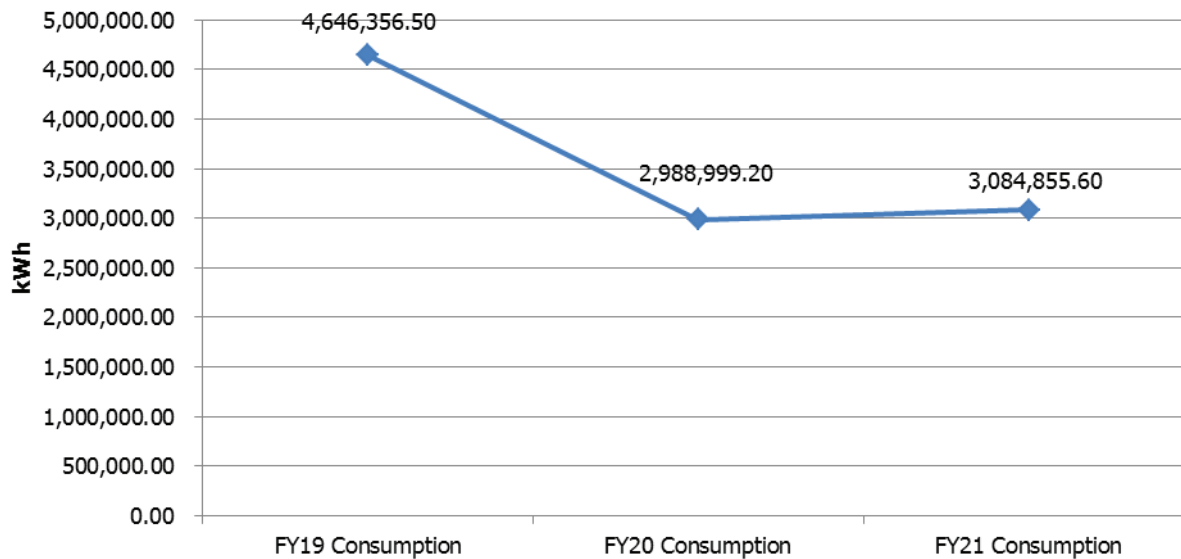
| Annual Electricity Consumption (kWh), FY19 - FY21 | | | |
|---|------------------|------------------|------------------|
| Selected Meter or Budget Group | FY19 Consumption | FY20 Consumption | FY21 Consumption |
| PUBLIC WORKS LIGHTS AND SIGNALS TOTALS | 3,650,417.69 | 2,315,496.65 | 2,298,170.00 |

| Annual Electricity Consumption (kWh), FY19 - FY21 | | | |
|---|------------------|------------------|------------------|
| Selected Meter or Budget Group | FY19 Consumption | FY20 Consumption | FY21 Consumption |
| FACILITIES MANAGEMENT TOTALS | 4,646,356.50 | 2,988,999.20 | 3,084,855.60 |

[NOTE: Department is working with Engineering to compare actual data with projections if LED lights were not installed in street lights.]

PERFORMANCE MEASURES: PUBLIC WORKS & SANITATION

FACILITIES MANAGEMENT TOTALS



Quality Parks & Leisure

| Parks Hours | | | | | | |
|------------------------------|----------|----------|----------|----------|----------|------------|
| | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | % Increase |
| Mowing | 3,749.00 | 3,859.00 | 4,454.00 | 4,976.00 | 4,633.00 | -6.89% |
| Ballfields | 2,372.50 | 2,045.50 | 2,714.00 | 2,427.00 | 2,108.00 | -13.14% |
| Soccer/Track & Field/Tennis | 581.00 | 839.00 | 1,143.00 | 684.00 | 976.00 | 42.69% |
| Football | 101.00 | 67.00 | 120.00 | 56.00 | 20.00 | -64.29% |
| Horticulture | 2,989.00 | 3,418.00 | 3,450.00 | 2,772.00 | 2,491.00 | -10.14% |
| Trees | 581.00 | 1,521.50 | 1,747.00 | 1,895.00 | 2,273.00 | 19.95% |
| Pools | 1,713.00 | 1,405.00 | 1,514.00 | 1,430.00 | 1,410.00 | -1.40% |
| Playgrounds | 140.00 | 98.00 | 332.00 | 192.00 | 140.00 | -27.08% |
| Irrigation | 508.00 | 484.00 | 525.00 | 488.00 | 868.00 | 77.87% |
| Turf | 462.00 | 642.00 | 486.00 | 656.00 | 854.00 | 30.18% |
| Pesticides | 715.00 | 680.00 | 824.00 | 1,020.00 | 832.00 | -18.43% |
| Leaves | 1,721.00 | 1,260.50 | 2,011.00 | 1,900.00 | 2,448.00 | 28.84% |
| Snow | 1,907.00 | 1,687.00 | 1,386.00 | 972.00 | 1,412.00 | 45.27% |
| Skating | 22.00 | 376.00 | 192.00 | 158.00 | 376.00 | 137.97% |
| Special Event | 463.00 | 306.00 | 525.00 | 964.00 | 96.00 | -90.04% |
| Trash Barrels/Grounds/Litter | 181.00 | 289.00 | 813.00 | 358.00 | 559.00 | 56.15% |
| Training (Including OSHA) | 94.00 | 203.00 | 572.00 | 444.00 | 344.00 | -22.52% |
| Graffiti | 6.00 | 24.00 | 8.00 | 56.00 | 83.00 | 48.21% |
| Equipment/Shop | 348.00 | 502.00 | 265.00 | 648.00 | 1,297.00 | 100.15% |
| General Repairs | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | NA |
| Building Maintenance | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | NA |
| Cemeteries | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | NA |
| Miscellaneous | 3,525.00 | 1,139.50 | 1,407.50 | 1,032.00 | 584.00 | -43.41% |

[NOTE: Department is working with Parks to compile qualitative data on improvements made to Town parks and park facilities in FY2021.]

PERFORMANCE MEASURES: PUBLIC WORKS & SANITATION

FIELD SERVICES PERFORMANCE MEASURES

| CEMETERIES | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|---|---------------|---------------|---------------|---------------|---------------|
| WORKLOAD | | | | | |
| # of Interments | 238 | 223 | 207 | 166 | 207 |
| # of Graves Sold | 111 | 115 | 79 | 66 | 85 |
| Acres of cemeteries maintained | 75 | 75 | 75 | 75 | 75 |
| \$ of revenue collected - GF + Trust Fund | \$ 232,544 | \$ 216,660 | \$ 224,568 | \$ 178,735 | \$ 225,900 |
| miles of cemetery roads maintained | 6 | 6 | 6 | 6 | 6 |
| EFFECTIVENESS | | | | | |
| # of Graves Available in Developed Sections | 1175 | 1060 | 981 | 1282 | 1282 |

| HIGHWAY | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|-------------------------------------|---------------|---------------|---------------|---------------|---------------|
| WORKLOAD | | | | | |
| Miles of Road Maintained | 217 | 217 | 217 | #DIV/0! | #DIV/0! |
| # of Catch Basins Cleaned | 579 | 821 | 1128 | 1016 | 1071 |
| # of Catch Basins Repaired/Rebuilt | 174 | 178 | 103 | 70 | 76 |
| Total # of Catch Basins | 5370 | 5370 | 5370 | 5370 | 5370 |
| # of Location Signs were Installed | 262 | 269 | 285 | 303 | 306 |
| # of winter weather events | 15 | 21 | 14 | 10 | 15 |
| Total hours of sweeping | 567 | 316 | 482 | 736 | 1008 |
| Total days of leaf pickup | 32 | 22 | 34 | 48 | 31 |
| Man hours spent on potholes | 3240 | 3744 | 3240 | 3096 | 3132 |
| # of emergency call-ins | 32 | 63 | 58 | 58 | 56 |
| Budgeted # of FTEs | 20 | | | | |
| # of regular hours worked | | | | | |
| EFFECTIVENESS | | | | | |
| Total quantity of salt used, annual | | | | | |
| # of Mark-Its Completed | 595 | 595 | 767 | 730 | 598 |
| % of Catch Basins Cleaned | 11% | 15% | 21% | 19% | 20% |

| FLEET | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|--|---------------|---------------|---------------|---------------|---------------|
| WORKLOAD | | | | | |
| # of vehicles and equipment | 518 | 518 | 518 | 518 | 518 |
| # of FTE's in fleet operation | 10 | 11 | 10 | 11 | 11 |
| # of preventative maintenance services conducted | 759 | 718 | 711 | 636 | 612 |
| # of repairs sourced-out to private shops | 238 | 207 | 200 | 178 | 204 |
| Cost of repairs sourced out | \$ 237,659.21 | \$ 237,541.97 | \$ 132,325.17 | \$ 187,393.02 | \$ 153,646.53 |

PERFORMANCE MEASURES: PUBLIC WORKS & SANITATION

ENGINEERING PERFORMANCE MEASURES

| ASSET MANAGEMENT | FY16 TOTAL | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|---|------------|------------|------------|------------|------------|------------|
| WORKLOAD | | | | | | |
| Hours spent on GIS updates | 2669 | 1785 | 1392 | 1805 | 1586 | 2325 |
| EFFECTIVENESS | | | | | | |
| Number of visitor hits on GIS online system | 8187 | 9075 | 6266 | 5396 | 9706 | |
| | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 |
| PERMITTING | FY16 TOTAL | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
| WORKLOAD | | | | | | |
| Number of permits issued- right of way | 304 | 407 | 622 | 479 | 443 | 449 |
| Number of permits issued- water & sewer | 88 | 75 | 104 | 93 | 126 | 131 |
| Number of permits issued- other | 9 | 6 | 4 | 4 | 4 | 2 |
| Number of permits issued- TOTAL | 401 | 488 | 730 | 576 | 573 | 582 |
| Total time spent on permits | 869 | 664 | 1157 | 849 | 838 | 1111 |
| EFFICIENCY | | | | | | |
| Average time to review permit | 2.17 | 1.36 | 1.58 | 1.47 | 1.46 | 1.91 |

| INSPECTION | FY16 TOTAL | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|--|--------------|--------------|--------------|--------------|------------|------------|
| WORKLOAD | | | | | | |
| # of Inspections- Permit | 236 | 259 | 289 | 162 | 348 | 407 |
| # of Inspections- Private Development | 621 | 259 | 138 | 281 | 318 | 491 |
| # of Inspections- Water & Sewer | 295 | 405 | 445 | 584 | 600 | 577 |
| # of Inspections- DPW Projects | 1349 | 1156 | 1492 | 1937 | 2914 | 2215 |
| # of Inspections- TOTAL | 2501 | 2079 | 2364 | 2964 | 4180 | 3690 |
| # of active private development/subdivision projects | 6 | 4 | 2 | 3 | 5 | 5 |
| # of active PW construction projects managed | 12 | 10 | 12 | 15 | 18 | 19 |
| Total \$ design cost of projects | \$ 6,507,713 | \$ 9,238,112 | \$ 7,787,534 | \$ 9,949,504 | | |
| EFFICIENCY | | | | | | |
| Average hours spent per inspection | 2.0 | 2.6 | 2.5 | 2.0 | 2.0 | 2.2 |
| | FY16 | FY17 | FY18 | FY19 | FY2020 | FY2021 |
| DEVELOPMENT PLAN REVIEW | FY16 TOTAL | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
| WORKLOAD | | | | | | |
| # of private development (PZC) reviews | 37 | 31 | 59 | 60 | 77 | 70 |
| Total hours spent on PZC plan reviews | 877 | 802 | 633 | 657 | 1006 | 1346 |
| EFFICIENCY | | | | | | |
| % of staff time spent on plan reviews (Design Unit) | 9.2% | 7.7% | 7.6% | 8.5% | 12% | 16% |

PERFORMANCE MEASURES: PUBLIC WORKS & SANITATION

ENGINEERING PERFORMANCE MEASURES (cont'd)

| PROJECT PLANNING AND DESIGN | FY16 TOTAL | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|---|--------------|-------------|--------------|--------------|---------------|-------------|
| WORKLOAD | | | | | | |
| Number of projects | 81 | 72 | 58 | 53 | 48 | 45 |
| Number of bids | 23 | 10 | 22 | 11 | 21 | 9 |
| Total value of bids (value of low bid/actual) | \$12,738,666 | \$3,146,060 | \$8,327,224 | \$6,797,731 | \$18,146,746 | \$5,006,860 |
| Number of ongoing projects | 25 | 21 | 20 | 26 | 26 | 25 |
| EFFICIENCY | | | | | | |
| Total design cost | \$647,546 | \$563,120 | \$ 702,958 | \$ 713,817 | \$ 857,534 | |
| Total project cost | \$10,264,900 | \$5,922,891 | \$ 8,226,759 | \$ 9,949,504 | \$ 16,691,720 | |
| Design cost as % of project cost | 6.31% | 9.51% | 8.50% | 7.17% | 5.14% | |
| DOT private sector design cost based on total project cost | 10%-12% | 10%-12% | 10%-12% | 10%-12% | 10%-12% | |
| EFFECTIVENESS | | | | | | |
| % of projects meeting or exceeding DOT private sector cost standard | 90% | 92% | 88% | 84% | 91% | |

SANITATION PERFORMANCE MEASURES

| LANDFILL OPERATIONS MANAGEMENT | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|---|------------|------------|------------|------------|
| WORKLOAD | | | | |
| Monthly tonnage | 253,922 | 225,582 | 159,489 | 188,646 |
| Tons: residential bulky curbside | 528 | 594 | 615 | 636 |
| Tons: residential bulky transfer station | 1,254 | 1,423 | 2,021 | 2,131 |
| Tons: Commercial Sources | 151,246 | 117,641 | 84,695 | 100,658 |
| Tons: Town Materials | 8,476 | 17,136 | 11,836 | 12,256 |
| Tons: \$\$ Market Cover Material | 88,277 | 79,384 | 57,096 | 71,123 |
| Tons: Town Project Cover Material | 4,141 | 9,404 | 3,227 | 1,842 |
| Number of load inspections conducted | 508 | 570 | 600 | 1,800 |
| Number of commercial tickets* | 25,208 | 23,258 | 18,947 | 20,825 |
| LANDFILL FINANCE AND PLANNING | | | | |
| WORKLOAD | | | | |
| Number of residential permits sold* | 877 | 746 | 614 | 929 |
| Number of commercial permits sold | 835 | 870 | 817 | 632 |

PERFORMANCE MEASURES: PUBLIC WORKS & SANITATION

SANITATION PERFORMANCE MEASURES (cont'd)

| CURBSIDE CONTRACT ADMINISTRATION | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|---|-----------------------|-----------------------|-----------------------|-----------------------|
| <u>WORKLOAD</u> | | | | |
| Number of billed dwelling units | 16250 | 16400 | 16415 | 16415 |
| Monthly tonnage: MSW | 13,387 | 12,610 | 13,013 | 13,580 |
| Monthly tonnage: Recyclables | 4028 | 3105.6 | 4297 | 40360.11 |
| Monthly Tonnage: Curbside Yard Waste | 2102 | 2099.75 | 2201.329 | 2189.41 |
| Monthly Tonnage: Bulky Waste | 528 | 594.37 | 615.049 | 661.59 |
| <u>WORKLOAD</u> | | | | |
| <u>WORKLOAD</u> | | | | |
| Number of CE tags affixed | 2691 | 1354 | 1284 | 1574 |
| Number of Resident paid \$40 Bulky Waste Collections | 92 | 29 | 0 | 81 |
| Number of mailings | 0 | 0 | 0 | 0 |
| Number of programs & displays | 1 | 2 | 0 | 0 |
| Number of curbside inspections conducted | 1602 | 379 | 1705 | 3174 |
| Number of NOV's | N/A | 234 | 791 | 743 |
| Number of courtesy Notices | N/A | 0 | 0 | 0 |
| <u>EFFECTIVENESS</u> | | | | |
| Curbside diversion rate (t recycle/(t recycle + t msw)) | 23.15% | 18.76% | 24.92% | 29.29% |
| Number of repeat notices | 1187 | 679 | 0 | 0 |

PERFORMANCE MEASURES: PUBLIC SAFETY

POLICE DEPARTMENT REPORT

The Manchester Police Department currently has 110 sworn officers and has experienced an increase in certain crimes over the past few years in correlation to the Covid-19 pandemic. In calendar year 2021, Manchester Police saw an increase in total calls for service from 60,874 in 2020, to 64,675 in 2021, which is an increase of 6.2%.

Part I Crimes for the calendar year 2021 were reported totaling 2,078, up from 1,897 in 2020, which was an increase of 9.5%. Part 1 crime arrests decreased from 505 in 2020 to 386 in 2021. Total arrests in 2021 decreased by 9.8% from 2,305 in 2020, to 2,099 in 2021.

There have been increases in the past two years in burglaries to motor vehicles with 461 in 2020 (841 vehicles involved) and 600 in 2021 (964 vehicles involved). Motor vehicle thefts have decreased from 174 in 2020 to 172 in 2021. Connecticut has seen dramatic increases shortly after the pandemic hit in March of 2019 with burglaries to motor vehicles and motor vehicle thefts. Those numbers had leveled out or decreased based on our statistics for 2020 and 2021. There has been an increase in 2021 in the catalytic converter thefts that have surged throughout the year.

Initiative:

Manchester Police Department assigned an investigator to the Greater Hartford Regional Auto-theft Taskforce, which was a regional task force aimed at combating motor vehicle thefts by locating stolen vehicles and investigating to make subsequent arrests. Manchester is one of 12 agencies assigned to this unit. Since its inception on October 4th 2021 through December 31 2021, the task force has recovered 104 vehicles, arrested 66 suspects (55 people), served 31 arrest warrants, and recovered 12 firearms.

Patrol Operations:

In 2021, the Manchester Police Department reported 1173 domestic calls, 1320 motor vehicle accidents, 420 private property accidents, and 982 emotionally disturbed person calls. To assist in EDP calls and those cases involving mental health concerns, Manchester Police Department has partnered with Community Health Resources who have agreed to assist the police with a social worker part time to assist by responding to calls. Town of Manchester Human Services has also employed a social worker that will work with police as well.

Investigations:

Manchester Police have been tracking the increases in opioid related deaths, specifically in the area of overdoses. The Investigative Services Division investigates overdoses that result in deaths and have been tracking those deaths closely over the past several years. Looking back to 2018, we found that there were 22 deaths in 2018, 19 deaths in 2019, 20 deaths in 2020, and estimated 13 deaths in 2021.

PERFORMANCE MEASURES: PUBLIC SAFETY

Initiative:

Manchester Police have partnered with Connecticut Community for Addition Recovery (CCAR) in 2021 and retrained officer on the H.O.P.E. initiative which assists opioid dependent individuals get assistance for their addition, through St. Francis or Manchester Memorial Hospitals. In 2020 there were 5 referrals made. In 2021 after the retraining and CCAR partnership, we had 32 referrals. Manchester Fire-Rescue-EMS joined Police referral efforts in October 2021. As of January 2022, CCAR reports 11 individuals referred and actively engaged in recovery coaching. The hope is that these programs lead to less overdose deaths.

POLICE PERFORMANCE MEASURES

| OUTREACH & EDUCATION | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|--|------------|------------|------------|------------|-------------|
| Purpose Statement: To enhance the public safety of the community by providing education, | | | | | |
| WORKLOAD | | | | | |
| Number of domestic violence calls | 1093 | 1063 | 967 | 976 | 1120 |
| Number of PAR Officers (including SGT) | | | | | 4.833333333 |
| Total Number of Student Arrests | 45 | 0 | 24 | 28 | 4 |
| Number of SRO's- TOTAL | | | 5 | | |
| Number of educational events | 182 | 118 | 93 | 51 | 63 |
| Number of Block Watch Neighborhoods | 3 | 6 | 26 | 7 | 2 |
| # of Participants- Police Explorers | 18 | 18 | 19 | 27 | 17 |
| # of Police Explorers events | 63 | 63 | 50 | 33 | 34 |
| Car Seat Installations | 240 | 277 | 289 | 191 | 0 |
| EFFICIENCY | | | | | |
| # of new domestic violence cases generated | 238 | 106 | 80 | 171 | 150 |
| # of firearms seizures or confirm disposals | 227 | 423 | 255 | 135 | 118 |
| Seizures | 133 | 216 | 135 | 163 | 106 |
| Confirmed Disposals | 102 | 207 | 154 | 125 | 141 |
| # of new clients | 189 | 35 | 9 | 81 | 110 |
| # of continuing clients | 95 | 58 | 71 | 94 | 129 |

| COMMUNICATIONS | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|--|------------|------------|------------|------------|------------|
| and assist with quality of life concerns by handling calls for service and directing the appropriate | | | | | |
| WORKLOAD | | | | | |
| Number of incoming calls- fire | 2,414 | 2,705 | 2,669 | 1,881 | 1,865 |
| Number of incoming calls- police | 192,183 | 181,763 | 147,991 | 99,928 | 95,148 |
| Number of incoming calls- medical | 9,450 | 8,898 | 7,417 | 6,242 | 5,059 |
| Number of incoming calls- TOTAL | 204,002 | 193,366 | 159,081 | 108,135 | 132,009 |
| Number of calls resulting in cases | 15,459 | 16,402 | 12,600 | 9,794 | 8,203 |
| EFFICIENCY | | | | | |
| Number of FTE's | 14 | 14 | 14 | 15 | 13 |
| Call volume per FTE | 15019 | 13413 | 11296 | 7415 | 10090 |

PERFORMANCE MEASURES: PUBLIC SAFETY

POLICE PERFORMANCE MEASURES (cont'd)

| LAW ENFORCEMENT | | | | | |
|---|-------------|-------------|-------------|-------------|------------|
| Purpose Statement: We, the members of the Manchester Police Department, with the cooperation of our community, strive to improve the quality of life for all, by upholding laws, protecting lives and property, and providing a safe and secure | | | | | |
| WORKLOAD | | | | | |
| Part I Crimes | | | | | |
| Murder | 0 | 2 | 7 | 1 | 4 |
| Rape | 13 | 27 | 15 | 30 | 21 |
| Robbery | 40 | 37 | 29 | 30 | 35 |
| Aggravated Assault | 33 | 28 | 24 | 36 | 58 |
| Burglary | 158 | 117 | 123 | 130 | 124 |
| MV Theft | 121 | 129 | 104 | 144 | 224 |
| Arson | 7 | 0 | 0 | 3 | 5 |
| Larceny- Pick pocket | 1 | 2 | 1 | 0 | 1 |
| Larceny - Shoplifting | 429 | 362 | 404 | 452 | 684 |
| Larceny - From MV | 297 | 259 | 174 | 281 | 370 |
| Larceny - Theft of MV Parts | 96 | 81 | 84 | 96 | 200 |
| Larceny- Bicycles | 30 | 0 | 3 | 23 | 7 |
| Larceny - From Building | 154 | 212 | 189 | 136 | 118 |
| Larceny - All Other | 279 | 154 | 164 | 276 | 237 |
| Larceny/Theft Subtotal | 1286 | 1070 | 1019 | 1264 | 1617 |
| Total Part I Crimes | 1658 | 1410 | 1321 | 1638 | 2088 |
| Calls for Service | | | | | |
| Suicide Attempt / Threat | 273 | 380 | 345 | 275 | 208 |
| EDP Calls | 815 | 827 | 957 | 839 | 884 |
| Calls for Service- MV Stops | 9106 | 8324 | 7290 | 7085 | 3871 |
| Calls for Service- MV Accidents w/ Injury | 392 | 330 | 376 | 362 | 383 |
| Calls for Service- MV Accidents w/o Injury | 1370 | 1325 | 1246 | 976 | 822 |
| Calls for Service-MV Accidents Private Property | 1011 | 467 | 511 | 358 | 368 |
| Calls for Service- Other | 39,037 | 44,966 | 36,164 | 43,134 | 26,813 |
| Calls for Service- TOTAL | 52,004 | 56,619 | 57,729 | 57,496 | 33,349 |
| % | | | | | |
| % of Part I Crimes that are Larceny Related | 78% | 76% | 77% | 77% | 77% |
| % of Larcencies that are Shoplifting | 33% | 34% | 40% | 36% | 42% |
| Number of Cruiser Accidents | | | | | |
| Number of Officer at Fault Cruiser Accidents | 13 | 18 | 21 | 18 | 22 |
| Number of Officer at Fault Cruiser Accidents | 9 | 12 | 15 | 9 | 15 |
| Arrests | | | | | |
| Number of Arrests- Part I crimes | 668 | 464 | 465 | 1442 | 466 |
| Number of Arrests- DUI/DWI | 254 | 180 | 219 | 199 | 171 |
| Number of Arrests- Narcotics | 215 | 170 | 170 | 269 | 102 |
| Number of Arrests- Other | 2404 | 2558 | 2449 | 1172 | 2546 |
| Number of Arrests- TOTAL | 3541 | 3372 | 3303 | 2138 | 3285 |
| Number of Juvenile Arrests | | | | | |
| Number of Juvenile Arrests | 296 | 174 | 200 | 209 | 141 |
| Number of MV fatalities | | | | | |
| Number of MV fatalities | 4 | 1 | 1 | 5 | 2 |
| # of arrests during DUI enforcement efforts- DUI | | | | | |
| # of arrests during DUI enforcement efforts- DUI | 62 | 58 | 55 | 30 | 76 |
| # of arrests during DUI enforcement efforts- non-DUI | | | | | |
| # of arrests during DUI enforcement efforts- non-DUI | 214 | 245 | 204 | 165 | 67 |
| \$ of parking tickets issued | | | | | |
| \$ of parking tickets issued | \$45,685.00 | \$38,395.00 | \$62,495.00 | \$34,070.00 | \$8,190.00 |
| # of dog bites reported | | | | | |
| # of dog bites reported | 63 | 77 | 60 | 61 | 91 |
| # of animals returned to owners | | | | | |
| # of animals returned to owners | 119 | 131 | 142 | 126 | 106 |
| # of dogs impounded | | | | | |
| # of dogs impounded | 248 | 239 | 256 | 229 | 174 |
| # of dogs adopted | | | | | |
| # of dogs adopted | 58 | 44 | 76 | 69 | 24 |
| # of calls returned for animal complaints | | | | | |
| # of calls returned for animal complaints | 4296 | 4162 | 4092 | 3918 | 2892 |
| # of Animals Euthanized | | | | | |
| # of Animals Euthanized | 22 | 16 | 13 | 25 | 14 |
| # of CAD Calls | | | | | |
| # of CAD Calls | 1303 | 1663 | 1234 | 1011 | 1015 |

