



Town of Manchester

Annual Operations & Performance Report



Fiscal Year 2017-2018



Annual Operations & Performance Report

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Manchester Board Members & General Manager



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

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



Annual Operations & Performance Report

Overview of the Report

In 2008, the Town of Manchester instituted a town-wide performance measurement initiative to systematically measure and report on Town department 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, 2018.

Our Annual Operations & Performance Report for FY 2018 sets out the Town's performance related to the Town of Manchester Strategic Goals. The following eight 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**
- **Financial Stability**

As a public services provider, the tremendous recognition from community and professional organizations bring the Town of Manchester lots of confidence to perform and serve better in an efficient manner. The 'Awards and Accolades' section highlights some of those acknowledgements that the Town of Manchester was credited with.

The Town of Manchester exercises prudent and proactive financial management, planning and budgetary control across town operations, with a commitment to continued achievement of high-level credit ratings and sustainable delivery of core services. An overview of its Financial Statements, Schedule of Revenues, Expenditures, and Changes in Fund Balance (Budget and Actual) for the year ended June 30, 2018 for the General Fund and Fire Fund have also been added to this report.

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

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

The 2018 Annual Operations & Performance Report was designed and prepared by the Office of Budget & Research. For questions, please contact Farhana Azmat, Management Analyst, at fazmat@manchesterct.gov or at 860 647-3010

A Day in Manchester

Did you know?

On a typical day, the Town of Manchester provides the following services to town residents:



45 uniformed police officers on duty
160 calls for police service



400 customers served at Town Hall

17 Firefighters on duty
24 calls for fire/EMS service



750 visitors to the Mary Cheney Public Library
250 visitors to the Whiton Public Library



11 building inspections
2 property maintenance inspections
3 neighborhood inspections
14 plan reviews
1 emergency call-out



45 meals served at the Senior Center

3,250 houses receiving curbside trash pickup
51 tons of trash collected



35 trips provided by the Senior Center van; and
2 trips by Senior, Adult, and Family Services



17 tons of recyclables collected



3 work orders completed by Building Maintenance

4.5 million gallons of drinking water treated and delivered
5.4 million gallons of waste water collected and treated



4 Mark-It resident service requests completed by Public Works



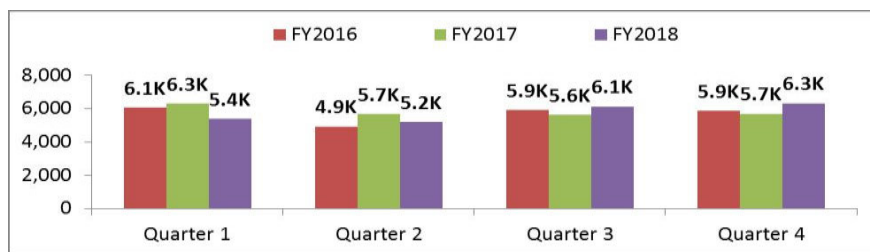


Effective Governance

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

How are we doing?

Customer Service & Information Center: Inquiries Received

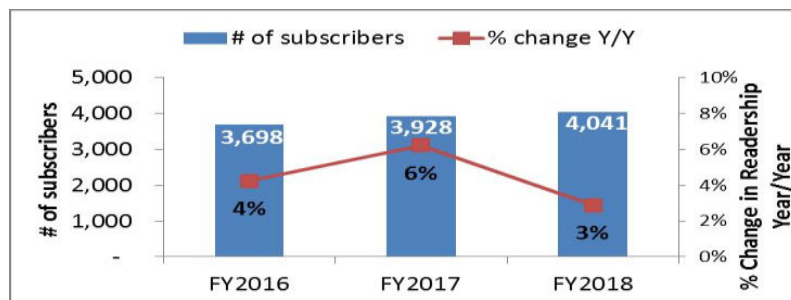


The Customer Service & Information Center responds to approximately 23,000 inquiries from residents, visitors, and businesses each year.

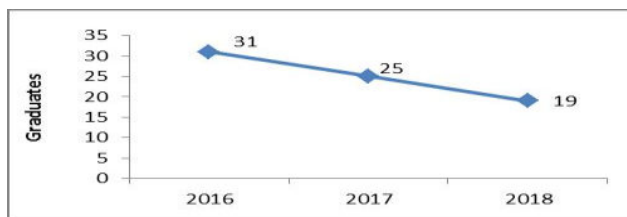
The Customer Service & Information Center is Manchester's one-stop municipal resource center, helping to connect residents, visitors, and businesses with a wide variety of Town services.

Manchester Matters Subscribers

Manchester Matters is a Town e-mail service, managed by the Customer Service & Information Center, that distributes approximately 3 e-mails per week to deliver information and keep residents informed of important events happening in Town. At the end of FY 2018, there were almost 4,000 subscribers to this service.



Government Academy Participation



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

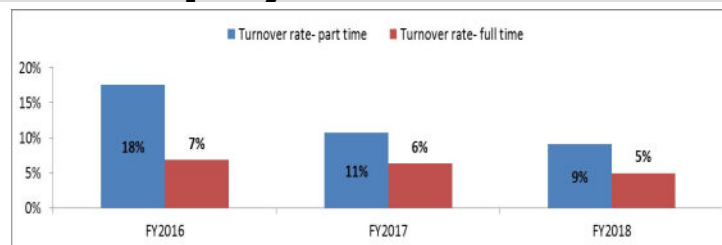


Government Academy is a ten-week course that offers the public a hands-on learning experience about Manchester local government. Over 500 citizens have participated in Government Academy since it began in 2002.

Town Employee Turnover Rate



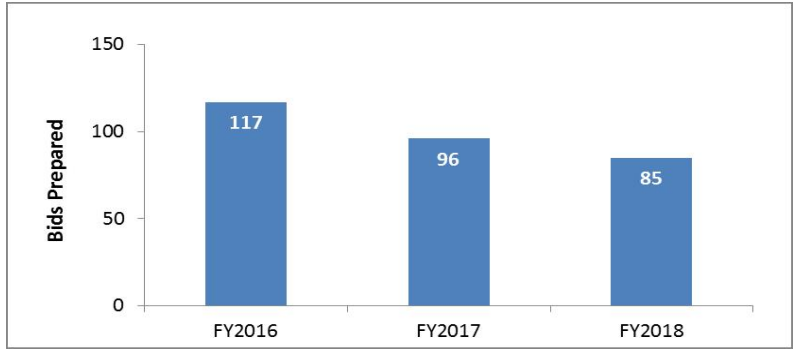
At 5%, Manchester's FY 2018 turnover rate for full-time employees is much lower than the national average of 18%, according to the Human Capital Benchmarking Report published by the Society for Human Resource Management.



Note: The abbreviation "FY" is used to denote fiscal year, which runs from July 1st to June 30th. FY 2018 is the period from July 1, 2017 to June 30, 2018

How are we doing?

General Services: Bids Prepared

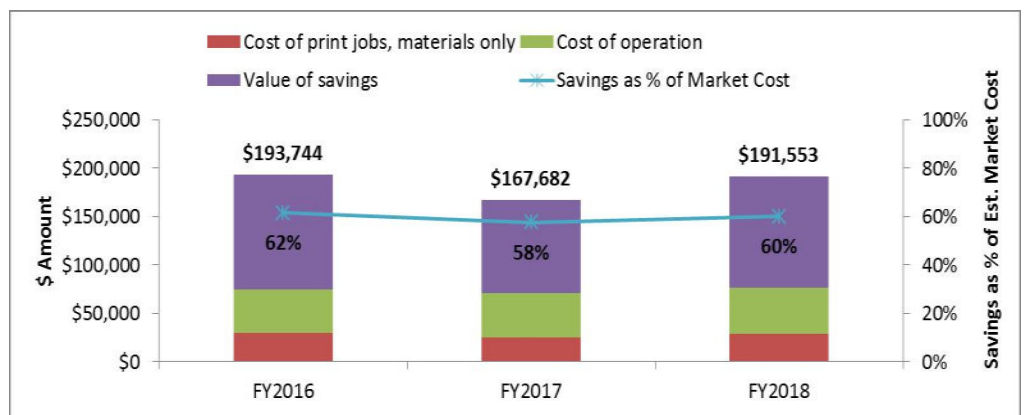


General Services prepares an average of 100 bids for goods and services for Town departments each year and evaluates an average of 862 bid responses per year.

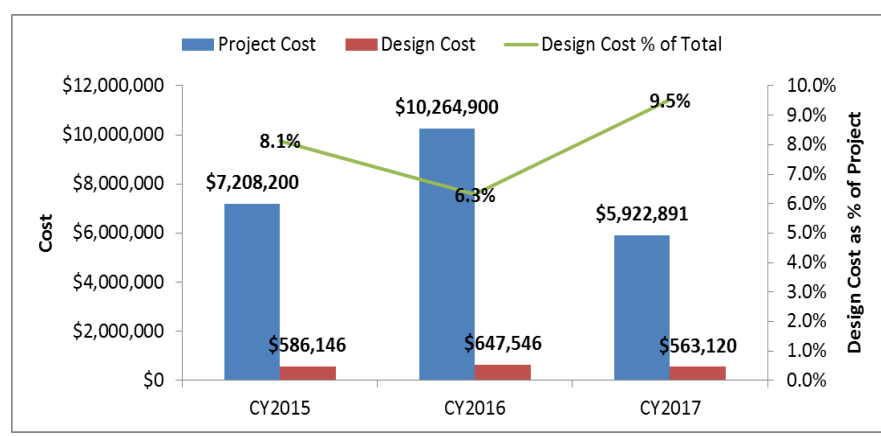


Print Shop: Estimated Value of Savings

As an alternative to contracting out print jobs, the General Services Division operates a print shop for Town departments. The estimated savings attributable to running this shop in FY 2018 was over \$190,000. The largest factor in determining the total savings in a given year is the type of print jobs done.



Engineering: Design Costs as a Percent of Project Costs



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

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



Engineering: Percent of Projects Meeting/Exceeding Standard

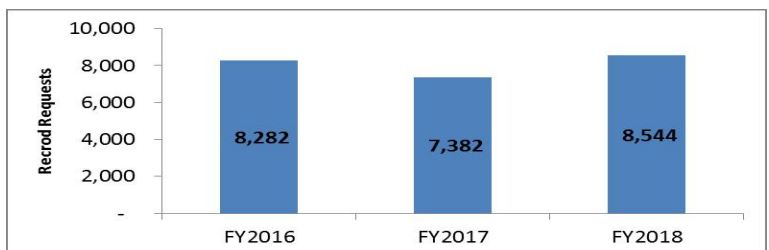
Over the past three calendar years, design costs for Engineering projects has been below the DOT private sector standard between 90% and 92% of the time.