PERFORMANCE MEASURES: PUBLIC SAFETY

POLICE PERFORMANCE MEASURES (cont'd)

| TRAINING | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| Purpose Statement: To provide police department personnel with the necessary certifications, timely and appropriate training and to prepare them to perform their duties in accordance with legal and industry standards. | | | | | |
| WORKLOAD | | | | | |
| Number of Officers In-Service Training | 0 | 1 | 2 | 14 | 13 |
| Number of yearly recertification completed-NCIC | 1 | 12 | 1 | 0 | 0 |
| Number of yearly recertifications completed-MRT | 0 | 9 | 3 | 19 | 18 |
| Number of yearly recertifications completed-Other | 0 | 0 | 0 | 8 | 13 |
| Number of yearly recertifications-TOTAL | 1 | 22 | 6 | 33 | 36 |
| Hours of trainings conducted- in house | 0 | 194 | 3678.5 | 2115 | 2334 |
| Hours of trainings conducted- other | 1288 | 1675 | 5059 | 1097 | 2542 |
| Hours of trainings conducted- TOTAL | 8754 | 12301 | 8737.5 | 3100 | 3322 |
| Number of Sworn Personnel Trained | 64 | 86 | 988 | 580 | 553 |
| Number of Communications Personnel Trained | 0 | 3 | 1 | 3 | 2 |
| | FY17 | FY18 | FY19 | FY2020 | FY2021 |
| RECORDS | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
| and informational resource between the police department and the general public by preserving | | | | | |
| WORKLOAD | | | | | |
| Number of new cases | 15,307 | 15,822 | 19,715 | 67,037 | 69,869 |
| Number of new arrest records | 3,800 | 3,752 | 3,481 | 2,369 | 2,386 |
| Number of new citation records | 7,133 | 7,735 | 4,024 | 3,869 | 2,350 |
| Number of new accident records | 2,018 | 1,877 | 1,946 | 2,160 | 2,437 |
| Number of warrant validations | 339 | 36 | 0 | 0 | 0 |
| Number case reports/records checks other govt agency | 3,223 | 3,321 | 4,026 | 3,098 | 4,434 |
| Number of criminal records checks provided | 128 | 124 | 127 | 82 | 42 |
| Number of case reports provided to individuals | 3,656 | 3,637 | 3,702 | 3,399 | 3,361 |
| Number of local pistol permits issued | 324 | 195 | 230 | 151 | 721 |
| Number of licenses/permits issued | 57 | 101 | 86 | 44 | 62 |
| Number of parking ticket payments | 399 | 352 | 604 | 384 | 467 |
| Number of new parking tickets | 2,414 | 1,968 | 3,411 | 1,324 | 1,219 |
| Number of parking ticket delinquency letters sent | 513 | 784 | 621 | 1,155 | 535 |
| # of Parking Ticket Waivers | ***** | 494 | 695 | 366 | 247 |

PERFORMANCE MEASURES: PUBLIC SAFETY

SOUTH MANCHESTER FIRE DISTRICT REPORT

The South Manchester Fire District operates from five fire stations that are strategically located throughout Manchester. The department's primary response vehicles include four Standardized Class A fire engines, one 105' ladder truck, a Paramedic Squad vehicle and a Shift Commander vehicle. Manchester 911 receives just under 10,000 calls for emergency service from the Fire Department each year on average; the department responded to over 150 structure fires in the 2021 fiscal year. The Fire Department provides fire prevention, fire, rescue and public life safety service to the South Manchester Fire District (72% of the Town's geography). The department also provides paramedic advanced life support (ALS) medical service to the entire Manchester community.

The Town's fire department is renowned in the industry as one of the premier fire-based EMS systems in New England, a mantle its members wear humbly but dedicate themselves to maintaining. In FY21 fire companies comprised of EMTs and Paramedics delivered first responder and advanced life support services to 5,623 people. The department's team approach to managing life-threatening emergencies contributes to a high rate of positive outcomes for critical patients in Manchester. This is very evident in Manchester's witnessed cardiac arrest survival to discharge rate of over 50%. In addition to employing an organized and efficient response to critical patients, the department has invested in several state-of-the-art tools such as the LUCAS cardiac compression system to aid in CPR, McGrath video laryngoscopes for more successful airway management and transportable medication pumps for more accurate medication administration in the field.

In addition to fire suppression and EMS, residents benefit from response capabilities that include vehicle rescue and extrication, rope and confined space rescue, hazardous materials operations among others. The Fire Department strives to improve its emergency services capabilities each year with the addition of specialized equipment and advanced training for firefighters. In order to maintain readiness for all incident types, the Fire Department integrates in-company classroom, on-line, and practical "hands on" training in all aspects of emergency response into daily operations.

Community outreach activities include meet and greet activities and focused training programs for civic groups. The Department provides fire safety and injury prevention education to audiences of elementary school children, seniors and special needs groups to help minimize community risk. Citizens can make personal and medical history information readily available for first responders utilizing the Department's "File of Life" Program.

PERFORMANCE MEASURES: PUBLIC SAFETY

SOUTH MANCHESTER FRE DISTRICT PERFORMANCE MEASURES

| Manchester Fire-Rescue-EMS PMs | FY18 | FY19 | FY20 | FY21 |
|--|----------------|----------------|----------------|----------------|
| | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
| FIRE PREVENTION | | | | |
| INSPECTION ACTIVITIES BY TYPE (# CONDUCTED) | | | | |
| RESIDENTIAL | 66.00 | 63.00 | 156.00 | 75.00 |
| SCHOOLS / EDUCATIONAL (#205) | 15.00 | 19.00 | 35.00 | 24.00 |
| FUEL | 24.00 | 36.00 | 18.00 | 11.00 |
| ASSEMBLY | 47.00 | 57.00 | 136.00 | 133.00 |
| FIRE PROTECTION | 109.00 | 58.00 | 26.00 | 14.00 |
| MECHANICAL | 30.00 | 27.00 | 9.00 | 11.00 |
| BUSINESS / MERCANTILE | 167.00 | 157.00 | 289.00 | 268.50 |
| ELECTRICAL | 23.00 | 20.00 | 13.00 | 2.00 |
| OTHER | 303.00 | 183.00 | 70.00 | 68.00 |
| TOTAL INSPECTIONS | 810.00 | 641.00 | 764.00 | 617.50 |
| | | | | |
| Plan Reviews (#100-199) | | | | |
| TOTAL PLAN REVIEWS | 365.00 | 468.00 | 308.00 | 251.00 |
| | | | | |
| Ancillary Activities (# CONDUCTED) | | | | |
| Referral's / Complaints (#300-390, EXCLUDES 309) | 22.00 | 28.00 | 70.00 | 75.00 |
| Continuing Education (Staff Activity) | 10.00 | 16.50 | 3.00 | 0.00 |
| Public Education (#400-490) | 15.00 | 8.00 | 6.00 | 0.00 |
| Administrative (Consultations, Meetings, etc) (#800-890, EXCLUDES 809) | 176.00 | 117.00 | 171.00 | 341.00 |
| Legal (mailings and/or occupancy info rec'd) (#900-990) | | | | |
| TOTAL OTHER ACTIVITIES | 341.00 | 284.50 | 315.00 | 468.00 |
| | | | | |
| COVID COMPLAINT RESPONSES (# CONDUCTED) | | | | |
| Complaint - COVID Re-opening Guidelines (#309) | 22.00 | 28.00 | 133.00 | 146.00 |
| Investigation - COVID Compliance Concerns (#709) | 15.00 | 8.00 | 6.00 | 115.00 |
| Consult - COVID Re-opening Rules (#809) | 176.00 | 117.00 | 195.00 | 39.00 |
| TOTAL COVID COMPLAINT RESPONSES | 213.00 | 153.00 | 334.00 | 300.00 |
| | 0.00 | 0.00 | 0.00 | 0.00 |
| TOTAL NUMBER OF INSPECTION / ACTIVITIES CONDUCTED | 1516.00 | 1393.50 | 1387.00 | 1336.50 |

PERFORMANCE MEASURES: PUBLIC SAFETY

SOUTH MANCHESTER FIRE DISTRICT PERFORMANCE MEASURES (cont'd)

| Manchester Fire-Rescue-EMS PMs | FY18 | FY19 | FY20 | FY21 |
|--|----------------|----------------|----------------|----------------|
| INSPECTION ACTIVITIES BY TYPE (HOURS) | | | | |
| RESIDENTIAL | 99.50 | 72.46 | 421.68 | 60.11 |
| SCHOOLS / EDUCATIONAL (#205) | 37.00 | 39.00 | 86.49 | 44.56 |
| FUEL | 34.00 | 36.49 | 15.50 | 14.94 |
| ASSEMBLY | 53.00 | 65.89 | 90.81 | 99.39 |
| FIRE PROTECTION | 157.00 | 70.00 | 46.05 | 10.60 |
| MECHANICAL | 29.00 | 28.00 | 10.50 | 21.10 |
| BUSINESS / MERCANTILE | 197.50 | 172.28 | 201.65 | 178.86 |
| ELECTRICAL | 25.75 | 20.00 | 17.25 | 2.00 |
| OTHER | 316.94 | 186.75 | 76.98 | 58.58 |
| TOTAL INSPECTION HOURS | 991.69 | 734.87 | 977.10 | 494.67 |
| Plan Reviews (HOURS) (#100-190) | | | | |
| TOTAL PLAN REVIEW HOURS | 403.00 | 507.75 | 325.80 | 269.62 |
| Ancillary Activities (HOURS) | | | | |
| Referral's / Complaints (#300-390, EXCLUDES 309) | 20.50 | 27.69 | 177.20 | 115.56 |
| Continuing Education (Staff Activity) | 68.00 | 72.50 | 75.50 | 0.00 |
| Public Education (#400-490) | 56.50 | 7.00 | 12.00 | 0.00 |
| Administrative (Consultations, Meetings, etc) (#800-890, EXCLUDES 809) | 189.00 | 123.00 | 181.98 | 221.28 |
| Legal (mailings and/or occupancy info rec'd) (#900-990) | | | | |
| TOTAL OTHER ACTIVITY HOURS | 407.00 | 321.84 | 505.79 | 418.70 |
| COVID COMPLAINT RESPONSES (HOURS) | | | | |
| Complaint - COVID Re-opening Guidelines (#309) | 22.00 | 28.00 | 133.00 | 66.30 |
| Investigation - COVID Compliance Concerns (#709) | 15.00 | 8.00 | 6.00 | 146.17 |
| Consult - COVID Re-opening Rules (#809) | 176.00 | 117.00 | 195.00 | 48.50 |
| TOTAL COVID COMPLAINT RESPONSES | 213.00 | 153.00 | 334.00 | 260.97 |
| | 0.00 | 0.00 | 0.00 | 0.00 |
| TOTAL HOURS SPENT ON TRACKED ACTIVITIES | 1801.69 | 1564.46 | 1808.69 | 1266.53 |

| Manchester Fire-Rescue-EMS PMs | FY18 | FY19 | FY20 | FY21 |
|--|--------------|--------------|--------------|--------------|
| Fire Marshal Investigations & Determinations | | | | |
| Origin & Cause Investigations (w/ FIRE) (#710) | | | | |
| Building/Structure fires | 11.00 | 9.00 | 8.00 | 8.00 |
| Vehicle fires | 0.00 | 1.00 | 4.00 | 7.00 |
| Cooking fires | 1.00 | 3.00 | 1.00 | 2.00 |
| Mulch/Trash/Vegetation Fires | 2.00 | 1.00 | 3.00 | 6.00 |
| Fire, Other and/or Other FM Investigation Type (non-fire related) | 0.00 | 6.00 | 1.00 | 5.00 |
| Total Investigations | 14.00 | 20.00 | 12.00 | 20.00 |
| Other Investigations (# CONDUCTED) (no determination, but may have an Incident #) | | | | |
| Code Compliance & Other Investigations (#700-708 & 711-790) (Excludes 709 & 710) | 63.00 | 46.00 | 78.00 | 60.00 |
| <i>Note: #709 = COVID Compliance Concerns / #710 = Origin & Cause Investigations</i> | | | | |
| Origin & Cause Determinations (w/ FIRE) | | | | |
| Accidental | 10.00 | 15.00 | 12.00 | 14.00 |
| Juvenile Incendiary | 0.00 | 1.00 | 1.00 | 0.00 |
| Arson Incendiary | 0.00 | 4.00 | 1.00 | 2.00 |
| Undetermined | 3.00 | 0.00 | 2.00 | 11.00 |
| Natural Cause (e.g. lightning, etc) | 1.00 | 0.00 | 0.00 | 0.00 |
| Pending (Under Investigation) - Only Report @ End of Fiscal Year | | | 1.00 | 1.00 |
| Total | 14.00 | 20.00 | 8.00 | 28.00 |

PERFORMANCE MEASURES: PUBLIC SAFETY

SOUTH MANCHESTER FRE DISTRICT PERFORMANCE MEASURES (cont'd)

| | | | | | | | | |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| FIRE SUPPRESSION AND RESCUE | | | | | | | | |
| Incident Types | | | | | | | | |
| Medical/Rescue | 5,381 | 5,514 | 6,567 | 7,022 | 7,289 | 7,095 | 6,259 | 5,921 |
| Fire | 149 | 158 | 132 | 146 | 135 | 99 | 149 | 158 |
| Hazardous Conditions | 220 | 242 | 307 | 310 | 371 | 323 | 310 | 349 |
| Public Service | 577 | 604 | 451 | 312 | 325 | 316 | 336 | 268 |
| Good Intent/Investigations | 607 | 572 | 530 | 564 | 639 | 624 | 602 | 478 |
| Fire Alarm/No Fire | 437 | 476 | 470 | 488 | 507 | 579 | 509 | 447 |
| Total Incidents | 7,371 | 7,566 | 8,457 | 8,842 | 9,272 | 9,036 | 8,165 | 7,621 |
| Mutual Aid - Number of Times Aid Was PROVIDED | | | | | | | | |
| 8th District | 17 | 22 | 18 | 16 | 18 | 13 | 18 | 20 |
| Other | 23 | 25 | 34 | 15 | 22 | 31 | 35 | 47 |
| Total | 40 | 47 | 52 | 31 | 40 | 44 | 53 | 67 |
| Mutual Aid - Number of Times Aid Was RECEIVED | | | | | | | | |
| 8th District | 13 | 9 | 11 | 8 | 4 | 8 | 8 | 7 |
| Other | 12 | 10 | 15 | 9 | 8 | 9 | 6 | 14 |
| Total | 25 | 19 | 26 | 17 | 12 | 17 | 14 | 21 |

| | | | | | | | | |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| EMERGENCY MEDICAL SERVICES | | | | | | | | |
| | FY14 TOTAL | FY15 TOTAL | FY16 TOTAL | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
| Medical Calls | | | | | | | | |
| Advanced Life Support | 2,684 | 2,709 | 3,031 | 3,326 | 3,373 | 3,404 | 2,967 | 2,247 |
| Basic Life Support | 2,140 | 2,237 | 2,600 | 2,522 | 2,696 | 2,540 | 2,004 | 1,292 |
| Refusals | 510 | 508 | 736 | 837 | 1,014 | 854 | 925 | 571 |
| Deceased on scene | 47 | 60 | 70 | 67 | 61 | 82 | 94 | 69 |
| Total | 5,381 | 5,514 | 6,437 | 6,752 | 7,144 | 6,880 | 5,990 | 4,169 |
| Cardiac Arrest | | | | | | | | |
| All Resuscitations Attempted (#) | 41 | 51 | 31 | 36 | 52 | 50 | 52 | 42 |
| Return of Spontaneous Circulation Achieved (#) | 12 | 11 | 9 | 18 | 21 | 13 | 14 | 17 |
| % Return of Spontaneous Circulation Achieved - During Quarter | 29% | 22% | 29% | 50% | 40% | 26% | 27% | 40% |
| | | | | | | | | |
| Number of Resuscitations Attempted - Witnessed Events | 18 | 17 | 17 | 18 | 25 | 24 | 22 | 14 |
| Return of Spontaneous Circulation Achieved - Witnessed Events | | | | 0 | 16 | 10 | 12 | 10 |
| % Return of Spontaneous Circulation Achieved - Witnessed Events | TBD | TBD | TBD | TBD | 64% | 42% | 55% | 71% |

PERFORMANCE MEASURES: HUMAN SERVICES

HUMAN SERVICES DEPARTMENT REPORT

The Mission of the Manchester Human Services Department is to promote a safe, healthy and thriving environment, and to enhance the quality of life for the Manchester community. This is achieved through advocacy, education, protection of the public's health, planning, communication; coordination and collaboration with community providers, evaluation and providing direct services for residents. By providing robust and supportive human services, the Town seeks to promote the health and well-being of all Manchester residents. These services were critically important during the Covid-19 pandemic which created numerous challenges to the residents such as lack of available housing, loss of household income, isolation, and lack of access to necessary household supports.

Senior Center:

The pandemic made it necessary to close the center to for regular programming for the majority of FY 2021. Despite the closure of the center for most of the year, the Senior Center recognized the need to ensure that older adults still had access to supports such as a nutritious daily meal, social work support and assistance navigating Covid-19 testing and vaccination resources.

FY 2021 Highlights:

- Over the course of FY 2021 the Senior Center provided 27,201 meals through the ongoing partnership with the Manchester Area Conference of Churches. These meals were delivered to homes daily, allowing Senior Center staff an opportunity to check in with residents.
- Made weekly calls to a list of 39 frail and vulnerable residents, to ensure that necessary supports and resources are in place, mitigating some of the risks that isolation can pose.
- Provided space, staff and logistical support for 17 Covid vaccination Clinics.
- Provided critical support to older residents needing assistance finding resources such as vaccinations, testing and other related supports.

Senior, Adult and Family Services (SAFS):

SAFS efforts during FY 2021 were focusing on ensuring Manchester's most vulnerable residents had access to critical support, services, and resources. Some of these critical services included: outreach and referral, conservatorships, rental assistance, following up on hoarding cases, investigating reports of elder abuse, and helping residents navigate complex state systems such as unemployment.

FY 2021 Highlights:

- Seventy-seven households received \$36,725 in housing assistance (rent arrearage, security deposit). (Over \$90,000 in the current year)
- SAFS Dial-A-Ride provided 14,045 rides to 328 unduplicated riders.
- More than 2600 households accessed \$2.4M in financial assistance with the help of SAFS staff. This resulted in an average increase of 6% in recipient income.
- SAFS served and connected 29 households to permanent affordable housing within 30 days after a housing disruption such as a fire or code enforcement activity. 21% of households were linked to secondary support services

PERFORMANCE MEASURES: HUMAN SERVICES

HEALTH DEPARTMENT COVID 19 REPORT

As we look upon the COVID pandemic over the last two years, we must recognize the various phases of response related to the activities necessary to help the residents of the Town of Manchester. The town is always in varying stages of the emergency preparedness cycle. We write plans, test those plans through drills and exercise, identify gaps in the plans, and then ultimately make the necessary modification to the plans. Unfortunately, COVID did not fit neatly into our emergency plans as with any new emerging pathogen, you need to adapt and be flexible in your response and approach. The Town's response to COVID has been aggressive and well-strategize while identifying internal resources where available and partnering with other community agencies to meet the needs of residents.

The Town felt it was extremely important to prioritize the equitable distribution of COVID vaccination and testing with a focus on our most vulnerable town residents. A series of town-sponsored testing and vaccination events were held weekly throughout 2021 to meet the needs of Town residents. Throughout the course of the pandemic the Town has gone through many phases from educational efforts to vaccine distribution, from contact tracing to testing, and from boosters to test kit distribution.

Contact tracing remains a constant and effect tools in the effort to stop the spread of COVID. Other mitigation strategies were deployed including public mask mandates, in corporation with our surrounding communities, as well as capacity limits in public places set by the Governor's office. Early in the pandemic, we were seeing older adults with underlying health conditions being the primary positives cases. As the pandemic progressed, we started seeing younger adults with very few or little to no underlying conditions being our primary cases. The focus shifted to hospitalization numbers versus positive cases as an indicator of the current state of the pandemic.

As different variants emerged, access to services remained a driving force in our efforts. Health equity initiatives were explored and implemented such as dedicated vaccine allotments at our vaccination clinics for our most vulnerable residents and targeted location for testing in town with increase accessibly in neighborhoods identified to have a high SVI (CDC's Social Vulnerability Index).

When resources increased, so did the towns outreach. COVID vaccine and boosters were made available to town residents at no-cost and with no appointment. Once at-home test kits were made available a series of mass distribution events were held at the Manchester Parkade. Over 7,000 kits as well as over 20,000 masks were distributed. Over 40 local community agencies continue to receive an allotment from the town to distributed to their members.

As we review the state of the pandemic, we look towards the current trends and are hopeful we continue to flatten curve. We are confident we have the tools to work through this current pandemic and have learned valuable lessons to be prepared for future emerging concerns.

PERFORMANCE MEASURES: HUMAN SERVICES

HEALTH DEPARTMENT PERFORMANCE MEASURES

| Environmental Health Inspection & Enforcement | | |
|--|-------------|-------------|
| Workload | | |
| Food Inspections | 482 | 611 |
| New Septic Inspections | 5 | 10 |
| Repair Septic Inspections | 68 | 43 |
| Cosmetology Inspections | 38 | 26 |
| Massage Therapy Inspections | 30 | 24 |
| Pool Inspections | 32 | 47 |
| Complaint inspections | 291 | 242 |
| Other Inspections | 265 | 329 |
| Total number of overall inspections | 1211 | 1332 |
| # Re-inspections required for Food establishments | 96 | 74 |
| # Failed Restaurants | 42 | 63 |
| | | |
| # New complaints Foodservice | 99 | 123 |
| # New complaints Cosmetology | 1 | 2 |
| # New complaints Housing/Garbage/Hoarding | 50 | 34 |
| # New complaints Insects/Rodents | 45 | 24 |
| # New complaints Other (Lead/Wells/Septic, ETC.) | 70 | 66 |
| Total New Complaints | 265 | 249 |
| # Active complaints | 0 | 0 |
| # Complaints closed | 237 | 247 |

| Health Education and Promotional Programs | FY20 TOTAL | FY21 TOTAL |
|---|-------------------|-------------------|
| Workload | | |
| # of Screenings provided | 46 | 10 |
| # of Participants at screenings | 1366 | 76 |
| # Senior Health Education Programs provided | 16 | 0 |
| # of Participants at Senior Health Education Prog | 264 | 0 |
| # of Awareness Campaigns/Materials provided | 327 | 0 |
| # of Community Health Programs provided | 6 | 18 |
| # of Participants at Community Health Programs | 72 | 3245 |
| # of Employee Wellness Programs provided | 1 | 0 |
| # of Participants at Wellness Programs | 56 | 0 |
| | 0 | 0 |
| Effectiveness | 0 | 0 |
| # of Employee Health Screenings | 21 | 0 |
| # of Employees at Health Screenings | 223 | 0 |

PERFORMANCE MEASURES: HUMAN SERVICES

HEALTH DEPARTMENT PERFORMANCE MEASURES (cont'd)

| Licensing & Permitting | FY20 TOTAL | FY21 TOTAL |
|---|------------|------------|
| Workload | | |
| # of license issued for reported month: Food | 308 | 284 |
| # of license issued for reported month: Itinerant | 15 | 15 |
| # of license issued for reported month: Temp | 98 | 61 |
| # of license/permits issued: TOTAL | 421 | 360 |
| # of Board of Ed Temp Events processed | 60 | 3 |
| # of phone/office consults for reported month: Temp | 120 | 50 |
| Number of letters sent out for upcoming expirations | 254 | 301 |
| | | |
| Effectiveness | | |
| % of licenses renewed prior to expiration | 0 | 0 |
| | | |
| Disease Surveillance | FY20 TOTAL | FY21 TOTAL |
| Workload | | |
| # New Venous lead reports: 5-19 µg/dl | 23 | 9 |
| # New Venous lead reports: 20+ µg/dl | 3 | 0 |
| # New Capillary lead reports: 5-19 µg/dl | 8 | 14 |
| # New Capillary lead reports: 20+ µg/dl | 5 | 0 |
| # Follow up Venous lead: 5-19 µg/dl contacts | 191 | 103 |
| # Follow up Venous lead: 20+ µg/dl contacts | 1 | 0 |
| # Follow up Capillary lead: 5-19 µg/dl contacts | 22 | 43 |
| # Follow up Capillary lead: 20+ µg/dl contacts | 1 | 0 |
| Total Open Child Lead Cases | | |
| | | |
| # of reportable Diseases | 1724 | 3276 |
| # of STDs (included in reportable Diseases) | 358 | 362 |
| # of Enteric Diseases (included in reportable Diseases) | 29 | 18 |
| | | |
| Effectiveness | | |
| # Communicable Disease requiring follow up | 29 | 15 |
| % Communicable Disease with follow up/contact completed | 100% | 100% |

PERFORMANCE MEASURES: HUMAN SERVICES

SENIOR, ADULT & FAMILY SERVICES PERFORMANCE MEASURES

| CONSERVATOR | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|--|---------------|---------------|---------------|---------------|---------------|
| WORKLOAD | | | | | |
| Clients - Conserved of Person only | 31% | 29% | 24% | 31% | 23% |
| Clients - Conserved of Estate only | 31% | 29% | 34% | 22% | 34% |
| Clients - Conserved of Person & Estate | 38% | 42% | 42% | 47% | 43% |
| TOTAL CLIENTS CONSERVED | 54 | 51 | 50 | 50 | 45 |
| Youngest Client | 30 | 31 | 31 | 18 | 34 |
| Oldest Client | 92 | 93 | 100 | 101 | 103 |
| Median/Avg age | 67 | 65 | 64 | 64 | 65 |
| % of clients over age 60 | 74% | 67% | 60% | 56% | 58% |
| Clients living in community | 46% | 41% | 48% | 52% | 42% |
| Clients living in Skilled Nursing Facility | 39% | 39% | 38% | 34% | 36% |
| Clients living in Residential Care Home/Group Home | 15% | 18% | 14% | 14% | 22% |
| Clients living in psychiatric hospital | 0% | 2% | 0% | 0% | 0% |
| Clients with profound mental illness/addiction | 85% | 96% | 92% | 92% | 91% |
| Clients with physical disabilities | 27% | 20% | 20% | 26% | 24% |
| Clients with dementia/cognitive impairments | 29% | 31% | 32% | 32% | 31% |
| # new clients | 8 | 6 | 5 | 5 | 1 |
| # discharged clients | 8 | 6 | 2 | 5 | 6 |
| Clients involuntarily conserved | 59% | 61% | 58% | 60% | 56% |

| FINANCIAL ASSISTANCE | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|---|---------------|---------------|---------------|---------------|---------------|
| WORKLOAD | | | | | |
| Total Households Served | 2,857 | 2,828 | 2830 | 2791 | 2615 |
| Aggregate award amount | 2,554,284 | 2,738,808 | 2,856,618 | 2,887,316 | 2,411,815 |
| Median recipient household income | \$ 15,070 | \$ 14,937 | \$ 17,350 | \$ 17,521 | \$ 16,897 |
| % income paid towards rent/utilities (avg) | 51% | 53% | 58% | 55% | 57% |
| EFFECTIVENESS | | | | | |
| Median award amount | \$ 894 | \$ 968 | 1005 | 1034 | 949 |
| Change in aggregate award amount from prior year | \$ 153,929 | \$ 184,524 | 117810 | 30698 | -475501 |
| Average income increase due to financial assistance | 5% | 5% | 6% | 0.06 | 0.06 |

PERFORMANCE MEASURES: HUMAN SERVICES

SENIOR, ADULT & FAMILY SERVICES PERFORMANCE MEASURES (cont'd)

| RELOCATION ASSISTANCE | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|--|---------------|---------------|---------------|---------------|---------------|
| WORKLOAD | | | | | |
| Avg days between dislocating event and first SAFS contact | 1 | 1 | 1 | 1 | 1 |
| Avg dislocation period (days) | 15 | 6 | 40 | 11 | 28 |
| Median dislocation period (days) | 11 | 3 | 38 | 5 | 10 |
| | | | | | |
| Households served | 37 | 51 | 49 | 28 | 29 |
| Residents served | 69 | 107 | 101 | 77 | 83 |
| | | | | | |
| Households connected to affordable permanent housing | 90% | 97% | 86% | 96% | 86% |
| Households connected to temporary housing | 10% | 3% | 4% | 4% | 14% |
| | | | | | |
| Fire | 21% | 35% | 38% | 50% | 52% |
| Other Code Violation | 79% | 65% | 62% | 50% | 48% |
| | | | | | |
| | | | | | |
| EFFICIENCY | | | | | |
| Cost: Town Assistance | \$ 28,915 | \$ 3,636 | \$ 27,644 | \$ 12,770 | \$ 21,939 |
| Cost: Per Household | \$ 691 | \$ 71 | \$ 564 | \$ 456 | \$ 756 |
| | | | | | |
| EFFECTIVENESS | | | | | |
| SAFS makes initial contact with dislocated households within two working days of dislocating event. | 100% | 100% | 100% | 100% | 100% |
| Dislocated households are returned to permanent, affordable housing within 60 days of dislocating event. | 84% | 97% | 50% | 93% | 83% |
| Dislocated households are connected to secondary services. | 65% | 57% | 61% | 33% | 21% |

PERFORMANCE MEASURES: HUMAN SERVICES

SENIOR, ADULT & FAMILY SERVICES PERFORMANCE MEASURES (cont'd)

| TRANSPORTATION - SENIOR & DISABLED | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|------------------------------------|---------------|---------------|---------------|---------------|---------------|
| WORKLOAD | | | | | |
| Unduplicated Riders | 471 | 454 | 515 | 465 | 328 |
| Trips Provided - Total | 20,250 | 24,241 | 27,484 | 22,044 | 14,045 |
| Trips provided - HVCC (20%) | | | 8,514 | 4,834 | 2,855 |
| Trips provided - ADA (80%) | | | 18,970 | 17,210 | 11,190 |
| | | | | | |
| Cost per trip - Total | 10.52 | 8.68 | 7.71 | 8.19 | 12.55 |
| Cost per trip - HVCC (75%) | | | 20.00 | 27.53 | 50.80 |
| Cost per trip - ADA (25%) | | | 2.80 | 2.80 | 2.80 |
| | | | | | |
| % Cancellations | 20% | 22% | 15% | 15% | 15% |
| % No-Shows | 3.0% | 2.5% | 2.5% | 2.7% | 2.2% |
| | | | | | |
| Total Operating Costs | \$ 212,936 | 210,500 | \$212,000 | \$183,826 | \$203,120 |

PERFORMANCE MEASURES: HUMAN SERVICES

SENIOR CENTER PERFORMANCE MEASURES

| | | | | |
|---|--------------|--------------|--------------|------------|
| SOCIAL, RECREATION, & WELLNESS PROGRAMMING | | | | |
| WORKLOAD | | | | |
| Number of classes held: | | | | |
| Education | 20 | 11 | 10 | 0 |
| Fitness | 829 | 775 | 553 | 67 |
| Health | 69 | 67 | 37 | 10 |
| Leisure | 963 | 841 | 683 | 2 |
| Social | 73 | 65 | 54 | 1 |
| Total Number of Classes Held | 1954 | 1759 | 1337 | 80 |
| | | | | |
| Total Attendance - All Classes | 31057 | 28685 | 20880 | 0 |
| Included in Count Above, But Broken Out for Info Purposes: | | | | |
| # Served @ Blood Pressure Clinic | 1633 | 1771 | 937 | 0 |
| # Served @ Foot Care Clinic | 378 | 402 | 286 | 76 |
| | | | | |
| Number of class offerings: | | | | |
| Education | 20 | 11 | 10 | 0 |
| Fitness | 201 | 193 | 147 | 16 |
| Health | 14 | 9 | 15 | 10 |
| Leisure | 197 | 196 | 173 | 1 |
| Social | 51 | 41 | 33 | 2 |
| Total Number of class offerings: | 483 | 450 | 378 | 29 |
| | | | | |
| Number of Instructors (Monthly =Actual; Q & A = Avg) | | | | |
| # Paid | 10 | 9 | 7 | 3 |
| # Unpaid | 5 | 4 | 3 | 0 |
| | | | | |
| EFFICIENCY/EFFECTIVENESS | | | | |
| Average attendance by class type: | | | | |
| Education | 23 | 19 | 18 | TBD |
| Fitness | 20 | 22 | 21 | 16 |
| Health | 30 | 30 | 22 | 38 |
| Leisure | 13 | 10 | 11 | 1 |
| Social | 9 | 9 | 6 | 50 |
| Average Attendance - All Classes | 16 | 16 | 16 | TBD |
| | | | | |
| Average Size of Waitlist @ Start of Quarter | 8 | TBD | TBD | TBD |
| | | | | |
| Estimated Costs - Paid Programming Only | | | | |
| Estimated Cost of Programming | \$44,253.00 | \$44,789.00 | \$28,826.00 | \$2,240.00 |
| Average Cost Per Service Unit | \$19.60 | \$17.91 | \$12.81 | \$2.09 |
| Average Cost Per Class | \$1,794.94 | \$2,117.34 | \$1,251.47 | \$140.00 |

PERFORMANCE MEASURES: HUMAN SERVICES

SENIOR CENTER PERFORMANCE MEASURES (cont'd)

| | | | | |
|--|-------------------|-------------------|-------------------|-------------------|
| INFORMATION & REFERRAL SERVICES | | | | |
| WORKLOAD | | | | |
| | | | | |
| Total Client Units/Visits (Duplicated) | 2411 | 2314 | 3248 | 3571 |
| Estimated Number of Clients (Unduplicated) | | 419 | 517 | 515 |
| Estimated Hours Spent on Social Work Services | 999 | 784 | 949 | 528 |
| | | | | |
| EFFICIENCY/EFFECTIVENESS | | | | |
| Average Time (Minutes) Spent Per Client | 40 | 0 | 34 | 14 |
| | | | | |
| Senior Center Members (as of June 30) - annual | | | | |
| | | | | |
| | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
| MEAL PROGRAM | | | | |
| WORKLOAD | | | | |
| | | | | |
| Number of meals served | 10228 | 9620 | 13394 | 27201 |
| Number of days with meals served | 240 | 242 | 247 | 241 |
| | | | | |
| EFFICIENCY/EFFECTIVENESS | | | | |
| | | | | |
| MACC Contract Amount | \$0 | \$0 | \$0 | \$0 |
| Other Town Costs | \$0 | \$0 | \$0 | \$0 |
| Total Cost of Program | \$0 | \$0 | \$0 | \$0 |
| Cost Per Meal (MACC) | TBD | TBD | TBD | TBD |
| Cost Per Meal (Town) | TBD | TBD | TBD | TBD |
| Total Cost Per Meal | \$0.00 | \$0.00 | \$0.00 | \$0.00 |

PERFORMANCE MEASURES: HUMAN SERVICES

SENIOR CENTER PERFORMANCE MEASURES (cont'd)

| | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|--|-------------|-------------|-------------|------------|
| TRANSPORTATION PROGRAM | | | | |
| WORKLOAD | | | | |
| Total passengers (duplicated figures) (monthly) | 4570 | 4719 | 3520 | 35 |
| Number One Way Trips | 8023 | 8237 | 6281 | 0 |
| One way shopping trips | 1157 | 1267 | 748 | 0 |
| One way nutrition trips | 1642 | 1906 | 2999 | 0 |
| Number of days in operation | 236 | 245 | 245 | 242 |
| Miles traveled | 20136 | 19888 | 14843 | 7345 |
| | | | | |
| EFFICIENCY/EFFECTIVENESS | | | | |
| Average number of one way trips per day of operation | 34 | 34 | 26 | 0 |
| Cost of program | \$76,042.82 | \$32,688.19 | \$26,857.60 | \$0.00 |
| Cost per one way trip | 9.47810295 | 3.96845818 | 4.27600701 | TBD |
| Cost per person served | 16.6395667 | 6.92693155 | 7.63 | 0 |
| Total fuel usage | \$3,853.14 | \$4,156.52 | \$4,715.03 | \$3,524.62 |
| Fuel usage per one way trip | \$0.48 | \$0.50 | \$0.75 | TBD |
| | | | | |
| TRANSPORTATION PROGRAM - STAFF CAR USAGE | | | | |
| WORKLOAD | | | | |
| # of Trips By Category (# of one-way trips) | | 180 | 266 | 3452 |
| Client Transportation | 106 | 94 | 103 | 0 |
| Client Visits | 3 | 10 | 11 | 0 |
| Staff Use | 30 | 73 | 152 | 3452 |
| | | | | |
| # of Passengers Transported | 148 | 109 | 104 | 6 |

PERFORMANCE MEASURES: LEISURE SERVICES

RECREATION DEPARTMENT REPORT

Dynamic

Developing, delivering and maintaining quality parks and recreational programs is paramount to the Town of Manchester and valued by its citizens. The Town of Manchester is a dynamic community continuously adapting services in response to our changing community demographics and being at the forefront of evolving industry trends whilst always looking at service delivery through a lens of equity and inclusion.

Connected

We are committed to creating access and inclusion for all our DEI efforts – with focus on the equitable distribution of programs, services, parks, and amenities for the entire community. Connectivity amongst our parks and public spaces is a community priority and this charge will create ease of access to parks, schools, and other points of interest. In addition to physical connections, focus is also giving to establishing, growing, and strengthening community partnerships that augment the Town's ability to provide services and robust outreach to residents.

Thriving

The Town's parks and recreation offerings are a significant contributor to physical and mental health, education, economic vitality, environment, leisure time, and social belonging. All these factors, along with Town services, make Manchester a desirable place to live through its great quality of life. Our commitment to developing valued programs and public spaces will continue to keep Manchester growing and thriving for years to come.

Sustainable

Finally, we focus on meeting and sustaining the needs of today's residents without compromising the ability to meet and sustain the needs of future generations. As most of us think of sustainability as environmental and green practices, we don't forget other related and important factors to focus on which include, but not limited to, social and financial resources, maintaining facilities and programming to a consistently high standard and of course the reality that our local parks, facilities and recreation services directly contributes to the local economic vitality of the Town.

OFFICE OF NEIGHBORHOOD & FAMILIES REPORT

Spruce Street Community Garden

In November, the Spruce Street Community Garden underwent renovations with the intention of increasing accessibility and user experience for diverse populations who may require special accommodations. This featured the installation of 28 raised-wood beds from responsibly sourced wood, a stone-dust pathway to allow ready access to all beds including for full-time wheelchair users, and the relocation of the storage shed, water collection system and composting bins to allow for more accessible usage. Federal funds for this project were provided by HUD through Manchester's Community Development Block Grant Program.

PERFORMANCE MEASURES: LEISURE SERVICES

The Spruce Street Community Garden also hosted several Virtual Garden Learnshops in the fall and winter, including *Stocking Up for Winter*, *Growing Food Indoors* and *Starting Plants from Seeds*. The garden returned to in-person Learnshops for the spring and early summer, including *Composting* and *Water Harvesting*.

Spruce Street Farmers Market

In its fourth year, the Spruce Street Farmers Market took place every Wednesday from July 1 to August 19. It is located at 153 & 160 Spruce Street, a walkable neighborhood that provides easy access to fresh food & produce for all individuals. The market features CT-grown produce, cage-free eggs, pasture raised meats, artisanal goods and free garden workshops. Best practices provided by the United States Department of Agriculture were followed in order to guarantee the safety of customers, vendors and staff during the COVID-19 pandemic.

In FY 2021, the Spruce Street Farmers Market had over 25 unique vendors, 2,575 customers and redeemed \$1,017 in State SNAP reimbursements. This included a weekly average customer increase of 28 percent (70 customers) and an increase in SNAP reimbursements by over 331 percent. This program doubles SNAP incentives for market customers through collaboration with End Hunger CT. If a customer uses \$10.00 on their EBT Card, their purchase will be matched and they will get \$20.00 worth of Connecticut-grown produce.

The Neighborhoods and Families Division also prepared for the expansion of the market to Northwest Park starting in the summer of 2021. The division seeks to deliver its mission of serving as a place to source healthy, locally-grown food and produce to the north end of Manchester.

Better Manchester Magazine

In order to better meet the evolving demands of the Manchester community and in order to more efficiently disseminate information during the COVID-19 pandemic, Better Manchester Magazine expanded to digital platforms. Better Manchester Magazine, which is a collaborative effort between the Department of Leisure, Families, and Recreation, now circulates a bimonthly email newsletter featuring content created by Town of Manchester staff and community contributors.

The magazine includes four unique and intentionally-programmed tabs:

- **Featured Story**, which leads the bi-monthly newsletter and features a variety of topics, including large-scale community programs and articles focused on Manchester's reactions and adaptations to the COVID-19 pandemic.
- **Town Updates**, which featured Town of Manchester Department, Division, and organization updates, notices and alerts.
- **Perspectives in Righting**, a space dedicated to exploring and delving into topics such as diversity, equity and inclusion.
- **Activities for All**, which included staff-submitted community and family-based activities centered on physical health, mental health and artistic expression.

PERFORMANCE MEASURES: LEISURE SERVICES

Partner Programs & Special Events

The Neighborhoods and Families division hosted a variety of no-cost community events throughout the year. Events in 2021 included:

- **Juneteenth Commemoration** featuring a weekend of events, including the opening of the People's Gallery at the Leisure Labs at Mahoney Center, Juneteenth Freedom Day Commemoration & Mural Dedication and a free public showing of *John Lewis: Good Trouble*.
- **COVID-19 Vaccine Clinics** through partnership with the Connecticut Department of Public Health and the Town of Manchester Health Department. This provided the Manchester community with a no-cost opportunity to receive both doses of the COVID-19 vaccine at the Eastside Neighborhood Resource Center.
- **Document Shredding** event hosted at the Eastside Neighborhood Resource Center, which provided a no-cost method for the local community to professionally and confidentially dispose of personal documents and sensitive information.
- **The Free Fall Movie Series** was hosted at Market Field and offered bimonthly public movie showings that were free for the entire Manchester community to attend.

RECREATION PERFORMANCE MEASURES

| Youth Indoor Basketball | | | | | | |
|--------------------------|----------------------------|----------------------------|--------------------|--------------------|--------------------|--------------------|
| Dates Program Offered | February 2016 - March 2016 | February 2017 - March 2017 | Feb & March 2018 | Feb & March 2019 | Dec 19 - Feb 2020 | Feb & March 2021 |
| Fiscal Year | FY 2015-2016 TOTAL | FY 2016-2017 TOTAL | FY 2017-2018 TOTAL | FY 2018-2019 TOTAL | FY 2019-2020 TOTAL | FY 2020-2021 TOTAL |
| WORKLOAD | | | | | | |
| Number of Teams | 28 | 28 | 28 | 28 | 28 | 28 |
| Number of Leagues | 4 | 4 | 4 | 4 | 4 | 4 |
| Number of Players | 280 | 280 | 280 | 280 | 280 | 280 |
| Number of games per team | 8 | 8 | 8 | 8 | 8 | 8 |
| Cost of organized sport | \$ 8,420 | \$ 8,420 | \$ 8,420 | \$ 8,420 | \$ 8,420 | \$ 8,420 |
| EFFICIENCY | | | | | | |
| Cost per person served | \$30.07 | \$30.07 | \$30.07 | \$30.07 | \$30.07 | \$30.07 |
| Revenue collected | \$ 8,400.00 | \$ 8,400.00 | \$ 8,400.00 | \$ 8,400.00 | \$ 8,400.00 | \$ 8,400.00 |

| Youth Indoor Soccer | | | | | | |
|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Dates Program Offered | March 2016 | March 2017 | March 2018 | March 2019 | Jan - Mar 2020 | March 2021 |
| Fiscal Year | FY 2015-2016 TOTAL | FY 2016-2017 TOTAL | FY 2017-2018 TOTAL | FY 2018-2019 TOTAL | FY 2019-2020 TOTAL | FY 2020-2021 TOTAL |
| WORKLOAD | | | | | | |
| Number of Teams | 8 | 8 | 8 | 8 | 8 | 8 |
| Number of Leagues | 2 | 2 | 2 | 2 | 2 | 2 |
| Number of Players | 85 | 85 | 85 | 85 | 85 | 85 |
| Number of games per team | 8 | 8 | 8 | 8 | 6 | 6 |
| Cost of staffing | \$3,048 | \$3,048 | \$3,048 | \$3,048 | \$2,286 | \$2,286 |