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How are we doing?

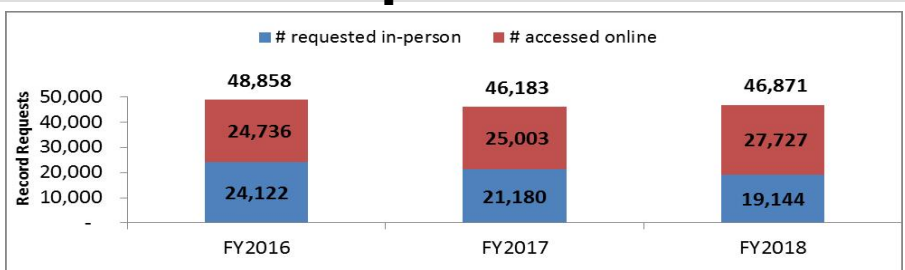
Town Clerk: Requests for Vital Records



In FY 2018, the Town Clerk processed 8,544 requests for vital records.

Town Clerk: Requests for Land Records

In FY 2018, the Town Clerk processed 46,871 requests for land records. Approximately 59% of these were handled online.



Town Clerk: Satisfaction Survey Results

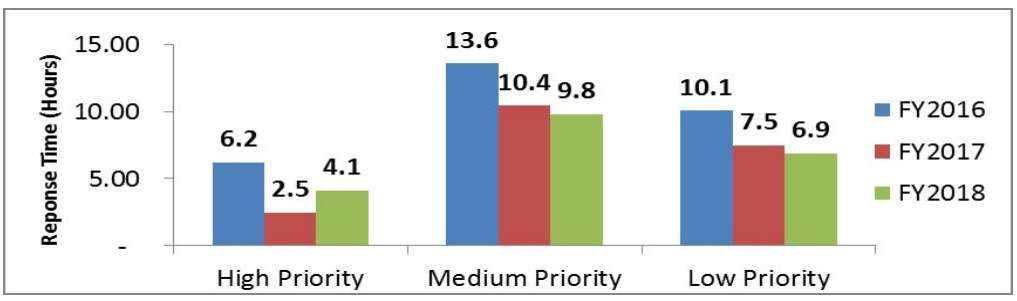


The Town Clerk offers an online survey to measure customer satisfaction and the great majority of customers are satisfied with the timeliness of service received and the knowledge of staff.



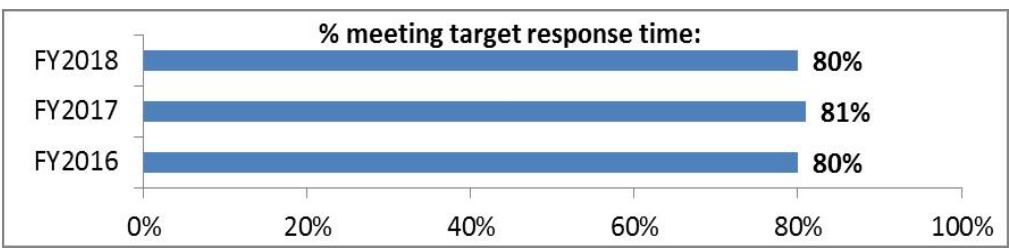
Information Systems: Work Order Response Time

Average response times for medium and low priority work orders improved in FY 2018.



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

Information Systems: Percent Meeting Target Response Time



Over the past three fiscal years, target response times for work orders have been around 80%.

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What are we doing?

Customer Service & Information Center

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

In FY 2018, the decision to delay the Motor Vehicle Tax billing led to 2 additional cycles of bills, in October and January. Our staff assisted over 10,000 customers with tax payments and questions about their bills throughout the year. In May of 2018, the Town began a program to replace all existing residential trash carts. The CSIC staff assisted residents with over 500 related questions. Staff also provided publicity for a variety of Recreation, Health, and Library programs, as well as a number of annual events such as Band Shell concerts, the Cruisin' on Main car show, and Pride in Manchester Week.

Human Resources

Human Resources is responsible for an array of employee related services and administrative duties including labor relations and contract administration, recruitment, orientation and retention, organizational development, strategic planning, training, and employee benefit counseling and administration.

In FY 2018, Human Resources negotiated collective bargaining agreements with two unions: Police and Library. The Department has overseen the Government Academy Program since its inception in 2002 with close 600 graduates. During the fall of 2017, Human Resources transitioned Government Academy to Human Services. Lastly, Human Resources continued to offer many Employee Wellness programs. There were 101 programs with 1,159 participants. This included the Health Fair which had 175 employees in attendance at Cheney Hall. The most popular programs continued to be Weight Watchers and the monthly blood pressure checks. Lunch and Learn topics included pre-diabetes, mindfulness, acupuncture and a healthy recipe club with cooking demonstrations. The Biggest Winner contest for weight loss had excellent participation as did the Fall Walking Program.

General Services

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

In FY 2018, the General Services Division solicited formal sealed bids for various contracts involving supplies, materials, equipment, services, construction, and disposal of surplus equipment. Significant projects bid during FY 2018 included: Landfill Gas Collection System Upgrades; North Main Street Reconstruction; Verplanck School Additions and Renovations; Furniture, Fixtures and Equipment for Cheney Bennet, Waddell and Verplanck Elementary Schools; Police Department Chiller and Cooling Tower Replacement; Whiton Library Chiller Replacement; Tolland Turnpike Pavement Rehabilitation; Center Springs Pond Dredging; Tennis Court Replacement at Manchester High School; Stove Pipe Water Main Replacement; Illing Middle School Parking Improvements and Cheney Hall Exterior Renovations.

Town Clerk

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

In FY 2018, the Office of the Town Clerk, organized and presented the 20th Annual Family History Day and Genealogy Road Show. It also participated in the Annual Town Dog Licensing Day. During FY 2018, two staff members of this office, completed the CT Town Clerks Association course. With this accomplishment four staff members are now "certified" by the State.

Information Systems

Services provided by the Information Systems Department include: installation and support of all computers, servers and related hardware; application selection, development and support; project management; web hosting of Town department web pages; web and mobile application development and support; and providing a secure wide area network including wireless. In FY 2018, major projects included:

- Updates to the Bid Requests application
- Updates to the Disaster Call Log
- Development of a Police Inventory application
- IP Phone Support
- Online Payment Software
- Document Management Software
- Internet provider upgrade
- Camera system expansion/upgrades

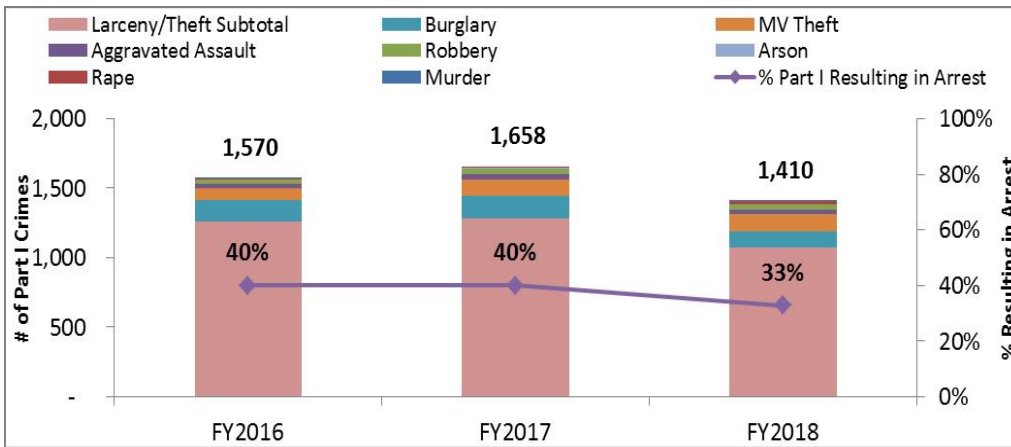


Safe Community

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

How are we doing?

Part I Crimes



Part I offenses decreased to 1,410 in FY 2018.

Approximately 33% of Part I crimes result in arrest this year.

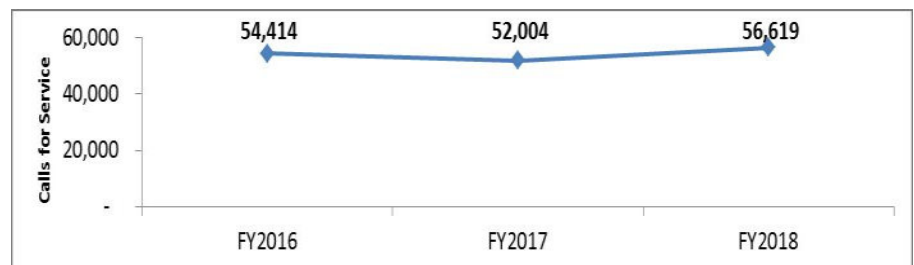
In FY 2018, 76% of Part I crimes were due to larceny/theft.

Part I offenses, as defined by the FBI's Uniform Crime Reporting program, include murder and non-negligent homicide, rape, robbery, aggravated assault, burglary, motor vehicle theft, larceny-theft, and arson. The percent of Part I Crimes that are larceny-related have been slowly declining in recent years, ending FY 2018 at 76% of Part I Crimes. Of the Part I Crimes that are larceny-related, approximately 80% are attributable to shoplifting. In an effort to reduce Part I Crimes, the Department recently expanded community policing efforts in the Buckland Hills shopping district to work with retailers to try to reduce the number of larcenies that occur.