PERFORMANCE MEASURES: LEISURE SERVICES

RECREATION PERFORMANCE MEASURES (cont'd)

| Youth Indoor Swim Lessons | | | | | | |
|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Dates Program Offered | December 2015 & April 2016 | December 2016 & April 2017 | December 2017 & April 2018 | December 2018 & April 2019 | December 2019 & April 2020 | December 2020 & April 2021 |
| Fiscal Year | FY 2015-2016 TOTAL | FY 2016-2017 TOTAL | FY 2017-2018 TOTAL | FY 2018-2019 TOTAL | FY 2019-2020 TOTAL | FY 2020-2021 TOTAL |
| WORKLOAD | | | | | | |
| Number of programs offered | 90 | 90 | 90 | 81 | 78 | 0 |
| \$ spent on programs (staffing) | \$6,174 | \$6,275 | \$6,275.00 | \$6,275 | \$5,459 | 0 |
| Spring Swim Lessons | 352 | 350 | 328 | 306 | 340 | 0 |
| Fall Swim Lessons | 370 | 368 | 376 | 346 | 359 | 0 |
| Total Participants | 722 | 718 | 704 | 652 | 699 | 0 |
| MHS pool registrants | 235 | 230 | 245 | 220 | 288 | 0 |
| IOH pool registrants | 487 | 488 | 459 | 432 | 411 | 0 |
| Staff time spent on program (hours) | 525 | 525 | 525 | 525 | 460 | 0 |
| Fees collected | \$16,417 | \$16,400 | \$15,916 | \$16,931 | \$12,751 | 0 |
| Fees refunded | | | | | \$4,114 | 0 |
| Youth Outdoor Swim Lessons | | | | | | |
| Dates Program Offered | June 2016 - August 2016 | June 2017 - August 2017 | June 2018 - August 2018 | June 2019 - August 2019 | June 2020 - August 2020 | June 2021 - August 2021 |
| Fiscal Year | FY 2016-2017 TOTAL | FY 2017-2018 TOTAL | FY 2018-2019 TOTAL | FY 2019-2020 TOTAL | FY 2020-2021 TOTAL | FY 2021-2022 TOTAL |
| WORKLOAD | | | | | | |
| Number of programs | 180 | 180 | 182 | 170 | 0 | 135 |
| \$ spent on programs (staffing) | \$16,830 | \$16,000 | \$16,000 | \$15,000 | \$0 | \$12,250 |
| Number of students served (registration) | 1,217 | 1,284 | 1,199 | 1,238 | - | 778 |
| Globe Hollow | | | 265 | 252 | 0 | 159 |
| Salters | | | 204 | 208 | 0 | 165 |
| Swanson | | | 341 | 375 | 0 | 138 |
| West Side | | | 389 | 403 | 0 | 316 |
| Staff time spent on program (hours) | 1,530 | 1,530 | 1,530 | 1,500 | - | 1,500 |
| Fees collected | \$25,016 | \$26,981 | \$30,180 | \$31,347 | \$0 | \$17,450 |
| EFFICIENCY | | | | | | |
| \$ per student served | \$13.83 | \$12.46 | \$13.34 | \$12.12 | \$0.00 | \$19.28 |
| Outdoor Pool Attendance | | | | | | |
| Dates Program Offered | June 2016 - August 2016 | June 2017 - August 2017 | June 2018 - August 2018 | June 2019 - August 2019 | June 2020 - August 2020 | June 2021 - August 2021 |
| Fiscal Year | FY 2016-2017 TOTAL | | | | | |
| Average Weekday Afternoon | | | | | | |
| Globe Hollow | 250 | 200 | 230 | 150 | 86 | 105 |
| Salters | 110 | 105 | 97 | 85 | 91 | 89 |
| Swanson/Waddell | 170 | 180 | 101 | 125 | 73 | 80 |
| Waddell | 55 | 75 | 169 | 85 | NA | X |
| West Side | 185 | 180 | 95 | 105 | 80 | 143 |
| Average Daily Weekend Attendance | | | | | | |
| Globe Hollow | 30 | 25 | 94 | 22 | 113 | 44 |
| Salters | 35 | 40 | 38 | 40 | 80 | 50 |
| Swanson/Waddell | 20 | 25 | 30 | 30 | 74 | 58 |
| Waddell | 22 | 33 | 30 | 27 | NA | X |
| West Side | 60 | 60 | 62 | 50 | 84 | 102 |

PERFORMANCE MEASURES: LEISURE SERVICES

RECREATION PERFORMANCE MEASURES (cont'd)

| SUMMER CAMP | | | | | |
|---|-------------------------|--------------------|--------------------|--------------------|--------------------|
| Camp Dates | June 2017 - August 2017 | June - August 2018 | June - August 2019 | June - August 2020 | June - August 2021 |
| Fiscal Year | FY 2017-2018 TOTAL | FY 2018-2019 TOTAL | FY 2019-2020 TOTAL | FY 2020-2021 TOTAL | FY 2021-2022 TOTAL |
| WORKLOAD | | | | | |
| Number of camp sites operated | 6 | 6 | 6 | 0 | 5 |
| Number of people enrolled in camp programs (unduplicated) | 615 | 533 | 526 | 0 | 225 |
| Number of days in operation | 30 | 30 | 30 | 0 | 30 |
| Cost of camp program | \$335,004 | \$293,074 | \$293,074 | \$0 | \$250,060 |
| Revenue from camp program | \$163,350 | \$161,052 | \$159,052 | \$0 | \$52,707 |
| Reimbursement from Board of Education | \$0 | \$0 | NA | | NA |
| Number of scholarships provided | 130 | 63 | 58 | 0 | 21 |
| \$ of scholarships provided | \$38,862 | \$24,959 | \$26,180 | \$0 | \$8,990 |
| EFFICIENCY | | | | | |
| Cost per site - camps | \$54,176 | \$54,176 | \$54,176 | \$0 | \$20,370 |
| Cost per enrolled participant | \$542 | \$542 | \$542 | \$0 | \$552 |
| Cost per day of operation, per site | \$1,890 | \$1,890 | \$1,890 | \$0 | \$708 |
| Camp Kennedy Special Needs Camp | | | | | |
| Camp Dates | August 2017 | August 2018 | August 2019 | August 2020 | August 2021 |
| Fiscal Year | FY 2017-2018 TOTAL | FY 2018-2019 TOTAL | FY 2019-2020 TOTAL | FY 2020-2021 TOTAL | FY 2021-2022 TOTAL |
| WORKLOAD | | | | | |
| Number of camp sites operated | 1 | 1 | 1 | 0 | 1 |
| Number of people enrolled in camp programs | 27 | 28 | 25 | 0 | 16 |
| Number of days in operation | 5 | 5 | 5 | 0 | 5 |
| Cost of camp program | \$8,171 | \$8,045 | \$7,314 | \$0 | \$1,028 |
| Revenue from camp program | \$810 | \$840 | \$750 | \$0 | \$420 |
| Number of scholarships provided | 0.00 | 0.00 | 0.00 | 0.00 | 2.00 |
| \$ of scholarships provided | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$60.00 |
| EFFICIENCY | | | | | |
| Cost per site - camps | \$8,171 | \$8,045 | \$7,314 | \$0 | \$1,028 |
| Cost per enrolled participant | \$303 | \$287 | \$293 | \$0 | 64.25 |
| Cost per day of operation, per site | \$1,634 | \$1,609 | \$1,463 | \$0 | 205.6 |

PERFORMANCE MEASURES: LEISURE SERVICES

RECREATION PERFORMANCE MEASURES (cont'd)

| FACILITIES & YOUTH PROGRAMMING | | | |
|--------------------------------|-------------------------|-------------------------|-------------------------|
| Dates | July 2018- June 2019 | July 2019- June 2020 | July 2020- June 2021 |
| Fiscal Year | FY 2018-2019 TOTAL | FY 2019-2020 TOTAL | FY 2020-2021 TOTAL |
| Youth Programming General | | | |
| WORKLOAD | | | |
| Youth Sports | 32 | 33 | 38 |
| Swim | 125 | 100 | 62 |
| Special Events | 18 | 26 | 25 |
| Health & Wellness | 11 | 6 | 0 |
| Education/Exploration | 14 | 22 | 2 |
| Camps (summer & specialty) | 11 | 7 | 4 |
| Leisure/Creative Arts | 34 | 31 | 16 |
| Number of Youth Offerings | 245 | 225 | 147 |
| Number of Youth Participants | 6040 | 5740 | 2843 |

YOUTH SERVICES PERFORMANCE MEASURES

| GRANTS | | | | | |
|---|--------------|--------------|--------------|--------------|------------|
| WORKLOAD | | | | | |
| Number of grants awarded during FY | 14 | 16 | 12 | 11 | 10 |
| \$ value of grants received during FY | \$ 1,888,257 | \$ 1,959,463 | \$ 1,471,776 | \$ 1,442,870 | \$ 455,845 |
| | | \$ - | | | |
| Carry-forwarded grant funding available from prior FY (Annual) | | \$ 15,048 | \$ 371,380 | \$ 299,500 | \$ 127,637 |
| | | \$ - | | | |
| Total YSB General Fund Budget (Annual) | \$ 689,534 | \$ 720,821 | \$ 731,946 | \$ 704,986 | \$ 717,978 |
| Grant \$ Leveraged Per \$ of General Fund Budget (Based on Awarded Grant Funding) | 2.74 | 2.72 | 2.01 | 2.05 | 0.63 |

| DIVERSION | | | | | |
|---|----|----|----|----|----|
| WORKLOAD | | | | | |
| Number of new participants in the diversion program | 70 | 42 | 33 | 60 | 26 |
| Number of existing diversion participants | 14 | 19 | 5 | 0 | 0 |
| Total number of diversion participants | 84 | 61 | 38 | 60 | 26 |
| Number of participants who fulfill diversion plan | 65 | 56 | 29 | 66 | 28 |
| Number of participants who are referred to court | 0 | 0 | 0 | 2 | 0 |

PERFORMANCE MEASURES: LEISURE SERVICES

YOUTH SERVICES PERFORMANCE MEASURES (cont'd)

| EMPLOYMENT | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|---|------------|------------|------------|------------|------------|
| WORKLOAD | | | | | |
| Total Number of Participants Served | 61 | 0 | 80 | 82 | 0 |
| Summer Youth Employment and Learning Program | 61 | 0 | 80 | 82 | 0 |
| Other Employment program | 0 | 0 | 0 | 0 | 0 |
| Number of participants who complete the program | 58 | 0 | 37 | 35 | 0 |
| Summer Youth Employment and Learning Program | 58 | 0 | 37 | 35 | 0 |
| Other Employment program | 0 | 0 | 0 | 0 | 0 |

| POSITIVE YOUTH DEVELOPMENT | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|--|------------|------------|------------|------------|------------|
| WORKLOAD | | | | | |
| Number of participants in each program (duplicated across program & month) | 8283 | 8005 | 6013 | 0 | 0 |
| Girls Circle | 248 | 248 | 182 | 131 | 0 |
| Girls Circle Summer Program | 117 | 161 | 161 | 175 | 0 |
| Boys Council | 26 | 123 | 56 | 34 | 0 |
| Boys to Men | 88 | 106 | 106 | 60 | 0 |
| Reaching for the Stars | 6 | 32 | 35 | 36 | 0 |
| Journey | 672 | 711 | 412 | 274 | 0 |
| Youth Commission | 716 | 545 | 395 | 601 | 0 |
| Mother-Daughter Circle | 149 | 278 | 212 | 348 | 0 |
| Teen Center Drop-in | 3021 | 2562 | 1772 | 927 | 0 |
| SibShop | 96 | 126 | 92 | 103 | 0 |
| Elem School Programs | 372 | 435 | 287 | 462 | 0 |
| Camperships | 259 | 462 | 190 | 206 | 0 |
| Art Lab | 201 | 191 | 135 | 168 | 75 |
| Youth and Police | 242 | 78 | 82 | 24 | 8 |
| Mother/Daughter Booster | 38 | 11 | 39 | 24 | 0 |
| P Flag | 98 | 58 | 74 | 61 | 41 |
| Urban Expedition | 93 | 69 | 83 | 134 | 0 |
| High School Programs | 238 | 193 | 157 | 102 | 0 |
| Teen Center Excursion | | | | | |
| Special Events | 1307 | 1470 | 902 | 437 | 0 |

PERFORMANCE MEASURES: LEISURE SERVICES

LIBRARY DEPARTMENT REPORT

The Public Library offers services from two separate buildings, as well as bookmobile home deliveries for shut-ins plus an extensive online array of offerings. The Mary Cheney library building is located at 586 Main Street and the Whiton Branch building is at 100 North Main Street.

Mary Cheney Hours: Monday through Thursday 9 am - 9 pm; Friday and Saturday 9 am - 5 pm; Winter Sundays from 1 pm - 5 pm.

Whiton Branch Hours: Monday through Thursday 10 am - 8:30 pm; Friday 9 am - 5 pm; Winter Saturdays from 9 am - 5 pm.

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 their families while serving as a focal point for interaction among diverse community residents of all ages.

More information is available online at library.townofmanchester.org

Highlights

According to statistics from the Connecticut State Library, for Fiscal Year 2021, Manchester's public library was the second busiest library in the state, based on the number of materials loaned annually, and when looking only at the 'physical items loaned' (excluding ebooks), it was in first place in Connecticut! For the third year in a row, it was also in first place for the highest number of children's books loaned, ahead of the libraries in the much larger towns of Greenwich, Fairfield, West Hartford, and Stamford. An interesting long-range trend is that the loaning of books from the public library has been steadily growing in recent years, somewhat offsetting the (fully anticipated) decline in the loaning of DVDs. The library's collection of items consists of about 190,000 books, over 10,000 audiobooks and music CDs, and over 15,000 DVDs, as well as magazines and other miscellaneous items.

Due to the ongoing pandemic, far fewer library programs were held than in typical years. 203 total programs were offered in the building during the fiscal year with a total in-person attendance of 8,043 people. Thanks primarily to the willingness of the U.S. publishing industry to waive the normal restrictions on recording or broadcasting the reading aloud of books during the pandemic, the library was able to hold 135 'virtual' programs attended (viewed) by 3,665 people -- these were primarily storytimes organized by our children's librarians.

With support from the Board of Directors, the Library Board plus three additional citizen volunteers undertook an extensive effort to identify the desires of Manchester residents for services and facilities for a 21st Century Library.

Planning is underway for an autumn 2022 One Book program, the purpose of which is to bring community members and organizations together by having hundreds of people read the same book and then take part in various tie-in activities, including a visit by the author.

PERFORMANCE MEASURES: LEISURE SERVICES

LIBRARY PERFORMANCE MEASURES

| PROGRAMMING & MEMBERSHIP | FY12 TOTAL | FY13 TOTAL | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|--|---------------|------------|---------------|---------------|---------------|------------|--------------|
| WORKLOAD | | | | | | | |
| Number of registered valid card holders | 21,821 | 25,822 | 22,688 | 23,478 | 24,793 | 21,625 | 27,787 |
| Adult | 17,667 | 19,719 | 17,835 | 17,488 | 18,192 | 17,732 | 17,547 |
| Teen | 1,231 | 1,803 | 1,218 | 1,502 | 1,673 | 880 | 2,609 |
| Childrens | 2,923 | 4,300 | 3,635 | 4,488 | 4,928 | 3,013 | 7,631 |
| <i>assume 400/year Age Cohort for H.S. student cards designated as Teen, from Feb. 2021 and on, i.e. 1,600; plus 4486 Children</i> | | | | | | | |
| Number of programs offered (in person, FY21 and after) | 1,021 | 969 | 972 | 962 | 1,039 | 769 | 203 |
| Adult | 39 | 38 | 126 | 121 | 198 | 169 | 103 |
| Teen | 102 | 97 | 96 | 113 | 114 | 70 | 34 |
| Childrens 0-2 | 212 | 217 | 291 | 275 | 239 | 161 | 0 |
| Childrens 3-5 | 218 | 215 | 129 | 138 | 91 | 81 | 2 |
| Childrens 6-14 | 208 | 144 | 102 | 103 | 129 | 49 | 8 |
| Childrens general | 242 | 258 | 228 | 212 | 268 | 239 | 56 |
| Number of programs offered virtually (FY21 and after) | | | | | | | 135 |
| Adult | | | | | | | 39 |
| Teen | | | | | | | 0 |
| Childrens 0-2 | | | | | | | 0 |
| Childrens 3-5 | | | | | | | 0 |
| Childrens 6-14 | | | | | | | 5 |
| Childrens general | | | | | | | 91 |
| Number of program participants (in person, FY21 and after) | 30,869 | 27,449 | 25,862 | 25,654 | 25,012 | 20,485 | 8,043 |
| Adult | 761 | 433 | 1,974 | 3,297 | 3,532 | 3,385 | 4,942 |
| Teen | 1,793 | 1,959 | 1,066 | 1,097 | 1,510 | 832 | 713 |
| Childrens 0-2 | 3,730 | 3,373 | 4,753 | 4,883 | 3,407 | 2,841 | 0 |
| Childrens 3-5 | 4,436 | 3,696 | 2,114 | 1,562 | 1,745 | 1,327 | 37 |
| Childrens 6-14 | 6,019 | 4,587 | 4,672 | 4,606 | 4,558 | 946 | 137 |
| Childrens general | 14,130 | 13,401 | 11,283 | 10,209 | 10,260 | 11,154 | 2,214 |
| Number of virtual program participants either viewing program at specified time or later viewing | | | | | | | 3665 |
| Adult | | | | | | | 402 |
| Teen | | | | | | | 0 |
| Childrens 0-2 | | | | | | | 0 |
| Childrens 3-5 | | | | | | | 0 |
| Childrens 6-14 | | | | | | | 90 |
| Childrens general | | | | | | | 3,173 |
| Number of complaints received regarding patrons: | 41 | 45 | 12 | 19 | 15 | 8 | 11 |
| Adults | 21 | 40 | 9 | 14 | 11 | 7 | 10 |
| Teens | 15 | 4 | 2 | 1 | 1 | 0 | 0 |
| Children | 5 | 1 | 1 | 4 | 3 | 1 | 1 |
| Percent of respondents rating the quality of library services as good or excellent | 45 responses | | 100 responses | 100 responses | 94 responses | | |
| Quality of Adult Programs Offered | 92% | 84% | 100% | 100% | 99% | | |
| Variety of Materials | 93% | 86% | 100% | 100% | 99% | | |
| Maintenance of facilities | 70% | 72% | 99% | 100% | 98% | | |
| Helpfulness of staff | 98% | 92% | 100% | 100% | 96% | | |
| Percent of teens rating satisfaction with collection offerings: | 223 responses | | 109 responses | 102 responses | | | |
| Magazines | 93% | 90% | 89% | 91% | | | |
| Other Items | 98% | 98% | 97% | 96% | | | |
| Percent of respondents (parents) rating the quality of youth programs and materials as good or excellent | 228 responses | | 206 responses | 116 responses | 110 responses | | 78 responses |
| Quality of youth materials | 100% | 98% | 97% | 98% | 95% | | 100% |
| Quality of youth programs | 100% | 100% | 97% | 98% | 95% | | 100% |
| Helpfulness of library staff | 100% | 100% | 99% | 99% | 98% | | 100% |
| My child enjoyed the library services | 100% | 98% | 98% | 99% | 95% | | 99% |

PERFORMANCE MEASURES: LEISURE SERVICES

LIBRARY PERFORMANCE MEASURES (cont'd)

| CIRCULATION | FY12 TOTAL | FY13 TOTAL | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|--|------------|------------|------------|------------|------------|------------|------------|
| WORKLOAD | | | | | | | |
| Total Cheney attendance | 288,935 | 278,316 | 229,947 | 219,764 | 204,454 | 153,742 | 107,489 |
| Number of materials in collection | 258,621 | 255,610 | 234,941 | 227,974 | 221,663 | 216,865 | 225,472 |
| Video | 16,513 | 16,965 | 17,953 | 17,676 | 16,588 | | 13,382 |
| Books - adult collection | 138,310 | 137,223 | 130,687 | 128,197 | 124,000 | 123,511 | 128,101 |
| Magazines - adult collection | 14,730 | 13,335 | 7,724 | 5,479 | 5,751 | 5,729 | 5,635 |
| Other materials | 10,604 | 9,874 | 8,915 | 9,296 | 9,029 | 8,485 | 9,172 |
| Teen items | 5,264 | 5,195 | 5,495 | 5,490 | 5,392 | 5,456 | 5,825 |
| Teen magazines | 250 | 286 | 294 | 257 | 116 | 40 | 34 |
| Children's Items | 72,950 | 72,732 | 63,873 | 61,579 | 60,787 | 60,756 | 63,323 |
| Number of new materials added (by type of media) | 20,625 | 22,143 | 23,520 | 21,055 | 20,273 | 20,498 | 20,849 |
| Video | 3,357 | 3,597 | 2,356 | 2,120 | 1,577 | 1,509 | 1,016 |
| Print- adult collection | 9,952 | 10,079 | 10,330 | 9,673 | 9,764 | 9,776 | 10,823 |
| Other materials | 1,496 | 831 | 1,085 | 862 | 909 | 645 | 834 |
| Teen | 798 | 841 | 856 | 487 | 591 | 626 | 921 |
| Children | 5,126 | 6,795 | 8,893 | 7,913 | 7,432 | 7,942 | 7,255 |
| Number of materials discharged | 833,360 | 765,598 | 526,095 | 484,435 | 446,692 | 313,786 | 308,798 |
| Total Number of Items Checked Out | 825,395 | 777,936 | 690,552 | 656,498 | 729,241 | 629,045 | 623,830 |
| # of materials checked out - Adult & Teen | 504,456 | 491,710 | 433,299 | 410,280 | 433,844 | 376,251 | 376,445 |
| Video- adult collection | 219,712 | 220,330 | 184,417 | 158,659 | 135,150 | 120,584 | 99,620 |
| Print- adult collection | 209,979 | 202,121 | 183,346 | 188,339 | 224,133 | 190,637 | 211,983 |
| Other materials, Adult collection | 53,990 | 48,127 | 47,404 | 49,018 | 55,206 | 46,800 | 43,737 |
| Teen | 20,775 | 21,132 | 18,132 | 14,264 | 19,355 | 18,230 | 21,105 |
| Children | 320,939 | 286,226 | 257,253 | 246,218 | 295,397 | 252,794 | 247,385 |

| REFERENCE | FY12 TOTAL | FY13 TOTAL | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|---|---------------|------------|--------------|---------------|--------------|------------|------------|
| WORKLOAD | | | | | | | |
| Number of inquiries received | 52,330 | 58,325 | 50,898 | 47,436 | 41,301 | 33,746 | 36,247 |
| At counter | 48,124 | 53,922 | 46,500 | 43,337 | 37,770 | 30,838 | 32,223 |
| Electronically | 76 | 56 | 250 | 499 | 414 | 86 | 366 |
| By phone | 4,114 | 4,346 | 4,105 | 3,599 | 3,114 | 2,822 | 3,658 |
| By mail | 16 | 1 | 43 | 1 | 3 | 0 | 0 |
| Number of internet workstation customers | 77,136 | 72,025 | 44,659 | 42,378 | 39,494 | 25,804 | 14,234 |
| Number of pages printed by customers | 70,445 | 49,572 | 56,315 | 66,200 | 71,913 | 51,709 | 56,216 |
| EFFECTIVENESS | | | | | | | |
| Percent of respondents (customers) who rate the quality of reference service as good or excellent | 100 responses | | 88 responses | 101 responses | 69 responses | | |
| Accuracy of information | 96% | 83% | 99% | 100% | 97% | | 100% |
| Timeliness of assistance | 95% | 87% | 99% | 100% | 98% | | 100% |
| Helpfulness of staff | 95% | 87% | 98% | 100% | 98% | | 100% |
| Accessibility of internet | 91% | 80% | 99% | 98% | | | |
| Availability of information sought | 95% | 86% | 98% | 99% | 98% | | 100% |

PERFORMANCE MEASURES: WATER AND SEWER

WATER FUND PERFORMANCE MEASURES

| WATER QUALITY MANAGEMENT | FY16 TOTAL | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|--|-------------|-------------|-------------|-------------|-------------|--------------|
| WORKLOAD | | | | | | |
| Million Gallons (MG) of water produced | 1,769.78 | 1,716.52 | 1,648.45 | 1,675.41 | 1,739.60 | 1,890.00 |
| EFFICIENCY | | | | | | |
| Water Treatment Operators (FTE's) | 6.50 | 0.00 | 0.00 | 6.50 | 6.50 | 0.00 |
| Cost of Water Treatment Operation | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Cost per MG treated | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| MG treated per water account | 0.03 | 0.03 | 0.03 | 0.03 | 0.03 | 0.03 |
| Cost of treatment per water account | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| EFFECTIVENESS | | | | | | |
| Filtered Water: avg daily high turbidity (NTU) | 0.05 | 0.06 | 0.06 | 0.07 | 0.08 | 0.07 |
| Raw Water: avg. daily turbidity (NTU) | 0.98 | 1.09 | 1.29 | 1.36 | 1.82 | 1.68 |
| Amount of Raw Water Turbidity removed | 0.93 | 1.04 | 1.23 | 1.29 | 1.74 | 1.61 |
| % removal of Turbidity | 94.7% | 94.4% | 95.2% | 94.3% | 95.0% | 95.4% |
| WATER DISTRIBUTION | FY16 TOTAL | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
| WORKLOAD | | | | | | |
| MG of metered water distributed to end users | 1,511.05 | 1,464.67 | 1,445.52 | 1,321.27 | 1,432.27 | 1,529.43 |
| EFFECTIVENESS | | | | | | |
| MG of non-metered water (estimated volume) | 12.10 | 19.35 | 20.00 | 29.25 | 33.75 | 27.00 |
| MG of unaccounted water | 246.63 | 232.50 | 182.93 | 324.89 | 273.58 | 333.57 |
| % of unaccounted water | 12.72 | 13.44 | 10.53 | 19.78 | 15.27 | 16.58 |
| Number of breaks | 8 | 17 | 20 | 20 | 48 | 45 |
| BILLING AND COLLECTION | FY16 TOTAL | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
| WORKLOAD | | | | | | |
| Number of water accounts billed | 65,462 | 65,627 | 65,697 | 65,815 | 65,985 | 66,052 |
| Number of new water accounts | 13 | 29 | 23 | 31 | 29 | 16 |
| Metered Sales (HCF) | 2,004,457 | 2,007,164 | 1,913,177 | 1,795,049 | 1,877,035 | 2,049,366 |
| Water Consumption (HCF- est. monthly from quarterly bills) | 2,019,977 | 1,957,983 | 1,932,384 | 1,766,281 | 1,914,673 | 2,044,545 |
| Metered Water sales (\$) | \$6,963,210 | \$7,108,744 | \$6,929,972 | \$6,927,836 | \$6,791,487 | \$7,527,004 |
| Number of sewer accounts billed | 46,133 | 44,079 | 44,179 | 44,270 | 44,357 | 44,446 |
| Number of new sewer accounts | 12 | 20 | 15 | 13 | 18 | 13 |
| Sewer Usage (HCF) | 1,854,254 | 1,848,467 | 1,787,247 | 1,786,495 | 1,748,431 | 1,956,171 |
| Metered sewer sales (\$) | \$8,074,177 | \$8,559,402 | \$8,447,690 | \$8,704,516 | \$8,693,214 | \$10,008,774 |
| EFFECTIVENESS | | | | | | |
| Total water accounts receivable (\$ unpaid bills) | \$1,193,587 | \$1,154,370 | \$1,142,624 | \$991,121 | \$1,114,298 | \$1,006,291 |
| Value of water accounts (\$) >120 days delinquent | \$527,515 | \$500,674 | \$491,686 | \$358,892 | \$336,148 | \$425,001 |
| % of water receivables (\$) > 120 days delinquent | 44% | 43% | 43% | 36% | 30% | 42% |
| Total sewer accounts receivable (\$ unpaid bills) | \$1,253,172 | \$1,257,930 | \$1,274,583 | \$1,145,169 | \$1,327,285 | \$1,193,309 |
| Value of sewer accounts (\$) >120 days delinquent | \$607,634 | \$592,003 | \$599,668 | \$453,016 | \$432,582 | \$534,673 |
| % of sewer accounts (\$) > 120 days delinquent | 48.5% | 47.1% | 47.0% | 39.6% | 32.6% | 44.8% |

PERFORMANCE MEASURES: WATER AND SEWER

SEWER FUND PERFORMANCE MEASURES

| EFFLUENT QUALITY MANAGEMENT | FY16 TOTAL | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|------------------------------|------------|------------|------------|------------|------------|------------|
| WORKLOAD | | | | | | |
| Volume treated (MG) | 1,821.77 | 1,733.85 | 1,532.00 | 1,897.76 | 1,657.12 | 1,721.22 |
| Pounds of cBOD removed | 4,883,459 | 5,654,728 | 4,178,372 | 3,965,855 | 4,666,128 | 3,396,400 |
| Pounds of TSS removed | 5,545,676 | 6,491,992 | 4,878,144 | 4,230,773 | 6,229,755 | 7,371,901 |
| Pounds of Nitrogen removed | 446,724 | 544,196 | 444,435 | 453,397 | 472,976 | 632,785 |
| Pounds of Phosphorus removed | 77,176 | | 109,860 | | 59,532 | 2,645 |
| EFFECTIVENESS | | | | | | |
| % cBOD removed | 99% | 99% | 99% | 99% | 100% | 99% |
| % TSS removed | 99% | 99% | 99% | 99% | 99% | 99% |
| % Nitrogen removed | 88% | 89% | 87% | 79% | 84% | 88% |
| % Phosphorus removed | 85% | 92% | 89% | 84% | 86% | 86% |

| WASTEWATER COLLECTION | FY16 TOTAL | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|---------------------------|------------|------------|------------|------------|------------|------------|
| WORKLOAD | | | | | | |
| Total miles of pipe | 167.00 | | | | | |
| Feet of pipe cleaned | 355,897 | 386,893 | 386,519 | 409,008 | 433,739 | 453,242 |
| Miles of pipe cleaned | 67.40 | 73.28 | 73.20 | 77.46 | 82.15 | 85.84 |
| Number of lateral backups | 53 | 138 | 89 | 96 | 67 | 91 |
| Number of main backups | 9 | 11 | 20 | 9 | 27 | 8 |

PERFORMANCE MEASURES: OTHER FUNDS

INFORMATION SYSTEMS PERFORMANCE MEASURES

| TECHNICAL SUPPORT | FY16 TOTAL | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|--|---------------|---------------|---------------|---------------|------------|------------|
| and reliable operation of Town functions by responding to requests for technology | | | | | | |
| WORKLOAD | | | | | | |
| Number of computers in Town (average) | 629 | 627 | 637 | 641 | 707 | 744 |
| Number of users (average) | 669 | 719 | 672 | 665 | 755 | 763 |
| Number of computers replaced | 41 | 23 | 50 | 72 | 112 | 84 |
| Number of work orders received - software | 614 | 506 | 489 | 448 | 460 | 382 |
| Number of work orders received - hardware | 175 | 138 | 184 | 152 | 171 | 136 |
| Number of work orders received - other | 795 | 691 | 640 | 604 | 697 | 618 |
| Number of work orders received - TOTAL | 1,584 | 1,335 | 1,313 | 1,204 | 1,328 | 1,163 |
| EFFICIENCY | | | | | | |
| Average initial response time (hours)- high priority | 6.21 | 2.48 | 4.11 | 3.01 | 2.26 | 2.95 |
| Average initial response time (hours)- medium priority | 13.58 | 10.42 | 9.78 | 8.73 | 7.09 | 7.55 |
| Average initial response time (hours)- low priority | 10.06 | 7.46 | 6.89 | 7.04 | 6.21 | 7.26 |
| Number of work orders meeting target response time | 816/1024 | 736/914 | 672/843 | 626/762 | 809/944 | 982/1084 |
| EFFECTIVENESS | | | | | | |
| % of initial responses that met target response time | 80% | 81% | 80% | 82% | 86% | 91% |

PERFORMANCE MEASURES: OTHER FUNDS

INFORMATION SYSTEMS PERFORMANCE MEASURES (cont'd)

| PUBLIC COMMUNICATION | FY16 TOTAL | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|--|---------------|---------------|---------------|---------------|---------------|---------------|
| Mission Statement: To provide Manchester residents access to important information and open government by maintaining a local access channel and a website. | | | | | | |
| WORKLOAD | | | | | | |
| Number of Channel 16 live broadcasts- Town | 46 | 44 | 46 | 44 | 41 | 45 |
| Number of Channel 16 live broadcasts- BOE | 12 | 15 | 15 | 16 | 16 | 23 |
| Number of taped programs | 11 | 5 | 0 | 1 | 1 | 0 |
| Number of work requests | 2 | 2 | 0 | 0 | 0 | 29 |
| Number of program uploads from on demand | 2,281 | 2,405 | 2,528 | 2,789 | 10,937 | 13,120 |
| Number of website hits | 980,575 | 962,036 | 934,505 | 894,565 | 889,739 | 991,494 |
| EFFICIENCY | | | | | | |
| Cost of public communication operations | \$ 21,547 | \$ 17,780 | \$ 35,382 | \$ 81,285 | \$ 23,737 | \$ 30,997 |
| Hours spent on maintenance | 139.25 | 88.50 | 120.00 | 155.25 | 60.00 | 162.00 |
| EFFECTIVENESS | | | | | | |
| % of broadcasts that meet schedule | 100% | 100% | 100% | 100% | 100% | 100% |
| Number of interruptions | 2 | 0 | 0 | 0 | 0 | 0 |
| Total hours of interruptions | 3 | 0 | 0 | 0 | 0 | 0 |
| Number of web outages | 0 | 2 | 2 | 0 | 0 | 0 |

PERFORMANCE MEASURES: OTHER FUNDS

INFORMATION SYSTEMS PERFORMANCE MEASURES (cont'd)

| NETWORK TECH SERVICES | FY16 TOTAL | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|--|---------------|---------------|---------------|---------------|---------------|---------------|
| Mission Statement: To ensure continuity of Manchester's internet and network connectivity by maintaining the Town's computer network infrastructure and hardware. | | | | | | |
| WORKLOAD | | | | | | |
| Number of physical servers- Town | 67 | 68 | 65 | 68 | 69 | 68 |
| Number of virtualized servers- Hosts | 21 | 22 | 22 | 27 | 29 | 29 |
| Number of virtualized servers- Guests | 68 | 71 | 67 | 83 | 87 | 89 |
| Total number of servers (physical and virtual) | 135 | 139 | 132 | 151 | 156 | 157 |
| Number of buildings connected to system- Town | 29 | 29 | 29 | 29 | 30 | 30 |
| Number of buildings connected to system- BOE | 18 | 18 | 19 | 19 | 18 | 18 |
| Number of wireless access points- Town | 69 | 69 | 81 | 78 | 81 | 83 |
| Number of public wi-fi users | 21,340 | 20,801 | 12,790 | 7,221 | 8,997 | - |
| Number of recoveries performed | 12 | 13 | 13 | 7 | 8 | 6 |
| EFFECTIVENESS | | | | | | |
| Number of outages- Threat Related | 0 | 0 | 0 | 0 | 0 | 0 |
| Number of outages - Internet Service Provider | 1 | 0 | 1 | 0 | 0 | 0 |
| Number of outages - Fiber Breaks | 0 | 0 | 0 | 0 | 0 | 0 |
| Number of outages - Equipment Failure | 0 | 0 | 1 | 1 | 0 | 0 |
| Number of outages - Power | 0 | 0 | 0 | 0 | 1 | 1 |
| Number of outages- other | 2 | 2 | 2 | 1 | 3 | 0 |
| Number of outages- TOTAL | 3 | 2 | 4 | 2 | 4 | 0 |
| Hours of network downtime- threat related | 0 | 0 | 0 | 0 | 0 | 0 |
| Hours of network downtime - Internet Service f | 3.25 | 0 | 6 | 0 | 0 | 0 |
| Hours of network downtime - Fiber Breaks | 0 | 0 | 0 | 0 | 0 | 0 |
| Hours of network downtime - Equipment Failur | 0 | 0 | 2.5 | 0 | 0 | 0 |
| Hours of network downtime - Power | 0 | 0 | 0 | 0 | 1 | 1 |
| Hours of network downtime - other | 1.5 | 2 | 1.25 | 0.25 | 7.25 | 0 |
| Hours of network downtime- TOTAL | 4.75 | 10 | 9.75 | 7.25 | 8.25 | 0 |
| % of servers virtualized | 60% | 61% | 61% | 67% | 69% | 70% |

WORK_SPACE PERFORMANCE MEASURES

| WORK_SPACE | FY17 TOTAL | FY18 TOTAL | FY19 TOTAL | FY20 TOTAL | FY21 TOTAL |
|---|------------|------------|------------|--------------|-------------|
| Meeting Center/Coworking Space | | | | | |
| # of members | 19 | 39 | 47 | 40 | 47 |
| # of meeting center events | | 356 | 904 | 782 | 0 |
| # of visits | | 4249 | 10933 | 8024 | 0 |
| Total Revenue Generated (SG317, Fund 260, Obj 4430) | \$89,945 | \$184,426 | \$242,583 | \$184,196.88 | \$10,016.00 |
| Total Expenditures (SG317, Fund 260, Org 32018100, plus Part-time Personn | \$63,449 | \$143,006 | \$155,514 | \$169,446.55 | \$39,855.00 |
| % of operating expenditures recovered | 142% | 129% | 156% | 109% | 25% |

Reference Tables & Appendices

- Expenditure Summary Table
 - Revenue Summary Table
 - Mill Rate Calculation
 - Authorized & Funded Positions Table
 - Organization Chart
 - Town Statistics & Demographics
 - Economic Information
 - Budget Policies & Charter Provisions
 - Glossary
- 

EXPENDITURE SUMMARY

| | Expended 2020/21 | Adopted 2021/22 | Expended Through 12/31/21 | Estimated Expend. 2021/22 | Department Request 2022/23 | Manager's Recom. 2022/23 | Adopted 2022/23 | Change Over Current Adopted | Percent Change |
|--|-------------------------|----------------------|------------------------------|---------------------------------|----------------------------------|--------------------------------|--------------------|-----------------------------------|-------------------|
| GENERAL GOVERNMENT | | | | | | | | | |
| Board of Directors | \$ 272,759.45 | \$ 361,672 | \$ 202,353.18 | \$ 363,818 | \$ 360,588 | \$ 360,588 | \$ - | \$ (1,084) | -0.30% |
| General Manager | \$ 600,245.99 | \$ 678,631 | \$ 289,631.13 | \$ 564,818 | \$ 799,503 | \$ 799,503 | \$ - | \$ 120,872 | 17.81% |
| Budget & Research Office | \$ 210,002.75 | \$ 235,626 | \$ 111,284.70 | \$ 235,626 | \$ 258,942 | \$ 258,942 | \$ - | \$ 23,316 | 9.90% |
| Human Resources | \$ 438,825.13 | \$ 431,200 | \$ 189,816.00 | \$ 427,501 | \$ 423,443 | \$ 423,443 | \$ - | \$ (7,757) | -1.80% |
| Customer Service/Info Office | \$ 157,131.74 | \$ 171,606 | \$ 79,427.21 | \$ 170,620 | \$ 174,368 | \$ 174,368 | \$ - | \$ 2,762 | 1.61% |
| Finance Admin & Accounting | \$ 770,354.86 | \$ 789,338 | \$ 103,262.76 | \$ 816,607 | \$ 825,457 | \$ 825,457 | \$ - | \$ 36,119 | 4.58% |
| Assessment & Collection | \$ 966,957.08 | \$ 1,070,462 | \$ 526,051.64 | \$ 1,035,253 | \$ 1,071,057 | \$ 1,062,942 | \$ - | \$ (7,520) | -0.70% |
| Purchasing | \$ 587,062.74 | \$ 636,721 | \$ 331,067.24 | \$ 608,919 | \$ 657,327 | \$ 651,915 | \$ - | \$ 15,194 | 2.39% |
| Planning and Economic Devel. | \$ 738,247.56 | \$ 784,511 | \$ 384,338.85 | \$ 797,377 | \$ 821,063 | \$ 821,063 | \$ - | \$ 36,552 | 4.66% |
| Town Clerk | \$ 401,692.19 | \$ 492,920 | \$ 237,543.82 | \$ 474,455 | \$ 501,644 | \$ 501,644 | \$ - | \$ 8,724 | 1.77% |
| Registrars | \$ 296,680.29 | \$ 277,417 | \$ 205,445.96 | \$ 289,924 | \$ 335,792 | \$ 335,792 | \$ - | \$ 58,375 | 21.04% |
| Town Attorney | \$ 363,222.33 | \$ 404,497 | \$ 159,171.67 | \$ 405,384 | \$ 415,459 | \$ 415,459 | \$ - | \$ 10,962 | 2.71% |
| Probate Court | \$ 40,180.11 | \$ 42,568 | \$ 21,092.91 | \$ 42,068 | \$ 44,568 | \$ 44,568 | \$ - | \$ 2,000 | 4.70% |
| TOTAL | \$ 5,843,362.22 | \$ 6,377,169 | \$ 2,840,487.07 | \$ 6,232,369 | \$ 6,689,211 | \$ 6,675,684 | \$ - | \$ 298,515 | 4.68% |
| DEPARTMENT OF PUBLIC WORKS | | | | | | | | | |
| DPW Administration | \$ 756,402.76 | \$ 819,620 | \$ 294,907.81 | \$ 819,687 | \$ 831,570 | \$ 831,570 | \$ - | \$ 11,950 | 1.46% |
| Engineering | \$ 2,219,362.98 | \$ 2,337,046 | \$ 1,134,523.03 | \$ 2,327,827 | \$ 2,366,232 | \$ 2,366,232 | \$ - | \$ 29,186 | 1.25% |
| Field Services | \$ 6,370,399.95 | \$ 7,521,206 | \$ 2,963,646.92 | \$ 7,243,992 | \$ 7,762,594 | \$ 7,422,594 | \$ - | \$ (98,612) | -1.31% |
| Facilities | \$ 2,219,695.98 | \$ 2,369,857 | \$ 976,146.91 | \$ 2,353,219 | \$ 2,406,684 | \$ 2,406,684 | \$ - | \$ 36,827 | 1.55% |
| Building Inspection | \$ 913,756.12 | \$ 993,285 | \$ 461,042.49 | \$ 997,374 | \$ 1,015,435 | \$ 1,015,435 | \$ - | \$ 22,150 | 2.23% |
| TOTAL | \$ 12,479,617.79 | \$ 14,041,014 | \$ 5,830,267.16 | \$ 13,742,098 | \$ 14,382,515 | \$ 14,042,515 | \$ - | \$ 1,501 | 0.01% |
| PUBLIC SAFETY | | | | | | | | | |
| Police | \$ 20,846,404.52 | \$ 23,022,953 | \$ 12,202,469.61 | \$ 22,933,425 | \$ 24,007,577 | \$ 23,714,577 | \$ - | \$ 691,624 | 3.00% |
| Paramedic Services | \$ - | \$ 2,586,848 | \$ 2,586,848.00 | \$ 2,586,848 | \$ 2,855,829 | \$ 2,855,829 | \$ - | \$ 268,981 | 10.40% |
| Emergency Management | \$ 52,649.18 | \$ 60,971 | \$ 24,124.62 | \$ 60,971 | \$ 60,971 | \$ 60,971 | \$ - | \$ - | 0.00% |
| TOTAL | \$ 20,899,053.70 | \$ 25,670,772 | \$ 14,813,442.23 | \$ 25,581,244 | \$ 26,924,377 | \$ 26,631,377 | \$ - | \$ 960,605 | 3.74% |
| DEPARTMENT OF HUMAN SERVICES | | | | | | | | | |
| Human Services Administration | \$ 825,005.80 | \$ 857,461 | \$ 400,525.18 | \$ 823,653 | \$ 869,626 | \$ 869,626 | \$ - | \$ 12,165 | 1.42% |
| Health | \$ 875,044.43 | \$ 917,168 | \$ 433,406.02 | \$ 919,701 | \$ 940,038 | \$ 940,038 | \$ - | \$ 22,870 | 2.49% |
| Senior, Adult and Family Services | \$ 615,676.49 | \$ 665,401 | \$ 303,710.17 | \$ 648,193 | \$ 794,113 | \$ 794,113 | \$ - | \$ 128,712 | 19.34% |
| Senior Center | \$ 530,586.92 | \$ 738,825 | \$ 251,995.29 | \$ 719,732 | \$ 764,329 | \$ 764,329 | \$ - | \$ 25,504 | 3.45% |
| TOTAL | \$ 2,846,313.64 | \$ 3,178,855 | \$ 1,389,636.66 | \$ 3,111,278 | \$ 3,368,106 | \$ 3,368,106 | \$ - | \$ 189,251 | 5.95% |
| LEISURE SERVICES | | | | | | | | | |
| Recreation | \$ 1,402,676.25 | \$ 2,197,445 | \$ 644,211.65 | \$ 2,150,342 | \$ 2,233,703 | \$ 2,233,703 | \$ - | \$ 36,258 | 1.65% |
| Neighborhood & Families | \$ 172,659.83 | \$ 195,239 | \$ 80,969.45 | \$ 197,788 | \$ 246,304 | \$ 241,304 | \$ - | \$ 46,065 | 23.59% |
| Youth Services Bureau | \$ 632,251.31 | \$ 740,795 | \$ 345,393.21 | \$ 688,011 | \$ 734,688 | \$ 734,688 | \$ - | \$ (6,107) | -0.82% |
| Library | \$ 3,047,991.35 | \$ 3,404,719 | \$ 1,579,388.75 | \$ 3,278,530 | \$ 3,427,134 | \$ 3,422,834 | \$ - | \$ 18,115 | 0.53% |
| TOTAL | \$ 5,255,578.74 | \$ 6,538,198 | \$ 2,649,963.06 | \$ 6,314,670 | \$ 6,641,829 | \$ 6,632,529 | \$ - | \$ 94,331 | 1.44% |
| FIXED COSTS AND MISCELLANEOUS | | | | | | | | | |
| Retired Employee Benefits | \$ 4,641,275.12 | \$ 4,833,966 | \$ 4,599,615.22 | \$ 4,834,889 | \$ 4,996,756 | \$ 4,996,756 | \$ - | \$ 162,790 | 3.37% |
| Interfund Transfers* | \$ 7,320,995.00 | \$ 4,839,147 | \$ 4,549,147.00 | \$ 4,555,147 | \$ 7,052,530 | \$ 5,027,530 | \$ - | \$ 188,383 | 3.89% |
| Miscellaneous | \$ 438,590.01 | \$ 375,214 | \$ 308,109.00 | \$ 329,943 | \$ 575,214 | \$ 575,214 | \$ - | \$ 200,000 | 53.30% |
| Debt Service | \$ 12,961,935.06 | \$ 13,881,935 | \$ 7,511,559.63 | \$ 13,881,935 | \$ 13,849,583 | \$ 13,849,583 | \$ - | \$ (32,352) | -0.23% |
| TOTAL | \$ 25,362,795.19 | \$ 23,930,262 | \$ 16,968,430.85 | \$ 23,601,914 | \$ 26,474,083 | \$ 24,449,083 | \$ - | \$ 518,821 | 2.17% |
| * Transfer to Paramedics, previously included as interfund transfers, is now shown under Public Safety | | | | | | | | | |
| TOTAL NON-EDUCATIONAL | \$ 72,686,721.28 | \$ 79,736,270 | \$ 44,492,227.03 | \$ 78,583,574 | \$ 84,480,121 | \$ 81,799,294 | \$ - | \$ 2,063,024 | 2.59% |

EXPENDITURE SUMMARY

| EDUCATION | | | | | | | | | | |
|---------------------------------|--------------------------|-----------------------|--------------------------|----------------------|-----------------------|-----------------------|-------------|---------------------|--------------|--|
| Board of Education | \$ 116,281,237.00 | \$ 117,774,174 | \$ 50,316,331.83 | \$117,774,174 | \$ 121,489,163 | \$ 121,189,163 | | \$ 3,414,989 | 2.90% | |
| Priv. Sch. Health & Welfare | \$ 410,182.56 | \$ 426,145 | \$ - | \$ 426,145 | \$ 434,928 | \$ 434,928 | | \$ 8,783 | 2.06% | |
| Transitional Living Center | \$ 188,821.00 | \$ 68,622 | \$ 34,311.00 | \$ 68,622 | \$ 68,622 | \$ 68,622 | | \$ - | 0.00% | |
| TOTAL | \$ 116,880,240.56 | \$ 118,268,941 | \$ 50,350,642.83 | \$118,268,941 | \$ 121,992,713 | \$ 121,692,713 | \$ - | \$ 3,423,772 | 2.89% | |
| | | | | | | | | | | |
| GENERAL FUND TOTAL | \$ 189,566,961.84 | \$ 198,005,211 | \$ 94,842,869.86 | \$196,852,515 | \$ 206,472,834 | \$ 203,492,007 | \$ - | \$ 5,486,796 | 2.77% | |
| | | | | | | | | | | |
| OTHER BUDGETED FUNDS: | | | | | | | | | | |
| FIRE FUND | \$ 17,876,595.31 | \$ 18,541,172 | \$ 9,589,879.55 | \$ 18,255,811 | \$ 19,440,863 | \$ 19,440,863 | \$ - | \$ 899,691 | 4.85% | |
| INFORMATION SYSTEMS FUND | \$ 2,090,526.99 | \$ 2,281,993 | \$ 1,143,948.33 | \$ 2,192,142 | \$ 2,596,267 | \$ 2,296,267 | \$ - | \$ 14,274 | 0.63% | |
| WATER FUND | \$ 8,125,633.23 | \$ 8,625,217 | \$ 4,556,308.51 | \$ 8,332,496 | \$ 9,185,828 | \$ 9,005,828 | \$ - | \$ 380,611 | 4.41% | |
| SEWER FUND | \$ 6,831,010.53 | \$ 9,817,828 | \$ 4,005,398.62 | \$ 9,641,796 | \$ 11,385,014 | \$ 10,185,014 | \$ - | \$ 367,186 | 3.74% | |
| SANITATION FUND | \$ 6,672,410.56 | \$ 7,816,104 | \$ 2,820,035.64 | \$ 7,702,279 | \$ 7,849,543 | \$ 7,849,543 | \$ - | \$ 33,439 | 0.43% | |
| | | | | | | | | | | |
| GRAND TOTAL | \$ 231,163,138.46 | \$ 245,087,525 | \$ 116,958,440.51 | \$242,977,038 | \$ 256,930,349 | \$ 252,269,522 | \$ - | \$ 7,181,997 | 2.93% | |