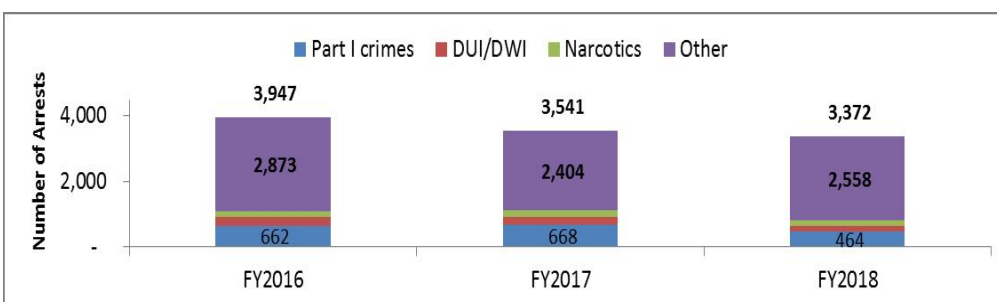
Calls for Service



Total calls for service increased to 56,619 as compared to 52,004 in FY 2017.



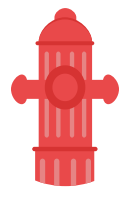
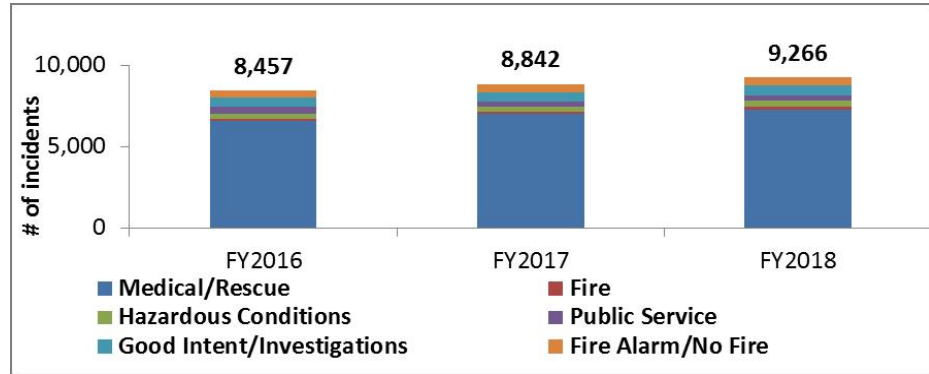
Number of Arrests



On average, 17% of arrests each year are for Part I offenses.

How are we doing?

South Manchester Fire Department: Incident Types



Total incidents increased by 424, or 5%, compared to FY 2017.

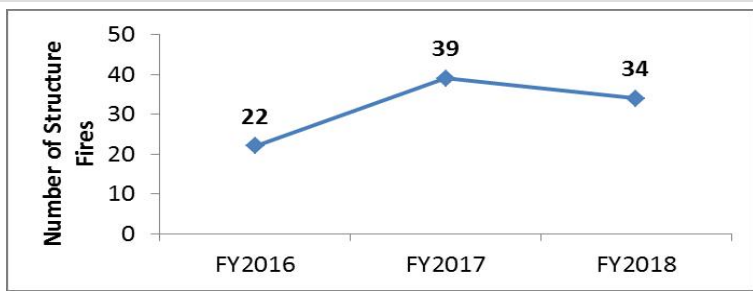
This increase was almost entirely attributable to medical/rescue incidents.

In FY 2018, 79% of responses were for medical/rescue incidents.

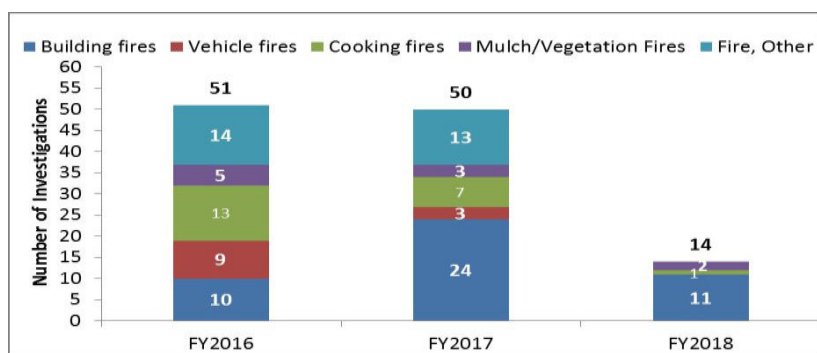
Number of Structure Fires Extinguished



In FY 2018, total structure fires extinguished decreased to 34 as compared to 39 in FY 2017.



Fire Marshal Investigations



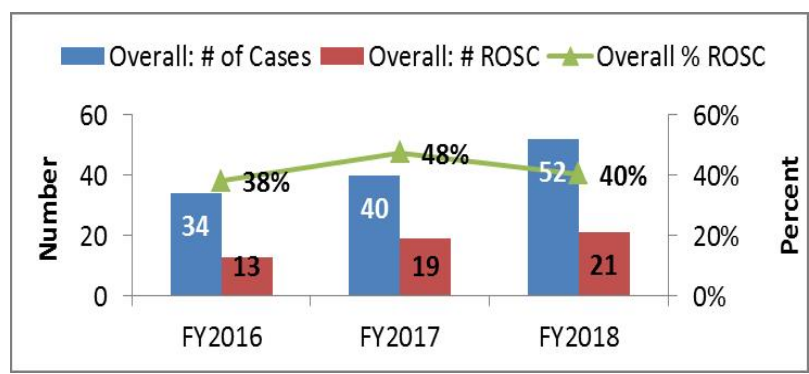
In FY 2018, the total number of investigations conducted by the Fire Marshal dropped to 14 due to changes in reporting format.



Cardiac Arrest Patients with Return of Spontaneous Circulation

In FY 2018, 40% cardiac arrest patients were successfully resuscitated by Manchester EMS.

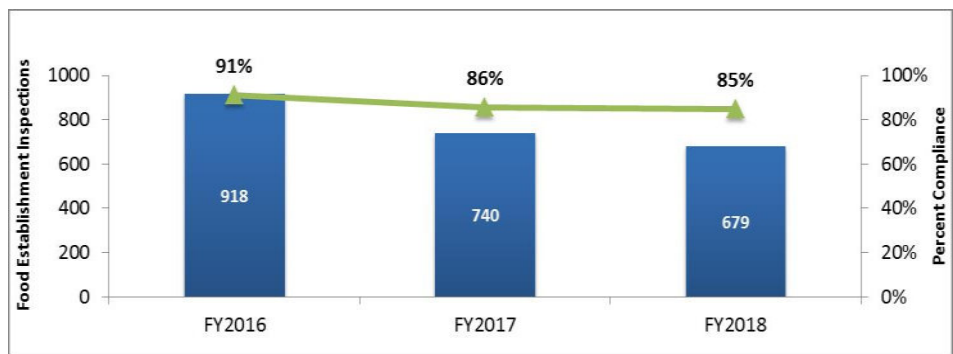
From FY 2016 - FY 2018, among cardiac arrest patients treated by Manchester EMS that experienced a witnessed event with Ventricular Fibrillation (VF) and Ventricular Tachycardia (VT), 69% have been successfully resuscitated.



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

How are we doing?

Environmental Health: Food Inspections



FY 2018 saw a slight declining trend in the initial compliance rate at 85%.



In FY 2018, the number of food inspections conducted by the Health Department declined from previous years. The decline in the number of inspections is primarily attributable to the new Food and Drug Administration regulations. Due to these newly adopted regulations, the department staff spent considerably more time with each individual establishment educating them on those new standards. The increased time spent per inspection resulted in an overall decrease in the number of inspections conducted.

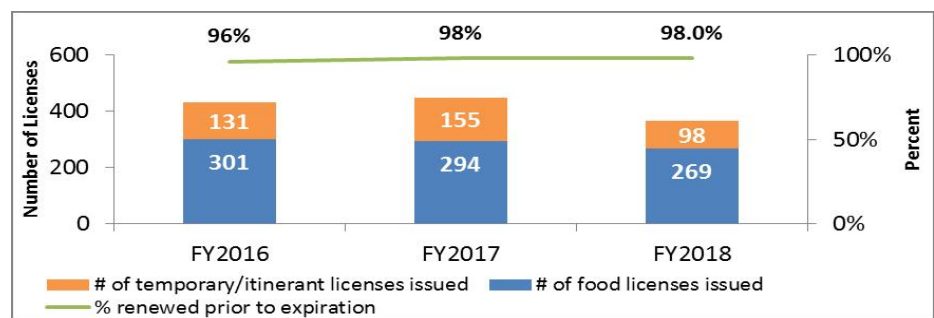
Environmental Health Inspections: Enforcement Orders

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

In FY 2018 six enforcement orders were issued.



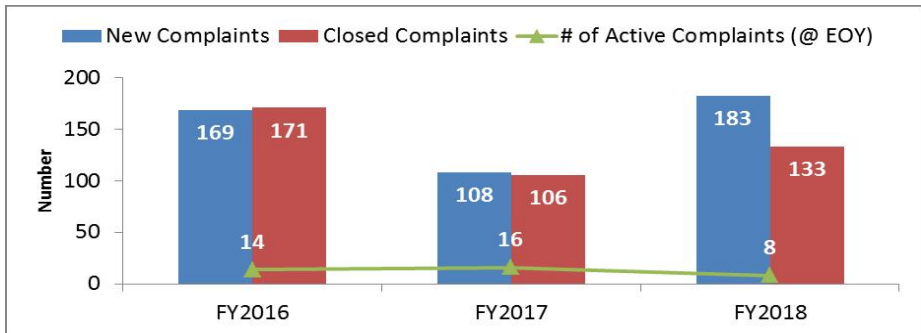
Licenses Issued: Food and Temporary



On average, 97% of food licenses are renewed prior to expiration each year.

Environmental Health: Complaint Inspections

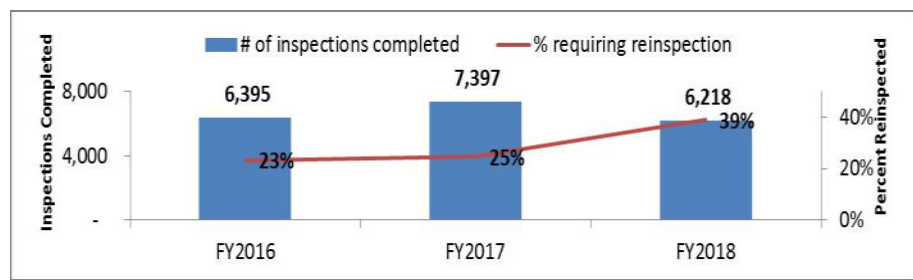
On average, there are 13 open complaints at the end of each fiscal year.



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How are we doing?