REVENUE SUMMARY

| GENERAL RELATED | | Collected 2020/21 | Adopted Projection 2021/22 | Revised Estimate 2021/22 | Manager's Projected 2022/23 | Adopted Projection 2022/23 | Change Over Current Year | Percent Change |
|------------------------------------|-----------|-----------------------|----------------------------------|--------------------------------|-----------------------------------|----------------------------------|-----------------------------|-------------------|
| Property Taxes | | | | | | | | |
| Taxes - Current Year | \$ | 145,529,514.76 | \$ 147,546,298 | \$ 147,546,298 | \$ 153,327,046 | | \$ 5,780,748 | 3.92% |
| Motor Vehicle Supplement | \$ | 1,616,072.98 | \$ 1,729,000 | \$ 1,729,000 | \$ 1,929,000 | | \$ 200,000 | 11.57% |
| Taxes - Prior Years | \$ | 1,756,768.60 | \$ 2,250,000 | \$ 2,250,000 | \$ 2,250,000 | | \$ - | 0.00% |
| Suspense Collection | \$ | 294,633.00 | \$ 120,000 | \$ 120,000 | \$ 120,000 | | \$ - | 0.00% |
| Interest and Liens | \$ | 1,246,192.21 | \$ 1,230,000 | \$ 1,230,000 | \$ 1,250,000 | | \$ 20,000 | 1.63% |
| Total | \$ | 150,443,181.55 | \$ 152,875,298 | \$ 152,875,298 | \$ 158,876,046 | \$ - | \$ 6,000,748 | 3.93% |
| Permits, Licenses, Fees | | | | | | | | |
| Town Clerk Fees | \$ | 1,259,329.83 | \$ 1,180,000 | \$ 1,400,000 | \$ 1,200,000 | | \$ 20,000 | 1.69% |
| Town Clerk Land Record Fees | \$ | 15,732.00 | \$ 13,000 | \$ 13,000 | \$ 15,000 | | \$ 2,000 | 15.38% |
| Citizen Services Fees | \$ | 945.00 | \$ 8,000 | \$ 8,000 | \$ 4,000 | | \$ (4,000) | -50.00% |
| Building Inspection | \$ | 1,280,081.04 | \$ 1,030,000 | \$ 1,200,000 | \$ 1,100,000 | | \$ 70,000 | 6.80% |
| Engineering | \$ | 202.00 | \$ 2,000 | \$ 2,000 | \$ 500 | | \$ (1,500) | -75.00% |
| Road Cut Permits | \$ | 21,200.00 | \$ 20,000 | \$ 20,000 | \$ 20,000 | | \$ - | 0.00% |
| Health | \$ | 69,914.71 | \$ 74,000 | \$ 74,000 | \$ 74,000 | | \$ - | 0.00% |
| Planning and Zoning | \$ | 11,070.00 | \$ 15,000 | \$ 15,000 | \$ 12,000 | | \$ (3,000) | -20.00% |
| Police - Permits | \$ | 62,787.96 | \$ 35,000 | \$ 35,000 | \$ 35,000 | | \$ - | 0.00% |
| Bingo Proceeds | \$ | 5,147.91 | \$ 4,000 | \$ 4,000 | \$ 5,000 | | \$ 1,000 | 25.00% |
| Dog Licenses | \$ | 8,989.50 | \$ 10,000 | \$ 10,000 | \$ 8,000 | | \$ (2,000) | -20.00% |
| Dog Warden | \$ | 1,501.00 | \$ 1,500 | \$ 1,500 | \$ 1,500 | | \$ - | 0.00% |
| Police - Fines | \$ | 6,975.50 | \$ 20,000 | \$ 20,000 | \$ 10,000 | | \$ (10,000) | -50.00% |
| Library - Fines | \$ | 17,196.37 | \$ 20,000 | \$ 20,000 | \$ - | | \$ (20,000) | -100.00% |
| Total | \$ | 2,761,072.82 | \$ 2,432,500 | \$ 2,822,500 | \$ 2,485,000 | \$ - | \$ 52,500 | 2.16% |
| Charges for Services | | | | | | | | |
| Cemetery Fees | \$ | 253,855.00 | \$ 200,000 | \$ 200,000 | \$ 225,000 | | \$ 25,000 | 12.50% |
| Fleet Maintenance | \$ | 92,490.62 | \$ 100,000 | \$ 100,000 | \$ 100,000 | | \$ - | 0.00% |
| Grocery Bags | \$ | - | \$ 100 | \$ 100 | \$ 100 | | \$ - | 0.00% |
| Health - Flu Clinic | \$ | - | \$ - | \$ - | \$ - | | \$ - | N/A |
| Senior Center Activities | \$ | 1,325.00 | \$ 14,500 | \$ 14,500 | \$ 14,500 | | \$ - | 0.00% |
| Welfare Clients | \$ | 13,268.89 | \$ 500 | \$ 500 | \$ 500 | | \$ - | 0.00% |
| Recreation - General Facility Pass | \$ | 8,166.00 | \$ 27,000 | \$ 27,000 | \$ 27,000 | | \$ - | 0.00% |
| Recreation - Organized Sports | \$ | - | \$ 12,000 | \$ 12,000 | \$ 12,000 | | \$ - | 0.00% |
| Recreation - Aquatics | \$ | 12,075.00 | \$ 32,000 | \$ 32,000 | \$ 32,000 | | \$ - | 0.00% |
| Recreation - Summer Camp | \$ | 53,000.04 | \$ 200,000 | \$ 200,000 | \$ 100,000 | | \$ (100,000) | -50.00% |
| Total | \$ | 434,180.55 | \$ 586,100 | \$ 586,100 | \$ 511,100 | \$ - | \$ (75,000) | -12.80% |
| State and Federal Grants | | | | | | | | |
| PILOT State Property | \$ | 428,017.00 | \$ 428,017 | \$ 980,303 | \$ 980,303 | | \$ 552,286 | 129.03% |
| PILOT Tax Exempt Property | \$ | 552,286.00 | \$ 552,286 | \$ - | \$ - | | \$ (552,286) | -100.00% |
| M. Pequot/Mohegan Fund Grant | \$ | 412,450.00 | \$ 412,450 | \$ 412,450 | \$ 412,450 | | \$ - | 0.00% |
| PILOT - Phone Company | \$ | 85,003.78 | \$ 86,441 | \$ 86,441 | \$ 85,000 | | \$ (1,441) | -1.67% |
| Municipal Stabilization Grant | \$ | 780,354.00 | \$ 780,354 | \$ 780,354 | \$ 780,354 | | \$ - | 0.00% |
| Veterans Exemption Reimburse | \$ | 49,050.72 | \$ 52,000 | \$ 52,000 | \$ 50,000 | | \$ (2,000) | -3.85% |
| Disability Reimbursement | \$ | 7,908.81 | \$ 8,000 | \$ 8,190 | \$ 8,000 | | \$ - | 0.00% |
| State Historic Preservation Grant | \$ | - | \$ - | \$ - | \$ - | | \$ - | N/A |
| Controlling Interest Transfer Tax | \$ | 7,534.58 | \$ 10,500 | \$ 10,500 | \$ 10,000 | | \$ (500) | -4.76% |
| Town Aid Roads | \$ | 643,841.41 | \$ 643,681 | \$ 643,681 | \$ 643,903 | | \$ 222 | 0.03% |
| Federal Highway Safety | \$ | - | \$ 16,000 | \$ 16,000 | \$ - | | \$ (16,000) | -100.00% |
| Emergency Management | \$ | - | \$ 28,195 | \$ 28,195 | \$ - | | \$ (28,195) | -100.00% |
| Youth Service Bureau | \$ | 45,689.01 | \$ 32,000 | \$ 32,000 | \$ 32,000 | | \$ - | 0.00% |
| E-911 Dispatch Grant | \$ | 159,899.09 | \$ 129,500 | \$ 129,500 | \$ 159,000 | | \$ 29,500 | 22.78% |
| Health - Per Capita Grant | \$ | 62,306.24 | \$ 61,000 | \$ 111,137 | \$ 61,000 | | \$ - | 0.00% |
| Library Support/Connecticard | \$ | 75,320.00 | \$ 28,000 | \$ 55,000 | \$ 30,000 | | \$ 2,000 | 7.14% |
| Grant for Municipal Projects | \$ | 1,506,098.00 | \$ 1,506,098 | \$ 1,912,643 | \$ 1,912,643 | | \$ 406,545 | 26.99% |
| ARPA Reimbursable Expenses | \$ | - | \$ 290,000 | \$ - | \$ - | | \$ (290,000) | -100.00% |
| Total | \$ | 4,815,758.64 | \$ 5,064,522 | \$ 5,258,395 | \$ 5,164,653 | \$ - | \$ 100,131 | 1.98% |

REVENUE SUMMARY

| GENERAL RELATED | Collected 2020/21 | Adopted Projection 2021/22 | Revised Estimate 2021/22 | Manager's Projected 2022/23 | Adopted Projection 2022/23 | Change Over Current Year | Percent Change |
|---------------------------------|--------------------------|----------------------------------|--------------------------------|-----------------------------------|----------------------------------|-----------------------------|-------------------|
| Income from Assets | | | | | | | |
| Interest on Investments | \$ 81,587.19 | \$ 210,000 | \$ 210,000 | \$ 600,000 | | \$ 390,000 | 185.71% |
| Rent | \$ 203,122.20 | \$ 225,000 | \$ 225,000 | \$ 200,000 | | \$ (25,000) | -11.11% |
| Sale of Town-Owned Property | \$ 58,181.50 | \$ 130,000 | \$ 130,000 | \$ 130,000 | | \$ - | 0.00% |
| Total | \$ 342,890.89 | \$ 565,000 | \$ 565,000 | \$ 930,000 | \$ - | \$ 365,000 | 64.60% |
| Interfund Transfers | | | | | | | |
| Fire | \$ 337,541.00 | \$ 344,292 | \$ 344,292 | \$ 351,178 | | \$ 6,886 | 2.00% |
| Police Special Services | \$ 60,000.00 | \$ - | \$ - | \$ - | | \$ - | N/A |
| Capital Projects | \$ - | \$ - | \$ - | \$ - | | \$ - | N/A |
| Water | \$ 166,584.00 | \$ 169,916 | \$ 169,916 | \$ 173,314 | | \$ 3,398 | 2.00% |
| Sewer | \$ 128,264.00 | \$ 130,830 | \$ 130,830 | \$ 133,446 | | \$ 2,616 | 2.00% |
| Sanitation Fund | \$ 112,993.00 | \$ 115,253 | \$ 115,253 | \$ 117,558 | | \$ 2,305 | 2.00% |
| Trust Funds | \$ 32,000.00 | \$ 32,000 | \$ 32,000 | \$ 32,000 | | \$ - | 0.00% |
| Water/Sewer Transfer for Engin. | \$ 903,031.00 | \$ 921,091 | \$ 921,091 | \$ 939,512 | | \$ 18,421 | 2.00% |
| PILOT Housing Authority | \$ 102,844.96 | \$ 98,000 | \$ 105,526 | \$ 105,000 | | \$ 7,000 | 7.14% |
| PILOT Bennet Housing | \$ 69,022.80 | \$ 68,000 | \$ 69,023 | \$ 70,000 | | \$ 2,000 | 2.94% |
| Total | \$ 1,912,280.76 | \$ 1,879,382 | \$ 1,887,931 | \$ 1,922,008 | \$ - | \$ 42,626 | 2.27% |
| Miscellaneous Income | | | | | | | |
| Unclassified Revenue | \$ 156,518.11 | \$ 75,000 | \$ 109,957 | \$ 100,000 | | \$ 25,000 | 33.33% |
| Camp Kennedy Donations | \$ (30.00) | \$ 600 | \$ 600 | \$ 600 | | \$ - | 0.00% |
| ISO-NE Demand Response | \$ - | \$ - | \$ - | \$ - | | \$ - | N/A |
| OTB Revenue | \$ 34,649.61 | \$ 60,000 | \$ 60,000 | \$ 30,000 | | \$ (30,000) | -50.00% |
| Citizen Service Sales | \$ 1,508.85 | \$ 4,500 | \$ 4,500 | \$ 1,500 | | \$ (3,000) | -66.67% |
| Main Street Banner Sales | \$ 1,250.00 | \$ 2,000 | \$ 2,000 | \$ 2,000 | | \$ - | 0.00% |
| Total | \$ 193,896.57 | \$ 142,100 | \$ 177,057 | \$ 134,100 | \$ - | \$ (8,000) | -5.63% |
| Total Non-Education | \$ 160,903,261.78 | \$ 163,544,902 | \$ 164,172,280 | \$ 170,022,907 | \$ - | \$ 6,478,005 | 3.96% |
| EDUCATION RELATED | Collected 2020/21 | Adopted Projection 2021/22 | Revised Estimate 2021/22 | Manager's Projected 2022/23 | Adopted Projection 2022/23 | Change Over Current Year | Percent Change |
| Charges for Services | | | | | | | |
| Tuition - High School | \$ 20,931.11 | \$ 200,000 | \$ 200,000 | \$ 200,000 | | \$ - | 0.00% |
| Total | \$ 20,931.11 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ - | \$ - | 0.00% |
| State and Federal Grants | | | | | | | |
| General State Aid (ECS)* | \$ 30,479,491.00 | \$ 32,120,309 | \$ 30,619,100 | \$ 30,619,100 | | \$ (1,501,209) | -4.67% |
| Private School Health & Welfare | \$ 162,934.00 | \$ 140,000 | \$ 140,000 | \$ 150,000 | | \$ 10,000 | 7.14% |
| Total | \$ 30,642,425.00 | \$ 32,260,309 | \$ 30,759,100 | \$ 30,769,100 | \$ - | \$ (1,491,209) | -4.62% |
| Total Education Revenue | \$ 30,663,356.11 | \$ 32,460,309 | \$ 30,959,100 | \$ 30,969,100 | \$ - | \$ (1,491,209) | -4.59% |
| Use of Fund Balance | \$ - | \$ 2,000,000 | \$ 1,721,134 | \$ 2,500,000 | | \$ 500,000 | 25.00% |
| GENERAL FUND TOTAL | \$ 191,566,617.89 | \$ 198,005,211 | \$ 196,852,515 | \$ 203,492,007 | \$ - | \$ 5,486,796 | 2.77% |
| FIRE FUND | \$ 17,582,013.90 | \$ 18,206,172 | \$ 18,206,172 | \$ 19,440,863 | \$ - | \$ 1,234,691 | 6.78% |
| INFORMATION SYSTEMS FUND | \$ 2,029,982.75 | \$ 2,073,528 | \$ 2,073,528 | \$ 2,176,955 | \$ - | \$ 103,427 | 4.99% |
| WATER FUND | \$ 9,632,831.70 | \$ 9,100,652 | \$ 9,519,649 | \$ 10,048,890 | \$ - | \$ 948,238 | 10.42% |
| SEWER FUND | \$ 10,222,977.73 | \$ 9,656,814 | \$ 10,557,932 | \$ 10,181,752 | \$ - | \$ 524,938 | 5.44% |
| SANITATION FUND | \$ 8,742,523.46 | \$ 8,146,100 | \$ 9,699,065 | \$ 8,531,100 | \$ - | \$ 385,000 | 4.73% |
| GRAND TOTAL | \$ 239,776,947.43 | \$ 245,188,477 | \$ 246,908,861 | \$ 253,871,567 | \$ - | \$ 8,683,090 | 3.54% |

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

AUTHORIZED & FUNDED POSITIONS

| Full Time Positions | Authorized 2020/21 | Authorized 2021/22 | Funded 2021/22 | Authorized 2022/23 | Funded 2022/23 |
|---|-----------------------|-----------------------|-------------------|-----------------------|-------------------|
| GENERAL GOVERNMENT | | | | | |
| Board of Directors | 1.25 | 1.25 | 1.25 | 1.25 | 1.25 |
| General Manager | 4.25 | 4.25 | 3.75 | 4.25 | 3.75 |
| Budget and Research | 3.00 | 3.00 | 2.00 | 3.00 | 2.00 |
| Human Resources | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Customer Service & Information | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Finance Administration & Insurance | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 |
| Accounting | 9.00 | 9.00 | 7.00 | 9.00 | 7.00 |
| Assessment/Collection | 10.00 | 10.00 | 9.00 | 10.00 | 9.00 |
| Purchasing | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Planning and Economic Development | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 |
| Town Clerk | 6.00 | 6.00 | 5.00 | 6.00 | 5.00 |
| Registrars of Voters | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Town Attorney | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Information Systems | 14.00 | 14.00 | 12.00 | 14.00 | 12.00 |
| Total General Government | 71.00 | 71.00 | 63.50 | 71.00 | 63.50 |
| PUBLIC WORKS | | | | | |
| Administration | 1.95 | 1.95 | 1.95 | 1.95 | 1.95 |
| Engineering | 23.00 | 23.00 | 19.00 | 23.00 | 19.00 |
| Field Services | 57.25 | 57.25 | 55.25 | 57.25 | 55.25 |
| Facilities Management | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 |
| Building Inspection | 9.00 | 9.00 | 8.00 | 9.00 | 8.00 |
| Water | 26.65 | 26.65 | 26.15 | 26.65 | 26.15 |
| Sewer | 25.65 | 25.65 | 25.15 | 25.65 | 25.15 |
| Sanitation | 13.50 | 13.50 | 13.00 | 13.50 | 13.00 |
| Total Public Works | 165.00 | 165.00 | 156.50 | 165.00 | 156.50 |
| PUBLIC SAFETY | | | | | |
| Police-Sworn Officers | 124.00 | 124.00 | 117.00 | 124.00 | 117.00 |
| Police-Civilians | 37.50 | 37.50 | 35.50 | 37.50 | 35.50 |
| Emergency Management | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Fire | 86.00 | 86.00 | 85.00 | 86.50 | 85.25 |
| Total Public Safety | 248.50 | 248.50 | 238.50 | 249.00 | 238.75 |
| HUMAN SERVICES | | | | | |
| Administration | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Health | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 |
| Senior Center | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 |
| Senior, Adult and Family Services | 5.00 | 5.00 | 5.00 | 6.00 | 6.00 |
| Total Human Services | 20.00 | 20.00 | 20.00 | 21.00 | 21.00 |
| LEISURE SERVICES | | | | | |
| Library | 28.00 | 28.00 | 25.00 | 28.00 | 25.00 |
| Resource Office for Neigh. and Families | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Youth Services | 6.50 | 6.50 | 6.50 | 6.50 | 6.50 |
| Recreation | 9.00 | 9.00 | 8.00 | 9.00 | 8.00 |
| Total Leisure Services | 44.50 | 44.50 | 40.50 | 44.50 | 40.50 |
| TOTAL TOWN EMPLOYEES | 549.00 | 549.00 | 519.00 | 550.50 | 520.25 |

MILL RATE CALCULATION

GENERAL FUND

A. Adjusted Net Taxable Assessment \$4,871,667,730

THEREFORE, 1 MILL = \$4,871,668

B. Tax Dollars Required \$ 153,327,046

C. To allow for approximately 97.8% collection rate, mill rate should be calculated on a higher requirement; divide Item B by 97.8% \$156,776,121

D. Item C Amount, \$156,776,121 32.18
divided by mill value \$4,871,668
equals mill rate

FIRE DISTRICT SPECIAL FUND

A. Adjusted Net Taxable Assessment \$3,301,972,810

THEREFORE, 1 MILL = \$3,301,973

B. Tax Dollars Required \$15,630,034

C. Item B Amount, \$15,630,034 4.73
divided by mill value \$3,301,973
equals mill rate

SPECIAL TAXING DISTRICT

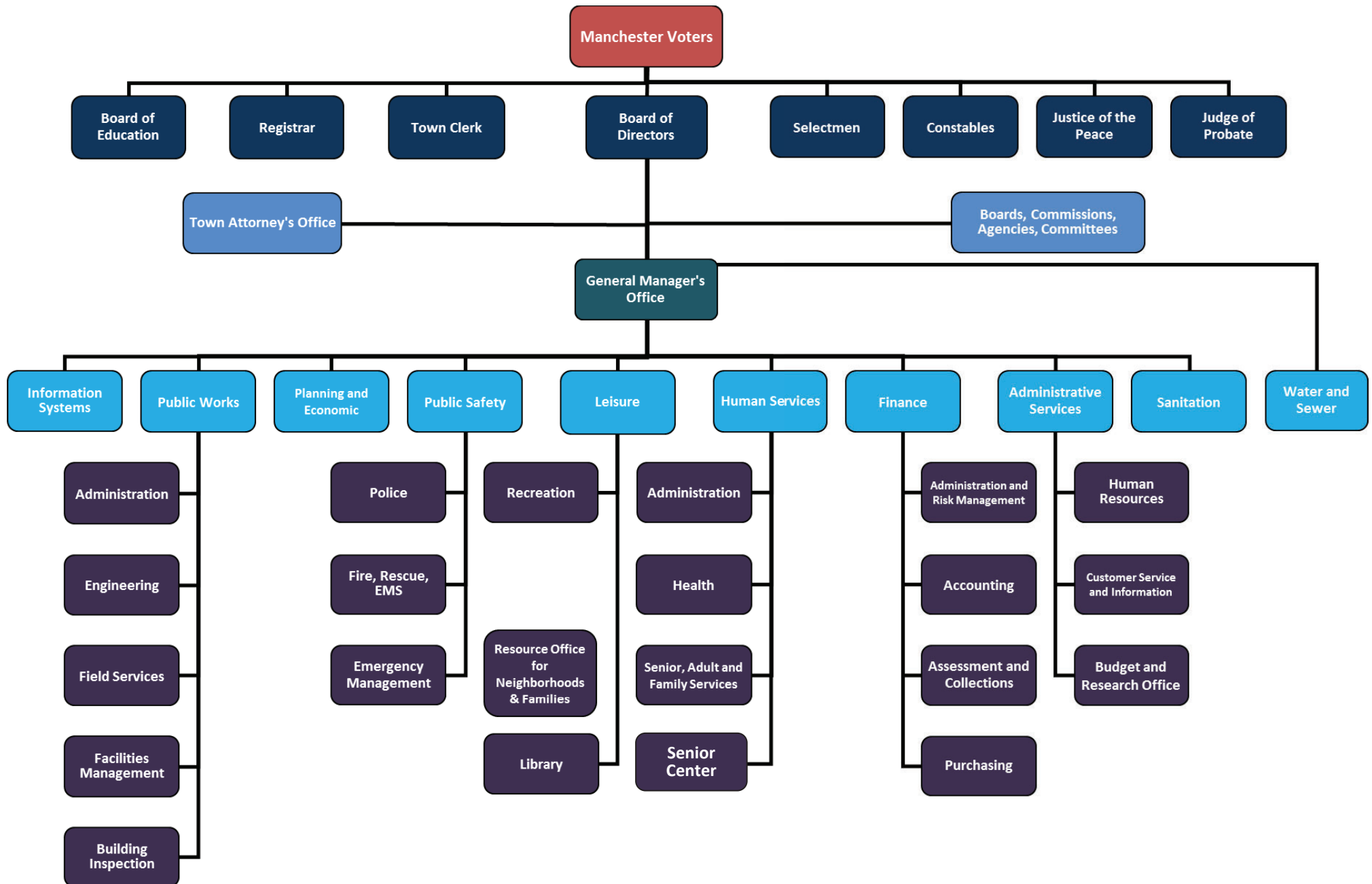
A. Net Taxable Assessment \$29,053,610

THEREFORE, 1 MILL = \$29,054

B. Tax Dollars Required \$83,674

C. Item B Amount, \$83,674 2.88
divided by mill value \$29,054
equals mill rate

ORGANIZATION CHART



General

| | | |
|--|------------|-----------|
| ACS, 2015–2019 | Manchester | State |
| Land Area <i>mi</i> ² | 27 | 4,842 |
| Population Density <i>people per mi</i> ² | 2,110 | 738 |
| Number of Households | 23,645 | 1,370,746 |
| Median Age | 35.7 | 41.0 |
| Median Household Income | \$74,503 | \$78,444 |
| Poverty Rate | 10% | 10% |