Building Inspections Conducted

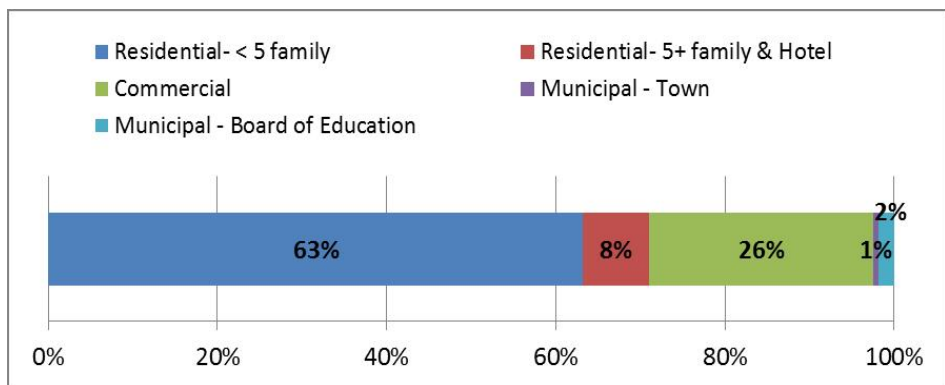


In FY 2018, 6,218 building inspections were conducted, 16% less than in FY 2017.

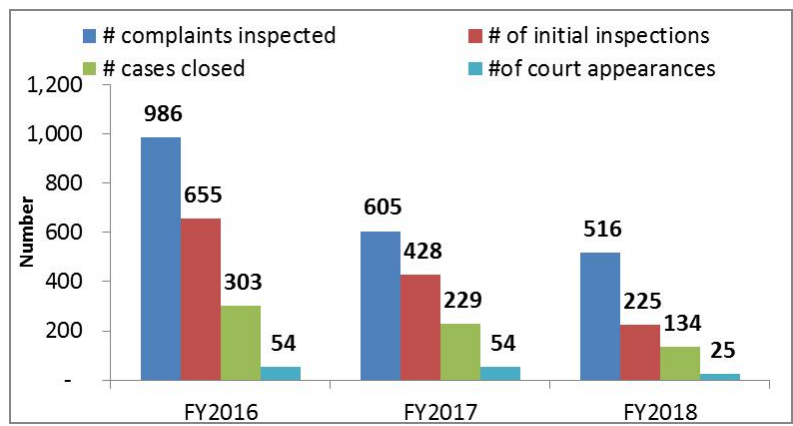


Average Distribution of Building Inspections By Type

Over the past three fiscal years, 63% of building inspections conducted were for smaller residential units (less than 5 family).
On average, 26% of inspections were attributable to commercial activity.



Property Maintenance Inspections



In FY 2018, there was a decline in inspections under the Property Maintenance program due to an increased reliance on the Neighborhood Inspection Program.

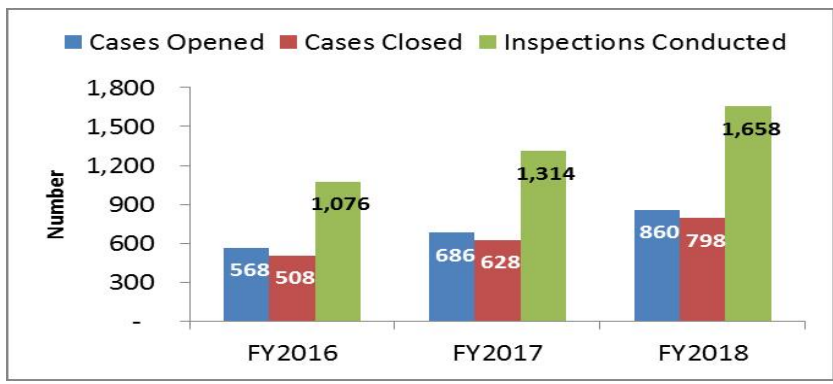


The Property Maintenance Program is a formal enforcement effort that seeks to eliminate unkempt properties, tall grass and weeds, peeling paint, unregistered vehicles, trash, and interior building issues.

Neighborhood Inspections

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

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



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What are we doing?

Police Department

In FY 2018, the Police Department started a “Community COMPSTAT” program to provide a more accurate picture to the community about crimes recently impacting the town or various crime trends. Monitoring of social media usage and message boards within our community revealed that there is much misinformation or incomplete information that is spread throughout the community regarding crimes. The monthly “Community COMPSTAT” program can provide a more accurate picture to the community about crimes recently impacting the town or various crime trends.

The Police Department successfully completed the CALEA re-accreditation process and received a Meritorious Award. CALEA accredited agencies are recognized for having been accredited for 15 or more continuous years. These agencies receive an enhanced Certificate of Meritorious Accreditation, displaying a blue “Meritorious” ribbon and an inscription proclaiming their 15 or more years of accredited status.

The Police Department purchased a state of the art use of force simulator to assess/train officer’s decision making skills. The simulator has thousands of scenarios that require an officer to assess the scenario and decide on the appropriate level of force to use to resolve the situation.

South Manchester Fire Department

in FY 2018,the Fire Department continued the program, begun in FY 17, to work on a comprehensive strategic planning process with the Eighth Utilities District, with the ultimate goal of evaluating and optimizing the delivery of fire and EMS services in Town. This program has led to some initial steps of sharing resources in the improved and expedited response to emergencies in the community. The on-going program will continue to build on the strengths of both Manchester Fire – Rescue – EMS and the Eighth Utilities District Fire Department.

In FY 2018, the Fire Department completed a 5-year effort to secure specialized equipment and related training to enhance the Department’s ability to respond to incidents requiring technical rescue skills. Firefighters are now trained and certified to conduct these rescue missions according to national standards. Technical rescue incidents could include emergencies involving confined spaces, rope rescues from elevated or deep locations, entrapment in vehicles or machinery, or construction accidents such as a trench collapse.

Building Inspection

The Building Inspection Division has been recognized by State Prosecutors as a leader in effective enforcement of the State Building Code and Manchester Property Maintenance Code. In FY 2017, the Division developed and implemented a database used for tracking code violations and enforcement proceedings, including unsafe conditions cited under the Connecticut State Building Code; Manchester Property Maintenance Code citations; and a tracking mechanism for the Blight Citation Process. During FY 2018, this new process has facilitated greater compliance and provided the department with a great deal of flexibility to make changes to compliment their workflows.

In FY 2018, the Building Inspection Division proposed relocation of the Fire Marshal's Office to Lincoln Center. It is intended to ease burden on permit applicants for commercial projects by eliminating another remote stop which is now required in the permit application process. FY 2018 experienced an increased workload on the Neighborhood Inspection program.

Health Department

In FY 2018, the health department updated and revised both the Massage Therapy Establishment Ordinance and the Food Ordinance, with the assistance of the Town Attorney and the Director of Human Services. The ordinance changes were reviewed and approved by the Board of Directors. The ordinances are now more modern and consistent with other surrounding town and agencies. They provide the health department with the necessary additional tools to ensure a safe and sanitary community.

The Environmental Health staff continued to educate the food service establishments and the community about the FDA Food Code implementation process. They conducted a Channel 16 informational show highlighting the changes versus the current State code. The implementation date has been delayed to January 1, 2019 due to the regulations not being completely adopted by the state legislature.



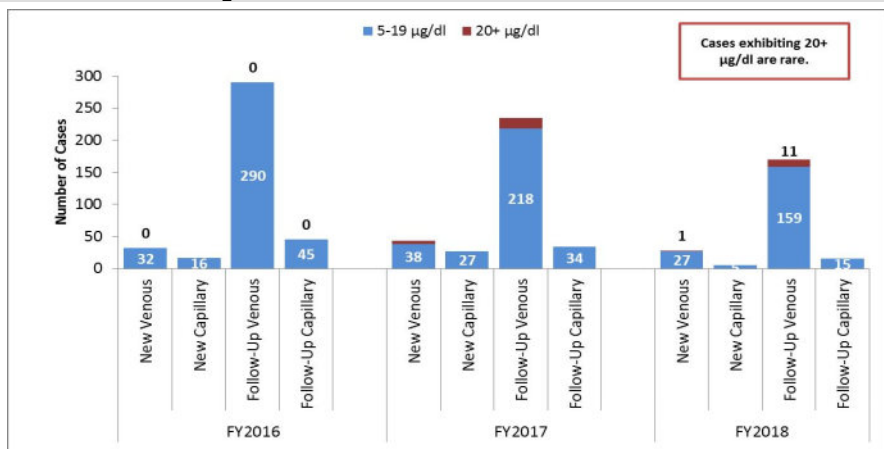
Healthy Community and Environment

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

How are we doing?



Health Department: Lead Cases



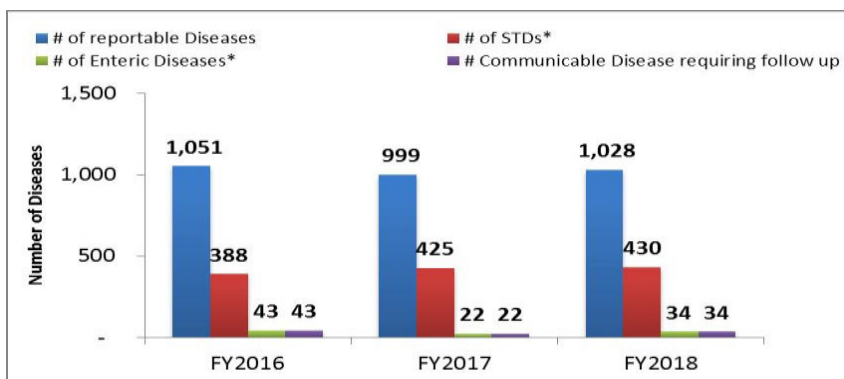
In FY 2018, the Health Department opened 33 new lead cases as compared to 70 in FY 2017.

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

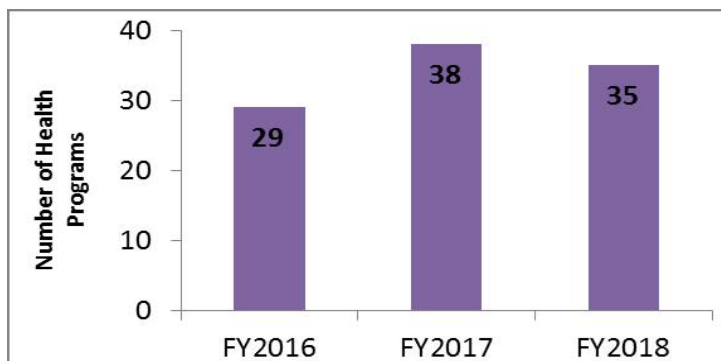
Reportable Diseases

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

In FY 2018, there were 1,028 such cases in Manchester. Of these, 42% were STDs.



Senior Health Programs



The Health Department conducted 35 health programs for seniors in FY 2018 with average participation per program of approximately 22 seniors.



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

How are we doing?

Water Production



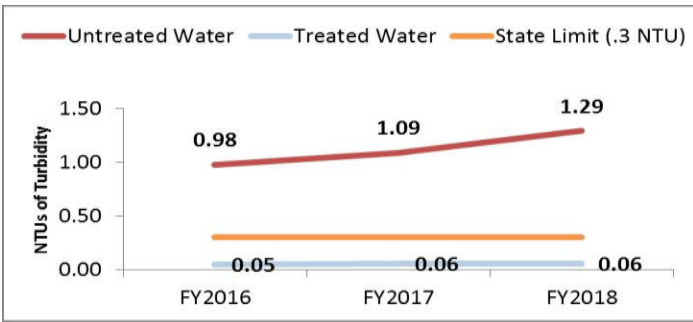
In FY 2018, the Water Department produced 1.65 billion gallons of potable water.

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

Water Quality Monitoring: Cloudiness of Filtered Water

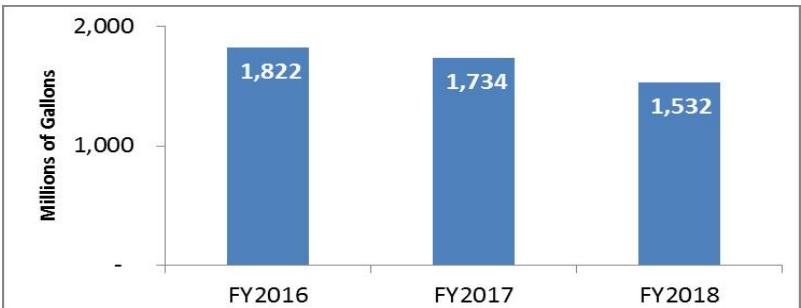
The clarity of water is measured in Nephelometric turbidity units, or NTUs. Untreated water has entered the plant between 0.98 NTUs and 1.29 NTUs over the past three fiscal years. Treated water leaving the plant has been between 0.05 NTUs and 0.06 NTUs over this same time period.

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



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

Wastewater Treatment



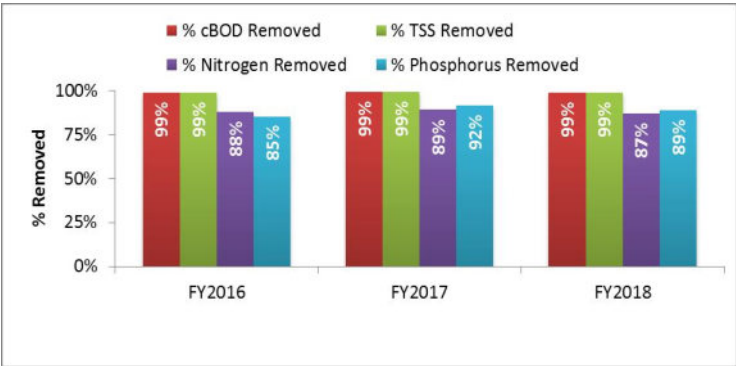
In FY 2018, the Sewer Department treated 1.5 billion gallons of wastewater.



Wastewater Treatment: Quality of Effluent

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

99% of Carbonaceous Biochemical Oxygen Demand and Total Suspended Solids were removed from the wastewater treated by the Sewer Department in FY 2018.

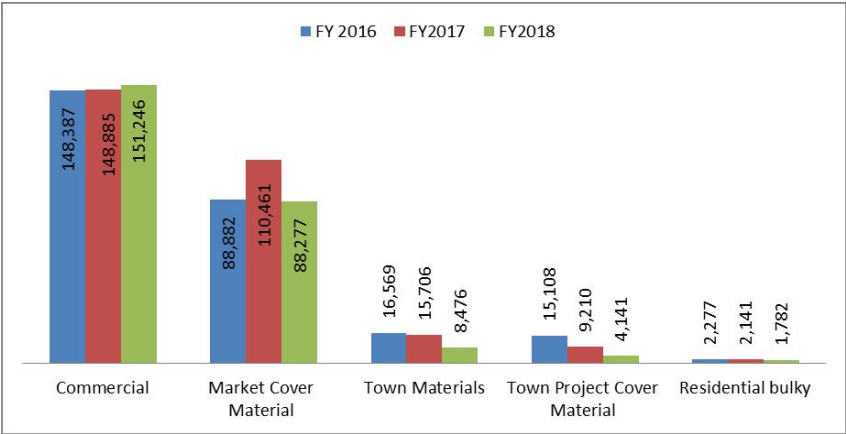


Phosphorus removal began in FY 2016.
cBOD= Carbonaceous Biochemical Oxygen Demand
TSS= Total Suspended Solids

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How are we doing?

Landfill Operations: Tonnage of Waste



Over the past three fiscal years, the landfill has accepted an average of 270,516 tons of waste each year.

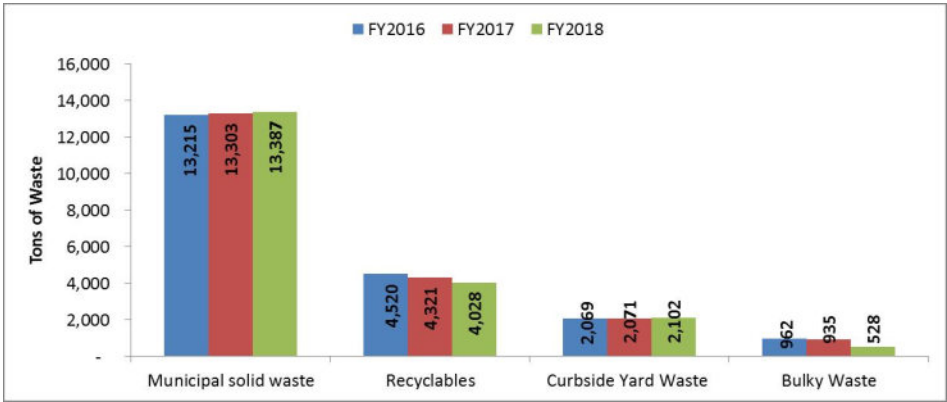


The majority of this waste is from private companies that pay the Town to dispose of this waste at the landfill. The revenue received for this service pays for the cost of the curbside collection program.

Curbside Collection: Annual Tonnage

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

An average of 20,480 tons of waste is collected each year.



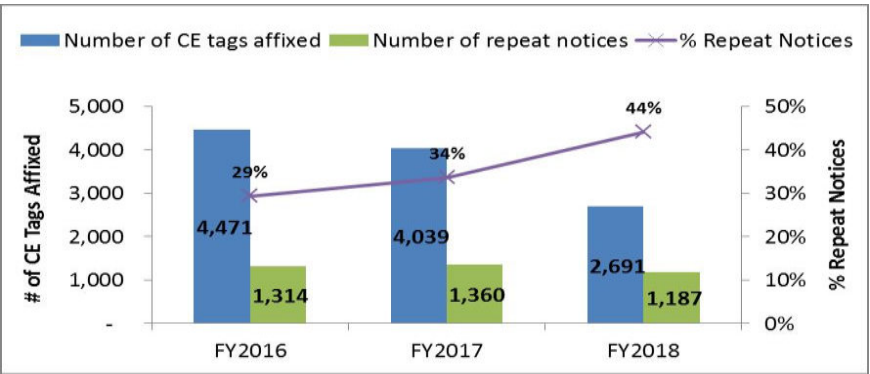
Curbside Collection: Recycling Diversion Rate



Each year, approximately 24% of refuse collected at the curb is recycled rather than being sent to the Hartford Waste to Energy Plant for incineration.



Curbside Collection: Customer Education Tags



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

In FY 2018, the Division left 2,691 CE tags for households.

Note: The abbreviation "FY" is used to denote fiscal year, which runs from July 1st to June 30th. FY 2018 is the period from July 1, 2017 to June 30, 2018

What are we doing?

Health

The Manchester Health Department provides a wide range of services and programs in both the Environmental and Community Health sections. The Community Health section provides a variety of programs for disease prevention and awareness.

In FY 2018, the health department updated and revised both the Massage Therapy Establishment Ordinance and the Food Ordinance, with the assistance of the Town Attorney and the Director of Human Services. The ordinance changes were reviewed and approved by the Board of Directors. The ordinances are now more modern and consistent with other surrounding town and agencies. They provide the health department with the necessary additional tools to ensure a safe and sanitary community.

Also in FY 2018, the Community Health and Administrative staff produced a series of monthly educational posters relating to relevant public health topics including cancer screenings, mosquito prevention, and emergency preparedness, just to name a few. The posters were displayed in all town building as well as a few community businesses.

The health department updated its public health emergency plan with current information. A walk through was conducted of the town's emergency POD (point of dispensing) facility and revisions were made to strengthen the POD plan.

Sanitation

The Sanitation Division operates the Town's landfill, transfer station, and composting facilities. It also oversees the curbside collection of refuse, recycling, and yard waste and administers the Regional Household Hazardous Waste Collection Facility.

The Sanitation Division is an enterprise fund and finances all activities through user fees, the largest source of which is tipping fees charged to commercial haulers. The revenues generated by the landfill operation pay for the residential curbside collection program. Approximately 254,030 tons of material, including bulky waste, leaves and yard waste, and various special wastes were received at the Landfill in FY 2018. In addition to regular household refuse (municipal solid waste) and recyclables, virtually any material that is accepted at the landfill is currently collected from residential properties through the curbside collection program. Single Stream Recycling, which commenced on July 1, 2009, continues to result in higher residential recycling rates than was experienced under manual collection. However, the Town has seen a small but consistent decline in the amount of curbside recycling over the last few years. This past fiscal year, the town recycled 4,028 tons of recyclables at the Murphy Road Recycling's Hartford recycling plant. The Division continues to participate in the Mattress and Box-Spring recycling with the help of the State of Connecticut's Mattress Recycling Law. From July 1, 2017 through June 30, 2018, the Town recycled 5,085 mattresses & box-springs.