Economy

Top Industries

| | | | |
|-----------------------------------|------------|-----------|-----------|
| CT Department of Labor, 2019 | Employment | Employers | Av. Wages |
| 1 Retail Trade | 6,089 | 310 | \$33,095 |
| 2 Health Care & Social Assistance | 5,775 | 220 | \$52,623 |
| 3 Accommodation & Food Services | 3,299 | 170 | \$20,407 |
| 4 Manufacturing | 2,891 | 75 | \$74,907 |
| 5 Local Government | 2,111 | 19 | \$62,511 |
| All Industries | 27,731 | 1,818 | \$48,747 |

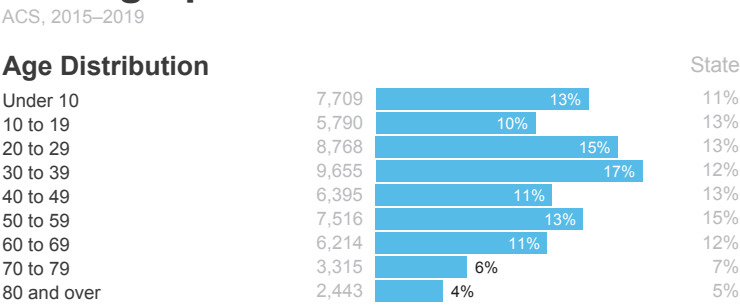
SOTS Business Registrations

| | | | | | |
|------------------------------------|-----|------|-------|------|-----|
| Secretary of the State, June 2021 | | | | | |
| Total Active Businesses | | | 4,802 | | |
| New Business Registrations by Year | | | | | |
| 2001 | 250 | 2006 | 293 | 2011 | 239 |
| 2002 | 261 | 2007 | 278 | 2012 | 265 |
| 2003 | 278 | 2008 | 244 | 2013 | 224 |
| 2004 | 306 | 2009 | 225 | 2014 | 212 |
| 2005 | 339 | 2010 | 230 | 2015 | 255 |
| | | | | 2016 | 304 |
| | | | | 2017 | 309 |
| | | | | 2018 | 324 |
| | | | | 2019 | 397 |
| | | | | 2020 | 448 |

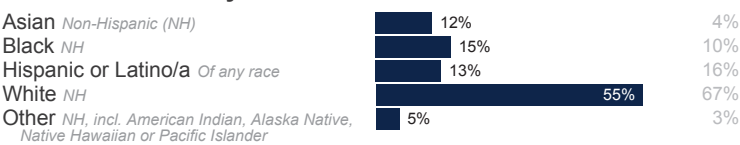
Key Employers

| | |
|--------------------------------|--|
| Data from municipalities, 2021 | |
| 1 Prospect ECHN | |
| 2 Allied Printing | |
| 3 Ahold Delhaize USA | |
| 4 Manchester Community College | |
| 5 Paradigm Precision | |

Demographics



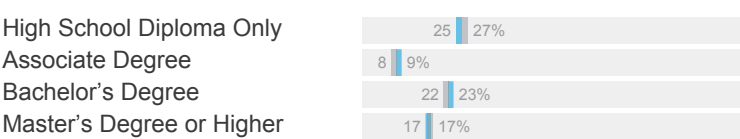
Race and Ethnicity



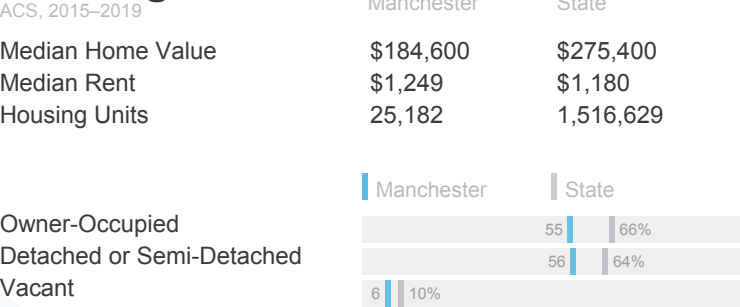
Language Spoken at Home



Educational Attainment



Housing



Schools

| | | | | |
|-------------------------------------|------------------|------------------|------------------|----------------------------|
| CT Department of Education, 2020-21 | Available Grades | Total Enrollment | Pre-K Enrollment | 4-Year Grad Rate (2018-19) |
| School Districts | | | | |
| Manchester School District | PK-12 | 6,091 | 195 | 82% |
| Odyssey Community School District | 1-8 | 328 | 0 | |
| Statewide | - | 513,079 | 15,300 | 88% |

Smarter Balanced Assessments

Met or exceeded expectations, 2018/19

| | Math | ELA |
|-----------------------------------|------|-----|
| Manchester School District | 29% | 35% |
| Odyssey Community School District | 46% | 56% |
| Statewide | 48% | 56% |

Manchester, Connecticut

57,805

Labor Force

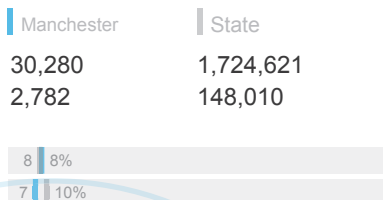
CT Department of Labor, 2020

| | | |
|------------|--------|-----------|
| Employed | 30,280 | 1,724,621 |
| Unemployed | 2,782 | 148,010 |

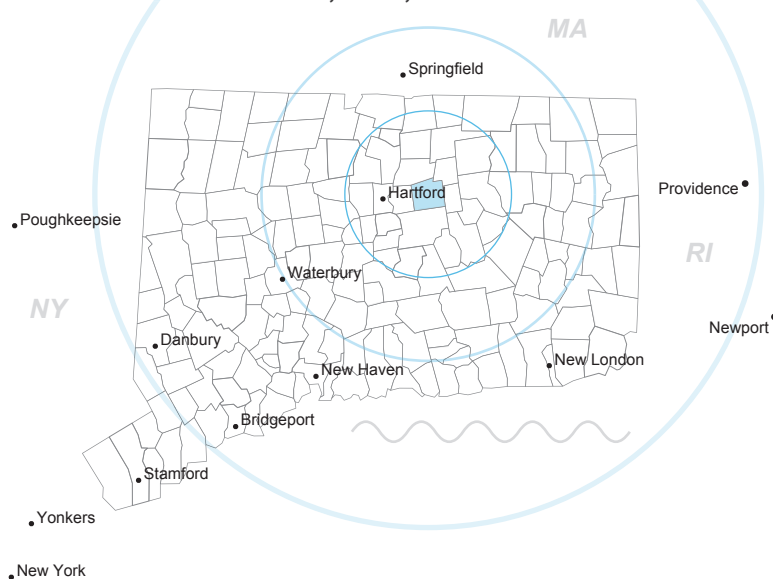
Unemployment Rate

Self-Employment Rate*

*ACS, 2015–2019



Catchment Areas of 15mi, 30mi, and 60mi



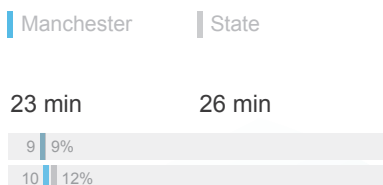
Access

ACS, 2015–2019

Mean Commute Time *Pre-Covid* 23 min 26 min

No Access to a Car

No Internet Access



Commute Mode

Public Transport

Walking or Cycling

Driving

Working From Home *Pre-Covid*

Public Transit

CTtransit Service

Other Public Bus Operations

Train Service

Local, Express, CTfastrak

-

-

Fiscal Indicators

CT Office of Policy and Management, SFY 2017-18

Municipal Revenue

| | |
|-------------------------------|---------------|
| Total Revenue | \$205,469,000 |
| Property Tax Revenue | \$141,097,000 |
| per capita | \$2,557 |
| per capita, as % of state av. | 84% |
| Intergovernmental Revenue | \$58,678,000 |
| Revenue to Expenditure Ratio | 102% |

Municipal Expenditure

| | |
|-------------------|---------------|
| Total Expenditure | \$202,357,000 |
| Educational | \$137,030,000 |
| Other | \$65,327,000 |

Grand List

| | |
|---------------------------------------|-----------------|
| Equalized Net Grand List | \$5,706,117,120 |
| per capita | \$98,895 |
| per capita, as % of state av. | 64% |
| Comm./Indust. Share of Net Grand List | 24% |

Actual Mill Rate

Equalized Mill Rate

34.85

25.85

Municipal Debt

| | |
|-------------------------------|---------------|
| Moody's Rating | Aa1 |
| Total Indebtness | \$110,640,000 |
| per capita | \$1,918 |
| per capita, as % of state av. | 74% |
| as percent of expenditures | 55% |

Annual Debt Service

as % of expenditures

\$11,940,000

6%



Search AdvanceCT's **SiteFinder**, Connecticut's most comprehensive online database of available commercial properties.
ctdata.org/sitefinder

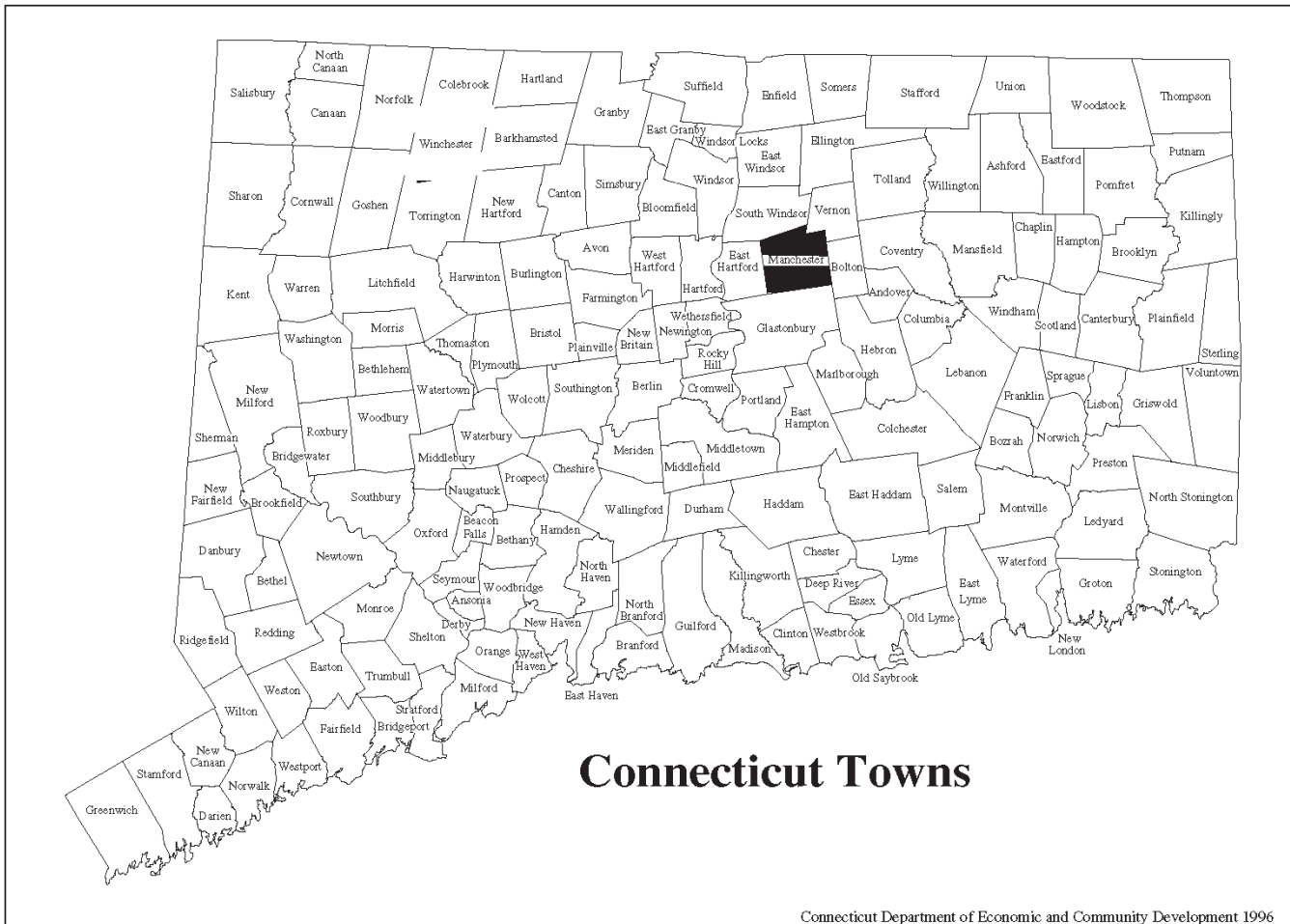
About Town Profiles

The Connecticut Town Profiles are two-page reports of demographic and economic information for each of Connecticut's 169 municipalities. Reports for 2016-2019 are available from profiles.ctdata.org.

Feedback is welcome, and should be directed to info@ctdata.org.

These Profiles can be used free of charge by external organizations, as long as *AdvanceCT* and *CTData Collaborative* are cited. No representation or warranties, expressed or implied, are given regarding the accuracy of this information.

ECONOMIC INFORMATION



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

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

The Town is a first tier suburban community with a diverse industrial, service and commercial tax base. Manchester continues to maintain a strong and diverse local economy during this period of sluggish state economic growth. The healthcare, aerospace, retail, wholesale trade, finance and insurance industries each have a major regional presence here. Historically an industrial center, Manchester's roughly 100 manufacturing firms include precision machining, plastics molding, metals fabricating and coating, and commercial printing operations. The location of Manchester Memorial Hospital in central Manchester provides a hub for almost 200 of our health care and social service establishments. Because of the Town's exceptional location relative to I-84, I-384, and I-91, all of which converge in the

ECONOMIC INFORMATION

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

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

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

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

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

Overview of the Budget Process

The Budget is prepared in accordance with Chapter 5 of the Town of Manchester Charter as amended most recently in 2008 and the Special Acts of the Connecticut General Assembly, 1974. The budget process, as guided by the Town Charter is as follows:

1. By February 14 of each year, the Board of Education and all departments must submit their budget requests to the General Manager.
2. The General Manager submits a recommended budget to the Board of Directors by March 13.
3. A public hearing on the budget recommended by the General Manager is held no later than March 23.
4. The Board of Directors adopts a budget no later than April 17.
5. Not later than 10 days following budget adoption, if a petition is signed by over 7% of Manchester registered voters, then a referendum will be held within 35 days of the budget adoption to accept or reject the budget.
6. If a referendum is held and the budget is rejected, with at least 15% voter turnout, then the Board of Directors shall revise the adopted budget.
7. The new fiscal year begins on July 1.

Budget Preparation & Adoption

The Budget is prepared in accordance with sections of Section 3-13 and Chapter 5 of the Town of Manchester Charter and Special Acts of the Connecticut General Assembly, 1974.

Sec. 5-2(a). Preparation.

The General Manager shall prepare and, not less than **one hundred and ten (110)** days prior to the beginning of each fiscal year, shall submit to the Board of Directors a tentative budget for the ensuing fiscal year and an explanatory budget message. Such tentative budget shall, where possible, include a statement of receipts during the last completed fiscal year, the receipts for the first six (6) months of the current fiscal year, an estimation of receipts for the entire fiscal year and an estimation of receipts during the ensuing fiscal year, all itemized in accordance with a classification approved by the Board of Directors. Such budget shall also, where possible, include a statement of the expenditures during the completed fiscal year, the expenditures

during the six (6) months of the current fiscal year, an estimation of the expenditures for the entire current year, the appropriations requested and the recommendations of the General Manager, as itemized by departments and in accordance with a classification by object of expenditure approved by the Board of Directors. Said budget message shall state the reason for any material increase or decrease in the estimate for the coming year of any item of receipts or expenditures from that for the current fiscal year. The Board of Education and each office, department and agency of the Town which requires an appropriation shall, not later than **February 14** of each year, submit to the General Manager a request for an appropriation for the ensuing year in accordance with a form prescribed by the General Manager and shall furnish the General Manager with such further information as to receipts and expenditures as he shall require. The request for an appropriation filed by the Board of Education with the General Manager shall be accompanied by a copy thereof for each member of the Board of Directors, and within fifteen (15) days after said filing, the General Manager shall call and attend a joint meeting of the two (2) Boards for the purpose of discussing the appropriation request of the Board of Education and the recommendations of the General Manager. After such discussion said joint meeting shall adjourn to a date not later than three (3) days before the General Manager submits his tentative budget to the Board of Directors in order to permit further discussion to be had on any decrease proposed or to be proposed by the General Manager in the appropriation request of the Board of Education. The Chairman of the Board of Education may at any time sign and file with the General Manager a written waiver dispensing with said adjourned joint meeting.

Sec. 5-3. Publication.

The budget and budget message and all supporting data shall be a public record in the office of the General Manager and shall be open to inspection at any reasonable time by any elector or taxpayer. The General Manager shall cause a summary of the tentative budget and budget message to be advertised in the same manner as provided for giving notice of a public hearing in § 3-8 of this Charter. The third such advertisement of the tentative budget and budget message shall appear not less than **one hundred and five (105) days** prior to the beginning of the ensuing fiscal year.

Sec. 5-4. Public hearings.

The Board of Directors shall hold a public hearing not less than **one hundred (100) days** prior to the beginning of the fiscal year at which any elector or taxpayer may have an opportunity to be heard. The Board of Directors shall determine the date of the hearing and shall cause a notice of the hearing to be published in a newspaper having a general circulation in the Town not less than three (3) times and not less than five (5) days prior to the date of the hearing. The hearing may be adjourned from time to time by the Board of Directors as it shall deem necessary.

Sec. 5-5. Consideration by the Board.

After the conclusion of the public hearing the Board of Directors shall continue its consideration of the tentative budget. The Board of Directors may revise any of the estimates of receipts or of expenditures for the ensuing fiscal year except that before inserting any new item of expenditure or increasing any item of expenditure either over the amount requested by any department or recommended by the General Manager, whichever amount shall be greater, it

must call another public hearing, giving notice of such hearing in the same manner as provided for giving notice of a public hearing in § 3-8 of this Charter. The notice of such hearing shall state the nature of the proposed additions or increases.

Sec. 5-6. Adoption.

The final budget shall be adopted by the Board of Directors not less than **seventy-five (75) days** prior to the beginning of the fiscal year. Should the Board of Directors take no final action to adopt the budget on or before the forty-fifth day prior to the beginning of the ensuing fiscal year, the tentative budget submitted by the General Manager shall be deemed to have been finally adopted by the Board of Directors, and it shall be the legal budget of the Town for the fiscal year ensuing, unless a petition for a budget referendum shall be filed and certified in accordance with § 3-13.

Sec. 5-7. Certification.

A copy of the budget as finally adopted shall be certified by the General Manager and recorded in a book kept for that purpose in the office of the Town Clerk. From the date of the beginning of the fiscal year the several amounts stated in the budget as proposed expenditures shall be and become appropriated to the several objects and purposes therein named.

Sec. 5-11. Expenditure prohibited.

No officer, employee, department or agency of the Town shall expend or contract to expend any money in excess of the amount appropriated for that office or department and for that general classification of expenditure. Any contract made in violation of this provision shall be null and void.

Sec. 5-11(a). Appropriation of gifts or other aid.

Any gift, contribution, income from trust funds, or other aid or income from any private source or from the federal or state governments, which is carried upon the records of the Town or is received after July 1, 1968, shall be entered upon the records of the General Fund in a manner recommended by the General Manager and approved by the Board of Directors. When so recorded, such amounts shall be deemed to be appropriated to the purposes of such gift, contribution or other aid or income.

Sec. 5-12. Lapse of appropriation.

All appropriations shall lapse at the end of the fiscal year to the extent that they shall not have been expended or lawfully encumbered excepting any funds appropriated to a reserve fund for capital and nonrecurring expenditures as authorized by Chapter 108 of the General Statutes and excepting any funds appropriated under the provisions of § 5-11(a) of this Charter.

Budget Referendum

Sec. 3-13. Petition for budget referendum.

If, not later than ten days after adoption of the budget in accordance with § 5-6, a petition signed by not less than seven percent of the electors of the Town, as determined from the latest official lists of the Registrars of Voters, is filed with the Town Clerk, to reject the budget adopted by the Board of Directors, the Town Clerk shall, within ten days thereafter, fix the day and place of a special Town election to vote on the petition to reject the adopted budget, and certify the same to the General Manager, and such election shall be called and held in accordance with the provisions of the General Statutes and this Charter for calling and holding a Town election. The day of such special election shall be not more than 35 days after the date of adoption of the budget.

The petition for budget referendum shall be in substantially the following form and shall be approved by the Town Clerk in accordance with section 79 of the General Statutes before circulation:

WARNING: ALL SIGNATURES SHALL BE IN INK OR INDELIBLE PENCIL

We, the undersigned electors of the Town of Manchester, present this petition requesting that the following question be referred to the voters at a referendum: "Shall the annual budget adopted by the Board of Directors on (here insert date of adoption) take effect as adopted?" We certify that we are electors of the Town of Manchester, residing at the addresses set opposite our names, and that we have not signed this petition more than once.

SIGNATURE PRINTED NAME NUMBER STREET

At the referendum, the electors shall choose one of the following three responses to the ballot question:

- Yes.
- No; the adopted budget is too high.
- No; the adopted budget is too low.

If a majority of the votes cast in the referendum are "Yes," or if the total number of votes cast in the referendum is less than 15% of the number of electors of the Town as determined from the latest official lists of the Registrars of Voters, the adopted budget shall take effect in accordance with the provisions of Chapter 5.

Provided that the total number of votes cast in the referendum is 15% or more of the number of electors of the Town, a combined "No" vote by a majority of the electors voting shall reject the adopted budget and require the Board of Directors to adopt a revised budget.

If the adopted budget is rejected, the Board of Directors shall, within seven days after the special election, adopt a revised budget, which may be less or greater than the adopted budget,

BUDGET POLICIES, STATUTES & CHARTER PROVISIONS

as the Board shall deem appropriate based on the results of the referendum. The revised budget shall take effect in accordance with the provisions of Chapter 5.

There shall be no more than one budget referendum in any year.

Balanced Budget Requirement

The Town Charter requires that the adopted budget be in balance. A balanced budget is one in which revenues are equal to expenditures.

Sec. 5-10. Tax rate.

The Board of Directors, at the meeting wherein the final budget is adopted in accordance with §5-6 of this chapter, shall also fix a tax rate which shall be sufficient, together with estimated receipts from other sources, to equal the sum of all appropriations which have been made, including any deficit from the prior year. This section shall not be construed to prevent the issuing of bonds to finance public improvements.

Budget Additions, Amendments & Transfers

The Town Charter provides for additions and amendments to the budget as follows:

Sec. 5-8. Additions.

Whenever the Board of Directors shall deem it necessary and in the best interests of the Town to do so, it may, by majority vote of all its members, make additional appropriations to the Board of Education or to any office, department or agency of the Town government and may make appropriations for purposes not included in the final budget but only after a public hearing to be advertised in the same manner as provided for giving notice of a public hearing in § 3-8 of this Charter. At such hearing any elector or taxpayer of the Town may have an opportunity to be heard. Whenever any such additional or new appropriation increases the total of the expenditure side of the budget, additional means of financing in a like amount shall be provided in such manner as may be determined by the Board of Directors.

Within the offices, departments and agencies, transfers may be made among accounts according to the Administrative Budget Transfers Policy:

Definitions:

Budget transfer: Any transfer of funds between appropriation accounts which results in an increase in the appropriated amount for one account and a decrease in a like amount in another account.