Moving into FY 2019, the Town will continue to refine programs and work towards meeting goals recently set by the State of Connecticut's Comprehensive Solid Waste and Materials Management Strategic Plan. Two important actions have been taken; In May of 2018 the Town replaced all of the wheeled trash carts with one size, a 65 gallon cart for weekly refuse disposal. Previously, there were three sizes of trash carts, 95, 65 and 35 gallon, with over 85% of homes having a 95 gallon cart. In October of 2018, the Town began to offer free, curbside collection of textiles and small home goods at the curb in partnership with Simple Recycling.

Water and Sewer

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

- Major projects addressed in FY 2018 included:
- Water and Sewer main replacement in the Henderson Road area completed.
 - Well #7a, including piping and controls was installed during FY 2018.
 - The design phase of a permanent sodium permanganate feed system at the Hockanum River Water Pollution Control Facility was completed
 - The installation of the metering pit for the interconnection with CWC was installed. The piping to the pit will be completed during FY19.
 - The sanitary sewer on Edgerton St was replaced.

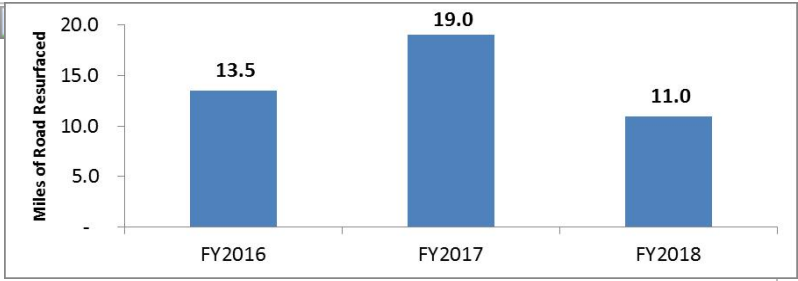


Dependable Infrastructure

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

How are we doing?

Miles of Road Resurfaced



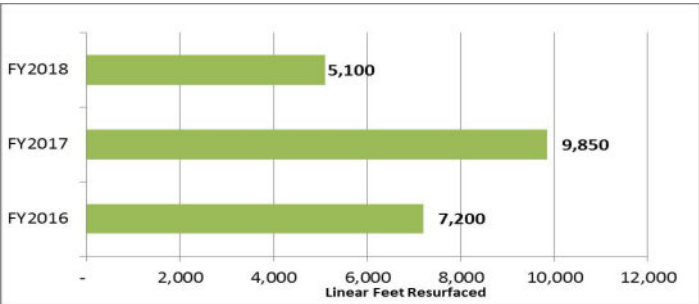
The Field Services Division actively maintains 217 miles of streets.

In FY 2018, 11 miles of road were resurfaced as part of the annual repaving program.

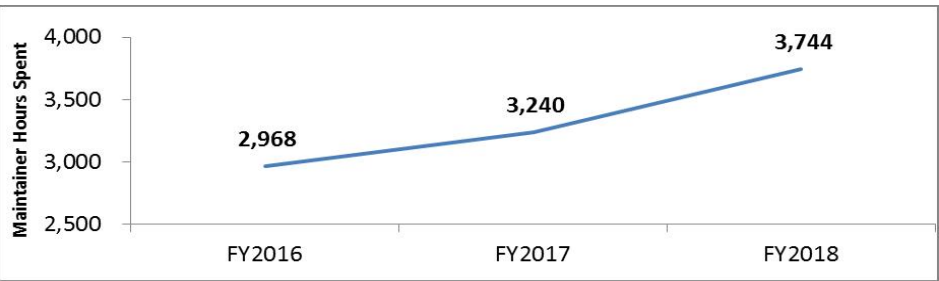


Sidewalks Repaired/Replaced

Annually, sidewalks are scheduled for replacement based on the Sidewalk Priority Rating System adopted by the Board of Directors in 1990. The ratings are based on need criteria such as proximity to schools, hospitals, arterial roads, etc. This sidewalk replacement plan is scheduled for completion in 2020.



Pothole Maintenance

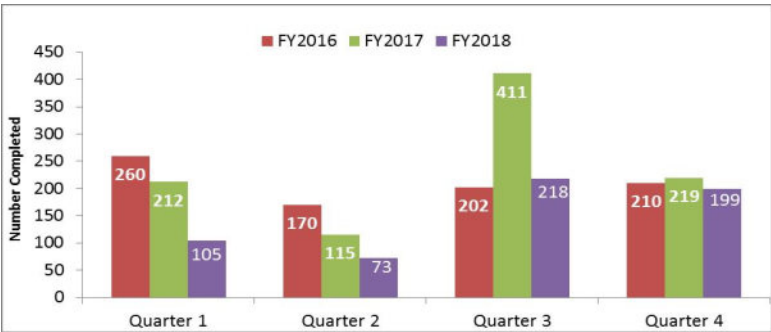


Maintainers in the Field Services Division actively worked to address potholes around Town, spending a combined 3,744 hours on pothole maintenance in FY 2018.



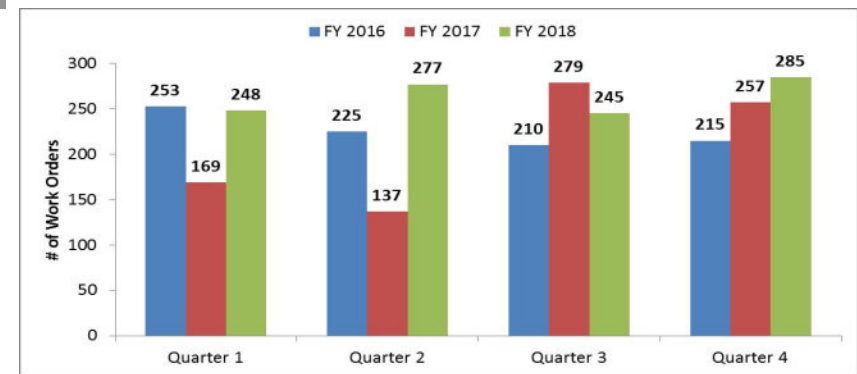
Mark-It Service Requests Completed

In FY 2018, the Department of Public Works addressed 595 service requests submitted through the Mark-It system. Mark-It is an online program to easily identify and map a variety of service requests, from potholes to problems with streetlights in Town. Find it at townofmanchester.org/allsites/main/reportaproblem.cfm



How are we doing?

Facilities: Work Orders Completed

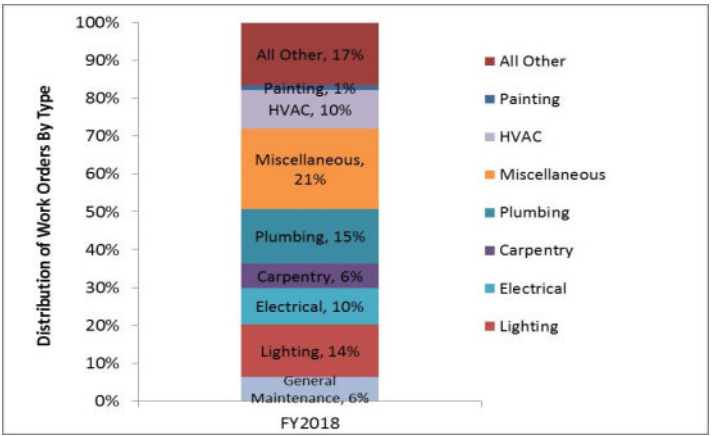


Facilities Building Maintenance completed 1,055 work orders on Town-owned buildings in FY 2018, up from 842 in FY 2017.

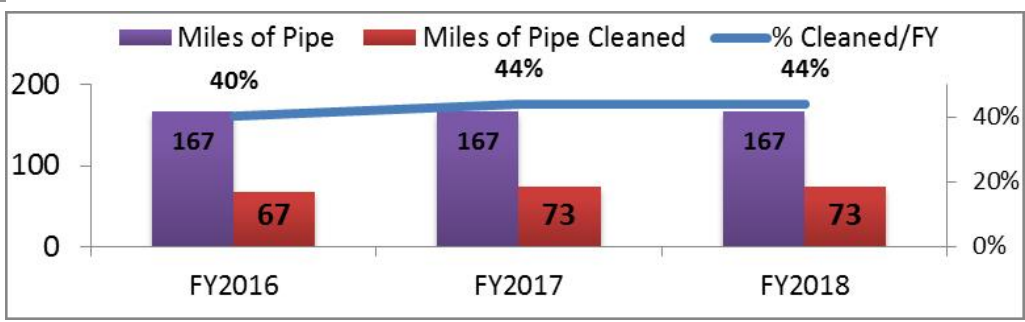


Facilities: Work Orders By Type

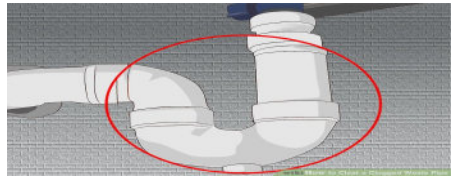
In FY 2018, the majority of work orders were categorized as plumbing, lighting, electrical and Miscellaneous issues.



Water & Sewer: Miles of Pipe Cleaned

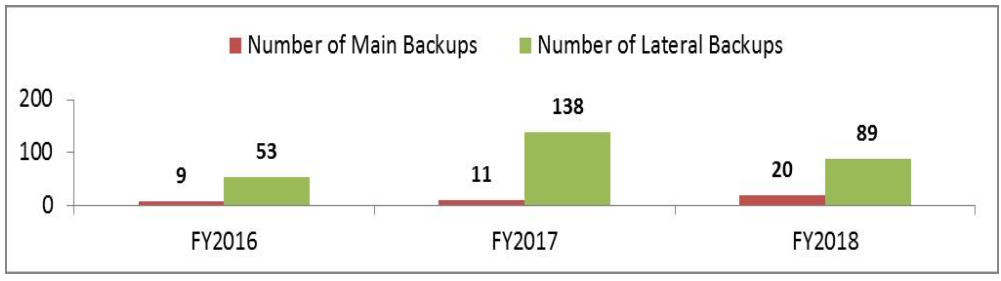


Each year, approximately 43% of the sewer pipes in Town are cleaned to ensure continued reliability and to prolong their useful life.



Water and Sewer: Main Backup and Lateral Backups

Lateral sewer backups are the responsibility of individual homeowners and not the Water & Sewer Department. FY 2018 saw a significant decrease in the number of lateral sewer backups. The number of sewer main backups, which the Department is responsible for rectifying, increased from FY 2017.



What are we doing?

Field Services

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



Highway is responsible for maintaining the street system in Town. Roadway maintenance includes the construction of streets and road surfaces as well as their continued maintenance and street line painting. In FY 2018, the annual repaving program included resurfacing **11 miles of road**.

Fleet Maintenance is responsible for maintaining the Town's and Board of Education's fleet of vehicles and equipment. This includes approximately 518 units, and is comprised of vehicles, trucks, and heavy equipment.

Cemetery is responsible for the development and maintenance of Town cemeteries. In FY 2018, 223 interments were performed and 115 lots were sold.

Parks is responsible for the development and maintenance of parks, play fields, pools, and recreation areas other than those maintained by the Board of Education. In FY 2018, Parks completed the following major projects: Center Springs Park Upper Southern trail extension: Clearing, paving and fencing installed. Charter Oak East Coast Greenway: Repaved bike trail. Union Park renovation: Installed outdoor fitness equipment, benches, picnic tables, trees, shrubs and refinished parking lot and stone dust trail. West Side Recreation Area: Reconstructed outdoor basketball court and installed new baskets. Waddell Pool: Installed water slide.

Engineering



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

During FY 2018, the Division designed, permitted, and/or inspected the following projects: Henderson Road Neighborhood Improvements; Edgerton St. Reconstruction; North Main St Reconstruction; Center Springs Pond Dredging; Sidewalk Installations - Hollywood Subdivision; Storm Drainage - New Street; Illing School Parking Lot Reconstruction; Lincoln Center Parking Lot Reconstruction; Roadway Patch Repair Program; Sidewalk Spot Repair Program; Road Resurfacing at Various Locations; Safety Improvements - Buckland St. at Buckland Hills Drive; LED Street Light Replacements; Water Main Replacements - Various Streets; Globe Hollow Water Quality Basin; Parking Lot Reconstruction - 125 Spring St.; Tennis Court Replacement - Manchester High School; Garden Street Neighborhood Improvements; Gerard/Cone Neighborhood Improvements.

Facilities

The Facilities Management Division oversees facilities project management and building maintenance functions in Town. Project management staff has design and specification responsibility for numerous Town 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.



Building Maintenance continues to explore energy efficiency improvement opportunities for optimization of building controls and correcting energy leaks wherever possible. Major capital projects overseen by Facilities in FY 2018 included:

- Renovated IOH Pool facility.
- Replaced Weiss Center cooling tower.
- Retro-commissioned mechanical system in five town buildings to achieve better functioning.
- Upgraded Lincoln Center perimeter radiation controls and integrated with building automation system.
- Renovated Senior Center toilet rooms.
- Designed and bid the exterior renovations at Cheney Hall including roofing, painting, masonry and exterior carpentry repairs.
- Replaced carpets in select areas of Town Hall
- Designed, bid and awarded contracts for Police Station chiller and cooling tower and Whiten Library chiller. Designed and awarded contract for select security improvements.
- Bid and awarded multi-year HVAC preventive maintenance and repairs contract.
- Bid and awarded multi-year custodial contract.
- Bennet Academy Cheney and Boiler Buildings were completed for the transition of all 5th grade students to attend Bennet Academy.
- Renovated Waddell Elementary School for September 2018 opening.
- Renovated Verplanck Elementary School, for September 2019 opening



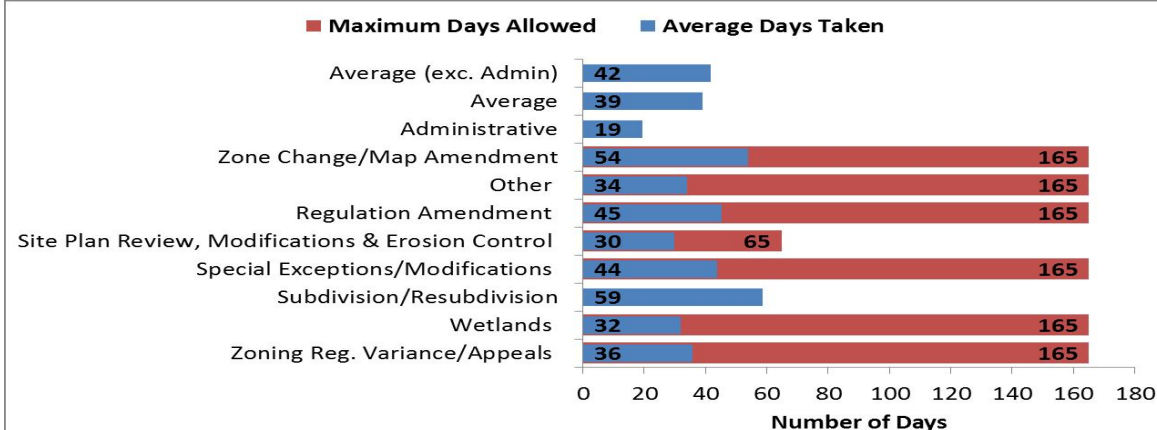
Vibrant Economy

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

How are we doing?

Development Review Efficiency

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



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

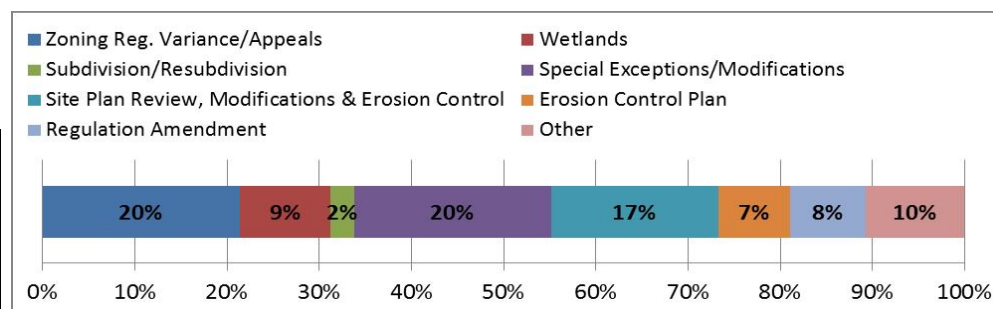
In FY2018 Planning, Zoning and Wetland applications of all types were, on average, processed reviewed and acted upon within 39 days of receipt.

96% of applications that required Board or Commission approval were heard and acted upon in one meeting.

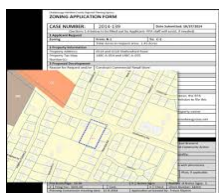
Planning and Zoning Applications Processed

In FY 2018, 134 planning and zoning applications were processed by the Planning and Zoning Commission and the Zoning Board of Appeals.

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



An average of 125 applications are processed by these Commissions each year.



Community Development Block Grant (CDBG)



Over the past three federal fiscal years, Manchester has been awarded an average of \$535,000 annually in CDBG funds.



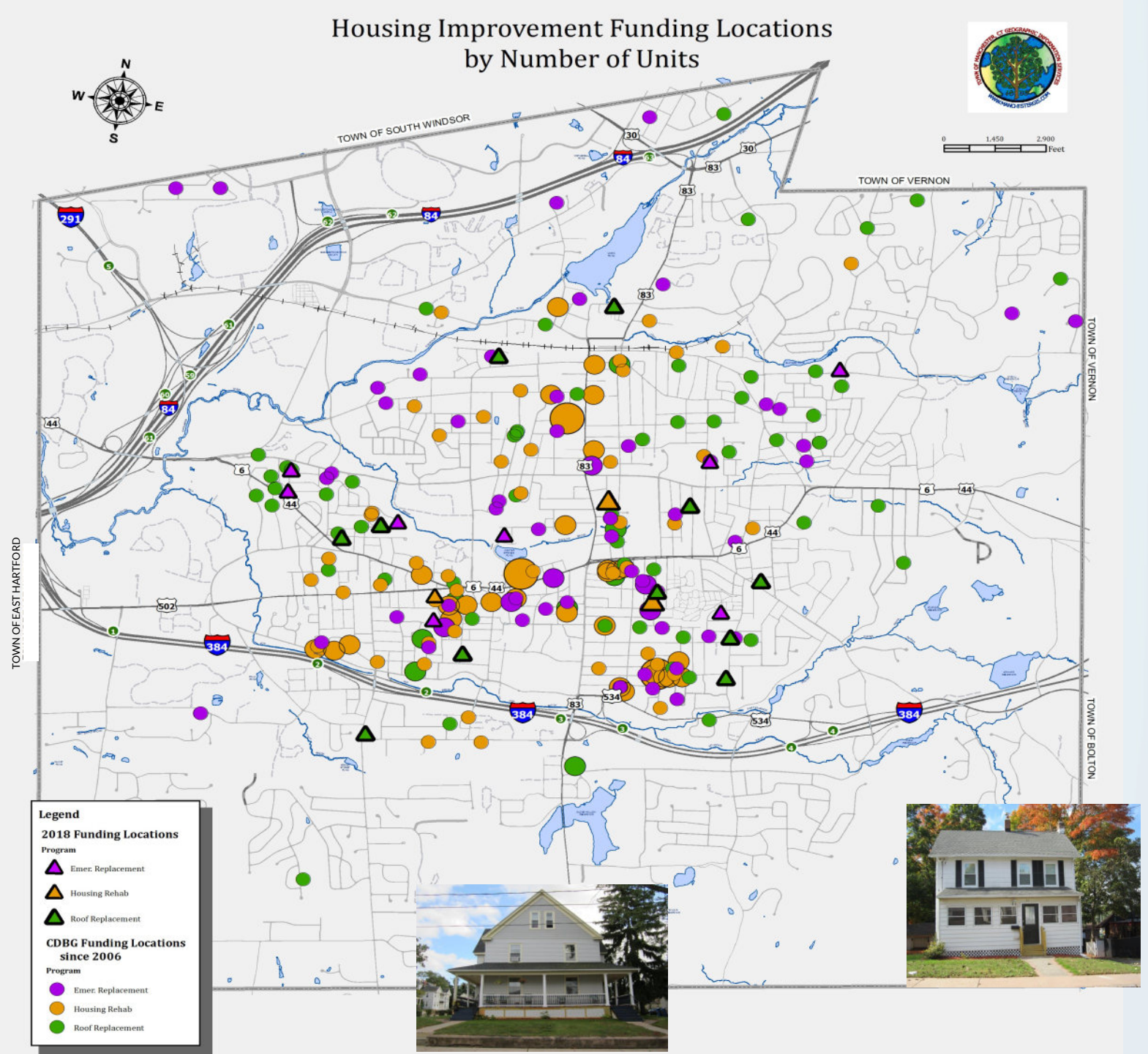
The Community Development Block Grant (CDBG) is a federal grant program that provides cities and counties with funding to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons.