Administrative budget transfer: A budget transfer between appropriation accounts that does not require Board of Directors approval.

Reclassification: A journal entry that changes the account(s) to which a previous revenue or expenditure entry was applied.

Purpose:

The Administrative Budget Transfer Policy is a budget management and internal control tool. The policy and process will ensure that plans for addressing changing financial circumstances or operations are in place in advance of the financial impact of those changes.

Budget transfers may be necessary for any one of several reasons. At times, objectives may be realigned requiring a corresponding realignment of resources. Transfers may also be needed as a result of actual expenditures varying significantly from original estimates.

Required Approvals:

Transfers between classifications specified in the Budget Resolutions adopted by the Board of Directors require Board approval. For example, a transfer from the General Fund Contingency account in Fixed/Miscellaneous to an operating department account requires Board approval.

Administrative budget transfers occur between accounts within an operating department and do not require Board approval. They can be carried out administratively, requiring review and approval by the Budget and Research Office, the Accounting Office and, depending on the dollar amount, the General Manager.

1. Administrative Budget Transfers of less than \$10,000:

Required approvals:

- Department Head – Requesting authority
- Budget and Research Office – Review authority
- Accounting Office – Implementation authority

2. Administrative Budget Transfers of \$10,000 or more:

Required approvals:

- Department Head – Requesting authority
- Budget and Research Office – Review authority
- Accounting Office – Implementation authority
- General Manager – Approval

Requests for Administrative Budget Transfers

Requests for administrative budget transfers are to be made using the Munis Budget Transfers and Amendments function. The approval process will be carried out through the Munis workflow function.

Approval of administrative budget transfers will generally be limited to those that occur within the same category of expenditure accounts (such as transfers between two different supplies accounts). In some cases, transfers between expenditures in different categories may be requested after consultation with the General Manager and/or Budget and Research Officer.

Budget Preparation & Adoption

The Town Charter sets out the process and requirements for capital improvement planning.

Sec. 5-2(b). Submission to Board of Directors.

The Manager shall prepare and submit to the Board of Directors a six-year capital improvement program as part of the tentative budget.

Sec. 5-2(c). Contents.

The capital improvement program shall include:

- (1) A clear general summary of its contents;
- (2) A list of all capital improvements for the Town including capital improvements of the Board of Education which are proposed to be undertaken during the six (6) fiscal years next ensuing with appropriate supporting information as to the necessity for such improvements;
- (3) Cost estimates, methods of financing, and recommended time schedules for each such improvement; and
- (4) The estimated annual cost of operating and maintaining the facilities to be constructed or acquired.

The above information shall be revised and extended each year with regard to capital improvements still pending or in process of construction or acquisition.

Sec. 5-2(d). Definition.

For the purpose of this chapter, “capital improvement program” means a priority schedule of any and all necessary municipal capital improvements projected for a period of not less than six (6) years and so prepared as to show the general description, location and estimated cost of each individual capital improvement and including the proposed method of financing; “capital improvement” means a major improvement or betterment of a nonrecurring nature to the physical plant of the municipality as differentiated from ordinary repairs or maintenance of a recurring nature or the acquisition of any specific item of capital equipment.

Debt Policy

Bond Authorization

Bond authorization requires approval by a majority vote of all members of the Board of Directors. The Town Charter provides that all capital projects that are financed by the issuance

of bonds or notes in anticipation of bonds must be approved by the voters of the Town at a regular or special election.

Sec. 5-25. Borrowing for capital improvements.

To finance all or any part of the expense of any capital project which the Town may lawfully construct or acquire, the Town may incur indebtedness by issuing its negotiable bonds, or notes in anticipation of bonds, subject to the limitations of the General Statutes. Such bonds shall be authorized by a majority vote of all the members of the Board of Directors. No bonds or notes in anticipation of bonds shall be issued, however, until the project for which the bonds or notes are to be issued has been favorably acted upon by the voters of the Town at any regular or special election duly warned for that purpose. The question to be voted upon at such election shall include a statement of the project and the estimated amount of expenditure, and no bonds or notes shall be issued for any project in excess of said estimate of expenditure. Whenever the actual cost of such a project is determined to be less than the amount derived from the sale of bonds approved for that purpose, all excess moneys remaining therefrom shall be applied to the retirement of said bonds, either to principal or interest or both. Whenever such a project has been approved and undertaken, all expenditures of funds and all purchases and contracts shall be accounted for and made in accordance with the provisions of this Charter pertaining to the accounting for and expenditure of budgeted funds. Nothing in this section shall be construed to limit or restrict the powers of the Town conferred under Chapter 38 of the General Statutes, entitled "Municipal Reserve Fund."

Maturities

General obligation bonds (serial and term) are required to be payable in maturities wherein a succeeding maturity may not exceed any prior maturity by more than fifty percent or aggregate annual principal and interest payments must be substantially equal, except for refunding bonds that result in net present value savings. The term of the issue may not exceed twenty years, except in the case of sewer bonds which may mature in up to thirty years.

Temporary Financing

When general obligation bonds have been authorized, bond anticipation notes may be issued maturing in not more than two years (CGS Sec. 7-378). Bond anticipation notes may be renewed up to eight years from their original date of issue as long as all project grant payments are applied toward payment of temporary notes when they become due and payable and the legislative body schedules principal reductions by the end of the third and each subsequent year thereafter in an amount equal to a minimum of 1/20th (1/30th for water and sewer projects) of the estimated net project cost (CGS Sec. 7-378a). The term of the bond issue is reduced by the amount of time temporary financing exceeds two years, or, for sewer projects, by the amount of time temporary financing has been outstanding.

Bond anticipation notes must be permanently funded no later than eight years from the initial borrowing date except for sewer notes issued in anticipation of State and/or Federal grants. If a written commitment exists, the municipality may renew the notes from time to time in terms

not to exceed six months until such time that the final grant payments are received (CGS Sec. 7-378b).

Temporary notes may also be issued for up to fifteen years for certain capital projects associated with the operation of a waterworks system (CGS Sec. 7-244a) or a sewage system (CGS Sec. 7-264a). In the first year following the completion of the project(s), or in the sixth year (whichever is sooner), and in each year thereafter, the notes must be reduced by at least 1/15 of the total amount of the notes issued by funds derived from certain sources of payment. Temporary notes may be issued in one year maturities for up to fifteen years in anticipation of sewer assessments receivable, such notes to be reduced annually by the amount of assessments received during the preceding year (CGS Sec. 7-269a).

Limitation of Indebtedness

State statutes also limit the total amount of indebtedness municipalities may incur in various categories of debt (CGS Sec. 7-374). Municipalities shall not incur indebtedness through the issuance of bonds which will cause aggregate indebtedness by class to exceed the following:

- General Purposes: 2.25 times the annual receipts from taxation
- School Purposes: 4.50 times the annual receipts from taxation
- Sewer Purposes: 3.75 times the annual receipts from taxation
- Urban Renewal Purposes: 3.25 times the annual receipts from taxation
- Pension Obligation Purposes: 3.00 times the annual receipts from taxation

In no case however, shall total indebtedness exceed seven times the base (annual receipts from taxation).

Investment of Town Funds

Investment of Town funds are made pursuant to Connecticut General Statutes Section 7-400.

Sec. 7-400. Investment of funds. The treasurer of any municipality, as defined in section 7-359, upon approval by the budget-making authority, as defined in said section, of any metropolitan district, of any regional school district, of any district as defined in section 7-324, and of any other municipal corporation or authority authorized to issue bonds, notes or other obligations under the provisions of the general statutes or any special act may invest the proceeds received from the sale of bonds, notes or other obligations, or other funds, including the general fund, as hereinafter provided:

(1) In (A) the obligations of the United States of America, including the joint and several obligations of the Federal Home Loan Mortgage Corporation, the Federal National Mortgage Association, the Government National Mortgage Association, the Federal Savings and Loan Insurance Corporation, obligations of the United States Postal Service, all the federal home loan banks, all the federal land banks, all the federal intermediate credit banks, the Central Bank for

BUDGET POLICIES, STATUTES & CHARTER PROVISIONS

Cooperatives, The Tennessee Valley Authority, or any other agency of the United States government, or (B) shares or other interests in any custodial arrangement, pool or no-load, open-end management-type investment company or investment trust registered or exempt under the Investment Company Act of 1940, 15 USC Section 80a-1 et seq. as from time to time amended, provided (i) the portfolio of such custodial arrangement, pool, investment company or investment trust is limited to obligations described in subparagraph (A) of this subdivision and repurchase agreements fully collateralized by any such obligations; (ii) such custodial arrangement, pool, investment company or investment trust takes delivery of such collateral either directly or through an authorized custodian; (iii) such custodial arrangement or pool is managed to maintain its shares at a constant net asset value or such investment company or investment trust is rated within one of the top two credit rating categories and, for any investment company or investment trust not managed to maintain its shares at a constant net asset value, within one of the top two risk rating categories of any nationally recognized rating service or of any rating service recognized by the Banking Commissioner; and (iv) the municipal corporation or authority only purchases and redeems shares or other interests in such investment company or investment trust through the use of, or the custodian of such custodial arrangement or pool is, a bank, as defined in section 36a-2, or an out-of-state bank, as defined in said section, having one or more branches in this state.

(2) In the obligations of any state of the United States or of any political subdivision, authority or agency thereof, provided that at the time of investment such obligations are rated within one of the top two rating categories of any nationally recognized rating service or of any rating service recognized by the Banking Commissioner.

(3) In the obligations of the state of Connecticut, or any regional school district, town, city, borough or metropolitan district in the state of Connecticut, provided that at the time of investment the obligations of such government entity are rated within one of the top three rating categories of any nationally recognized rating service or of any rating service recognized by the Banking Commissioner.

Description of Funds Subject to Appropriation

General Fund – The primary operating fund of the Town. This fund is used to account for all financial transactions and resources except those required to be accounted for in another fund. Revenues are derived primarily from property taxes, state and federal grants, licenses, permits, charges for service, and interest income. The operations and expense centers included in the General Fund are:

- 1) General Government
 - a) Board of Directors
 - b) General Manager
 - c) Budget & Research
 - d) Human Resources
 - e) Customer Service & Information
 - f) Finance
 - g) Accounting
 - h) Assessment/Collection
 - i) General Services
 - j) Planning and Economic Development
 - k) Town Clerk
 - l) Treasurer
 - m) Registrar of Voters
 - n) Town Attorney
 - o) Probate Court
- 2) Public Works
 - a) Administration
- b) Engineering
- c) Field Services
- d) Facilities Management
- e) Building Inspection
- 3) Public Safety
 - a) Police
 - b) Emergency Management
- 4) Human Services
 - a) Administration
 - b) Health
 - c) Senior, Adult and Family Services
 - d) Senior Center
- 5) Leisure, Families and Recreation
 - a) Recreation
 - b) Youth Service Bureau
 - c) Neighborhoods and Families
- 6) Library
- 7) Education
- 8) Fixed Costs, Miscellaneous, and Debt Service

Fire District Fund – Accounts for the financial activity of the South Manchester Fire District. Revenues are derived primarily from property taxes, state and federal grants, permits, charges for service, and interest income.

Enterprise Funds – Account for operations that are financed in a manner similar to private business enterprises, where the intent is that costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The three enterprise funds in the Town of Manchester are the Water, Sewer, and Sanitation funds.

Information Systems Fund – Accounts for the financial operations of the central information systems facility. Information Systems provides services to other departments on a cost-reimbursement basis.

Special Services District Fund – Accounts for the financial operations of the special downtown business district. The District adopts its own budget and the Board of Directors sets the mill rate for the Special Services District Fund.

The Town's audited financial statements include the Town's self-insurance funds, special revenue funds, and other un-appropriated funds not included in the budget document.

Basis of Budgeting

All budgets are prepared on the modified accrual basis. Under this basis of budgeting, revenues are only included if they will be measurable and available during the fiscal period. Expenditures are included if the obligation to pay will occur during the fiscal period, even if the actual cash outlay does not occur within the fiscal period. For debt service and certain other long-term liabilities, only the portion that is due within the fiscal period is included.

The basis of accounting used for budgetary purposes differs from that which is used in the audited financial statements. The audited financial statements are reported in accordance with generally accepted accounting principles (GAAP). Therefore, government-wide financial statements, proprietary fund and pension fund financial statements are reported using the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Governmental fund financial statements are reported using the modified accrual basis of accounting. This basis recognizes revenues as soon as they are both measurable and available (defined as being collected within 60 days of the end of the fiscal year). Most expenditures are recognized when a liability is incurred; however certain specific expenditures (debt service, compensated absences and claims/judgments) are recorded only when payment is due.

For the Town of Manchester, the specific differences between the modified accrual/accrual basis used in the financial statements and the budgetary basis of accounting are as follows:

- State of Connecticut “on-behalf” contributions are made to the Connecticut Teachers’ Retirement System for Town teachers. These contributions are not included in the budget; however, they are included in both revenue and expenditures on a GAAP basis.
- For budgetary purposes, encumbered amounts are treated as expenditures (i.e. purchases and commitments are reported as expenditures when ordered). The GAAP basis of accounting does not recognize encumbrances as expenditures until the items purchased are actually received.

A formal Budget-to-GAAP reconciliation is included in the Town’s comprehensive annual financial report

GLOSSARY OF TERMS

A

Account: a term used to describe an accounting code within any given organizational unit that is designated for specific types of expenses or revenues (e.g. “Regular Employee Salary,” “Professional Development,” “Equipment,” etc.). Referred to as an Object Code in Manchester’s accounting system.

Accounting System: Records and procedures which record, classify, and report information on the financial position and operation of the Town of Manchester. (See also: Munis)

Action Plan: A strategy or set of strategies that are applied towards meeting performance measurement targets.

Appropriation: An authorization made by the legislative body of a government that permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

Assessed Valuation: A valuation of real estate and certain personal property by the Town Assessor as a basis for levying property taxes. The assessed value of any property is set at 70% of its market value. The 70% assessment ratio is the same throughout Connecticut and is required by state law.

Asset: Resource held by the Town which has a monetary value.

Audit: A comprehensive investigation of the manner in which the government’s resources were actually utilized; conducted by an independent accounting firm on an annual basis.

B

Balanced Budget: A budget in which revenues are equal to expenditures.

Board of Directors: The nine-person elected legislative body of the Town, which includes the Mayor.

Bond: A written promise to pay a specified sum of money (called principal or face value) at a specified future date (called the maturity date[s]) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt.

Budget Document: The official written statement prepared by the budget office and supporting staff which presents the proposed budget to the legislative body. Following adoption, the proposed budget is revised to reflect changes made by the legislative body and is published as the Adopted Budget.

Budget Message: A general discussion of the proposed budget presented in writing as a part of or supplemental to the budget document. The budget message explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the chief executive.

C

Capital Asset: A physical asset that has useful life of more than one year and a value of \$5,000 or more.

Capital Expenditure: An expenditure that acquires, improves, expands, replaces or extends the life of a capital asset.

Capital Improvement: A major improvement or betterment of a nonrecurring nature to the physical plant of the town as differentiated by ordinary repairs or maintenance of a recurring nature or the acquisition of any specific item of capital equipment.

Capital Improvement Plan: A multi-year plan used to coordinate the financing and timing of capital asset replacements and improvements, usually covering a six-year period.

CCM: Connecticut Conference of Municipalities. A state-wide association of towns and cities, which provides a variety of services to its member municipalities including research, training, lobbying, and labor relations.

CDBG: Community Development Block Grant. A federal grant program administered by the Department of Housing and Urban Development (HUD).

Character: A grouping of accounts used to report budget allocations in the department detail sections of the budget book. The most common characters used are Personal Services, Employee Benefits, Purchased Services, and Supplies. Each of these consists of several accounts (e.g. Personal Services consists of Regular Salaries, Part Time Salaries, Overtime, etc.).

CHEFA: Connecticut Health and Educational Facilities Authority; a quasi-public entity which provides low-cost

GLOSSARY OF TERMS

financing to nonprofit entities, primarily for the rehabilitation or construction of health or educational facilities.

COLA: Cost of living adjustment; an adjustment which is applied annually to salaries and certain other contractual reimbursements in order to approximate the impact of inflation year to year.

Contingency Account: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

CRCOG: Capitol Region Council of Governments; a voluntary association of 29 municipal governments in central Connecticut which oversees regionalization of services, including procurement, planning, and advocacy.

CRRA: Connecticut Resource Recovery Authority; a quasi-public agency that oversees a number of regional trash-to-energy facilities, landfills, recycling centers, and transfer stations which serve over 110 Connecticut cities and towns.

Current Tax Levy: The total amount of revenues to be raised through property taxes at the current mill rate. The current tax levy is the central figure used to calculate the mill rate. It is distinct from non-current levy taxes which consist primarily of taxes and interest owed from prior years.

D

Debt Service: Payment of interest and repayment of principal on debt that the Town has issued, typically for large capital projects.

Deficit: (1) The excess of an entity's liabilities over its assets. (See Fund Balance). (2) The excess of expenditures or expenses over revenues during a single accounting period.

Delinquent Taxes: Taxes which remain unpaid on and after the date on which a penalty for non-payment is assessed.

Department: A major administrative section of the Town which indicates overall management responsibility for an operation or a group of related operations within a functional area (sometimes comprised of one or more divisions)

Division: An organizational subsection of a department.

E

ECS: Education Cost Share. The Education Cost Sharing (ECS) grant has been in existence since 1989-90. It continues to be Connecticut's primary education equalization aid program and accounts for well over 50 percent of the total state contribution to public elementary and secondary education.

Effectiveness: The degree to which outcomes measure up to the stated goals and objectives of a program.

Efficiency: The amount of input required to generate some fixed unit of output.

EMS: Emergency Medical Services; includes paramedic services, Emergency Medical Technicians (EMT's), first aid, basic and advanced life support, etc.

Encumbrance: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specific future expense.

Enterprise Fund: A fund established to account for operations financed in a manner similar to a private business enterprise; i.e., where the costs of providing goods and services to the public are financed or recovered through user charges.

Equity: The degree to which services benefit a set of constituents that accurately reflects the composition of the target population.

Expenditures: Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes are made.

F

Fiscal Year: An accounting period of 12 months, which in Connecticut begins on July 1 and ends on June 30. In Manchester, the fiscal year is typically named for the two calendar years it spans. For example, the fiscal year that begins on July 1, 2007 and ends on June 30, 2008 will be referred to as Fiscal Year (FY) 2007/08.

Fixed Asset: Assets of long-term character which are intended to be held or used, such as land, capital improvements, buildings, machinery, furniture and other equipment.

FTE: Full time equivalent; the equivalent of one full-time employee.

GLOSSARY OF TERMS

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

Fund Balance: The difference between assets and liabilities in a governmental fund at a particular point in time (such as the end of the fiscal year). A negative fund balance is sometimes referred to as a fund deficit. See Unreserved, Undesignated Fund Balance.

G

GAAP: Generally Accepted Accounting Principles; accounting rules used to prepare, present, and report financial statements for a wide variety of entities, including publicly-traded and privately-held companies, non-profit organizations, and governments.

General Fund: The fund that accounts for most municipal operations, including education, police, public works, human services, general government, recreation, library services, and most debt service.

General Manager: The Chief Executive Officer of the Town, not including the public education functions which are overseen by the Board of Education

General Obligation (GO) Bonds: When a government pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds. Sometimes the term is also used to refer to bonds that are to be repaid from taxes and other general revenues.

GIS (Geographic Information Systems): The use of computer software to produce detailed and interactive maps using aerial and/or satellite images.

Goals: Specific measurable results that a program is attempting to attain within some given timeframe

Grand List: 1) A valuation of real estate and certain personal property by the Town Assessor as a basis for levying property taxes. 2) The total of all Personal and Real Property on which taxes are based and levied.

Grant: A contribution of assets (usually cash) from one governmental unit or other organization to another unit or organization. Typically, these contributions are made to local

governments from the state and federal governments. Grants are usually made for specified purposes.

H

HUD: The U.S. Department of Housing and Urban Development.

I

Indicators: measurable characteristics or changes that represent achievement of an outcome

Information Services/ Information Technology (IS/IT): Services provided to develop and maintain computer hardware, software, applications, and infrastructure

Interfund Transfer: The shifting of dollars between government funds, often as reimbursement for shared resources or services provided by another Town government entity.

Inputs: Resources that are applied towards doing a specific job.

L

LoCIP: Local Capital Improvement Program. Used in reference to a State grant to municipalities for non-education related capital projects.

M

Mayor: The member of the Board of Directors who received the most votes and functions as the chairman of the board.

Mill: One tenth of one percent of the taxable Grand List

Mill Rate: The property tax rate that is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of property valuation.

GLOSSARY OF TERMS

Mission: the statement of purpose for a program or department.

Modified Accrual Basis: The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or available revenues, which should be accrued to reflect properly the taxes levied and revenue earned.

MSIP: Manchester Self Insurance Program; a fund that sets aside resources for the payment of insurance claims for which the Town is liable.

Munis: A software program that serves as Manchester's primary accounting system. All expenses, revenues, employee data, and budget information is entered into this system.

N

Non-Current Levy Taxes: Property tax revenues that consist primarily of taxes and interest owed from prior years. Non-current levy taxes are not included in the Current Tax Levy which is the central figure used to calculate the mill rate.

O

Object Code: *see Account.*

Objectives: general results that a program or department intends to achieve

Operating Budget: A plan of financial operation embodying an estimate of proposed expenditures for the calendar year and the proposed means of financing them (revenue estimates).

Outcomes: the broader implications of work efforts as they relate to the fundamental goals and objectives of said work. For example, the outcome of a road paving program could be measured in improved road quality rating, or reduction in the number of complaints received regarding poor road quality.

Outputs: The direct results of work efforts from any Town program or department, typically expressed in quantified units of measure. For example, the output of a road paving program could be measured in miles of roads paved.

P

Principal: the portion of debt payments put towards paying off the original amount financed, as opposed to interest which is charged over and above the amount borrowed.

PT: part time, referring to employees working fewer than the threshold number of hours per week to be considered full time.

R

Reserve: An account used to indicate that a portion of a fund balance is restricted for a specific purpose, typically spanning across fiscal years, and is therefore not available for general appropriation. An example would be a repairs and replacement reserve, in which funds are set aside for inevitable maintenance and replacement of a fixed asset.

Revaluation: the process through which the taxable value of real estate is re-assessed based on current market values, improvements and additions.

Revenue: The term designates an increase to a fund's assets which:

- does not increase a liability (e.g., proceeds from a loan);
- does not represent a repayment of an expenditure already made;
- does not represent a cancellation of certain liabilities; and
- does not represent an increase in contributed capital.

Revenue Estimate: A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.

RFP: Request for Proposals. This involves advertising in a publication and/or on the Town website that the Town is seeking some form of services from outside contractors. An RFP document is distributed to interested parties and defines the exact scope of work and specifications requested, as well as provides instructions for how proposals are to be submitted.

S

SMARTR: School Modernization and Reinvestment Team Revisited; refers to two sets of efforts to plan and fund a series

GLOSSARY OF TERMS

of school renovations & reorganizations (SMARTR 1 & 2) which were both approved for bond funding by the Manchester voters.

Special Assessment: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

STIF: State of Connecticut Treasurer's Short-Term Investment Fund.

Subsidy: Funding provided to an agency or organization to assist with operating expenses.

Surplus: The amount by which revenues exceed expenditures in a given year.

T

Tax Levy: The total amount to be raised by general property taxes.

Tax Rate: The amount of taxes (mills) levied for each \$1,000 of assessed valuation.

TOMMIF: Town of Manchester Medical Insurance Fund.

U

Unreserved, Undesignated Fund Balance: The portion of fund balance which has not been reserved or designated for a specified purpose. Can be considered the Town's available reserves or "rainy day" fund.

V

Vacancy Savings: Budgeted expenditures in a department's budget that remain unspent as a result of retirements and resignations, due to the gap in time between separation and recruitment of a new hire, and as a result of the wage differential between new employees and their predecessors.

Valuation: The official value established for various properties, within set State guidelines, for taxation purposes. The assessed valuation of property is that portion of the property's value against which taxes may be levied, which is 70% of the market value.

Y

YSB: Youth Services Bureau; a division of the Leisure, Families & Recreation department which oversees youth programming.