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Housing Stock Improvements Funded By CDBG

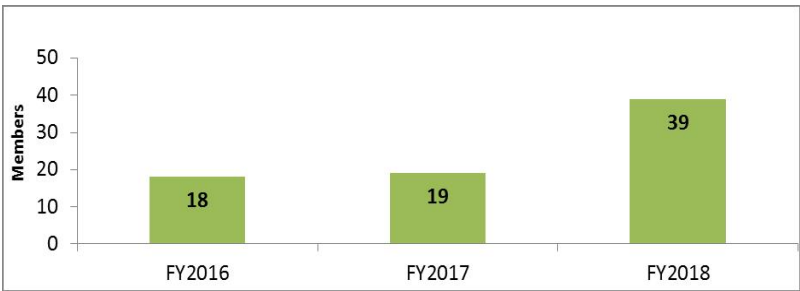
Annually, the Town of Manchester invests a portion of available Community Development Block Grant funding in improvements to eligible housing units in Town. Funding is used for roof replacements, rehabilitation projects addressing building code and lead-based paint hazards, and towards emergency replacement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

Since Federal Fiscal Year 2015, CDBG has funded improvements in 97 housing units in every neighborhood in Manchester including 24 units in FY2018. The map below plots the number of units, by type of improvement.



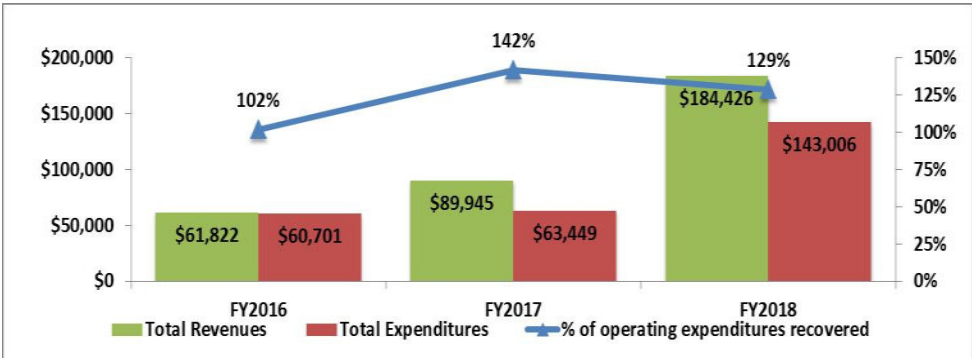
How are we doing?

WORK_SPACE: Membership & Operating Cost Recovery



Co-working membership at WORK_SPACE more than doubled from an average of 19 members a month in FY2017 to an average of 39 members per month in FY2018.

The Town’s building at 901/903 Main Street was rebranded as WORK_SPACE in FY 2018 and now functions as a fully-integrated co-working and meeting center.



* Total expenditures doesnot include manager's compensation

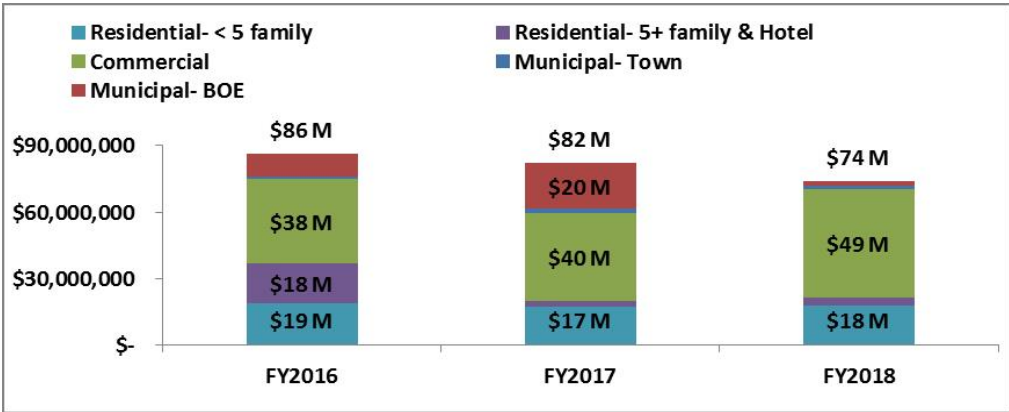
WORK_SPACE hosted 356 meetings and 4,249 visits in FY 2018. It recovered 129% of its operating expenditures for the same Fiscal year.

Building Inspection: Estimated Construction Value

Estimated construction value went down slightly from last fiscal year.



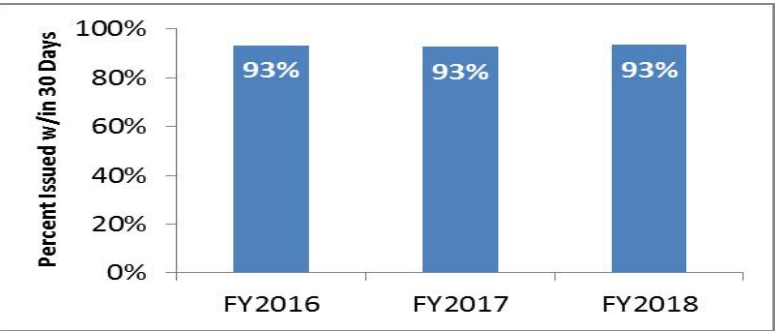
This is largely attributable to a drop in municipal/BOE construction project permits. Commercial development value increased by an estimated \$9 million during FY2018.



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

How are we doing?

Building Inspection Plan Review Permits Issued w/in 30 Days



In FY 2018, 93% of building permits were issued within 30 days, consistent with FY 2016 and FY 2017.

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

Community Indicator: Population Growth & Median Age

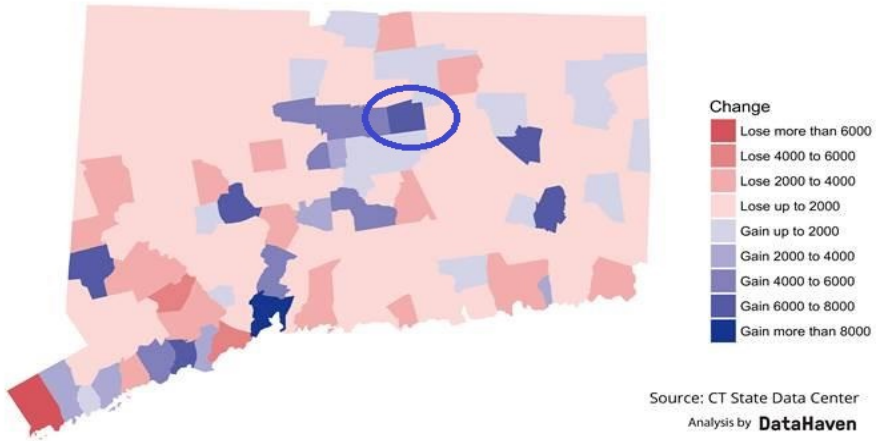
According to estimates released in July 2017 by the Connecticut State Data Center at the University of Connecticut, the population of Manchester is expected to grow significantly over the next 33 years.

From the current population of approximately 60,000, the population is expected to grow to 73,000 by the year 2040, or by 21%. The age cohort that will see the largest gains are residents ages 35 to 54, increasing from just under 16,000 to 20,500 by 2040. The next largest cohort of growth is expected to be among residents ages 20 to 34, increasing from approximately 15,000 to just under 18,000 by 2040.

According to the Connecticut Economic Resource Center Manchester's median age is 35 compared to 40 in Hartford County and 41 in Connecticut. Manchester's median age is six years younger than the state average. While the State continues to age rapidly, Manchester remains an attractive place to live for students, young professionals and families.

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

Change in working age population, 2015-2040



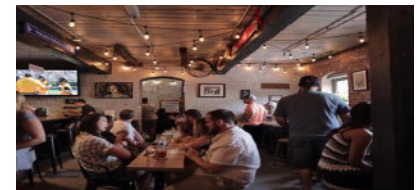
What are we doing?

Planning and Economic Development

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

Breweries

Local breweries have enjoyed a bump in popularity recently in Connecticut and around the country, combining manufacturing, local retail, entertainment and social gathering into one space. Manchester Planning staff, in partnership with the Planning and Zoning and Cheney Commissions has facilitated changes to the Manchester Zoning regulations to allow breweries and brewpubs in various zoning districts. Over the past year three separate brewery/brew pubs opened in Manchester with a fourth currently in development: Parable Brewing Company- North Main Street; 2nd Bridge Brewing Company -Hilliard Street; Labyrinth Brewing- Forest Street; Urban Lodge Brewing- Coming Soon to Purnell Place.



WORK SPACE also began hosting a monthly Beer and Business networking. Each of the three existing Manchester breweries has participated.

Downtown Improvements

Through the Town's CDBG program, the Planning and Economic Development Department purchased new wayfinding signage and bus shelters in the Downtown Central Business District.



Designed in partnership with the Downtown Special Services District and installed by the Town's Public Works Department, the improvements both enhance the aesthetics of the district and improve the Downtown experience for drivers, riders and pedestrians.



Additional bicycle racks will be added to the district in the coming months.

Center Springs Park Master Plan

In FY2018 the Town completed a Master Plan for Center Springs Park, the 57 acre park that connects Manchester's core commercial districts, transportation corridors and residential neighborhoods. The Planning and Economic Development Department applied for and received grant funding from the Connecticut chapter of the American Planning Association to engage a graduate student with landscape architecture expertise in the project. Staff led a community engagement process which included participation from the Friends of Center Springs Park, the Manchester Youth Commission and the 2017 Government Academy Class. Public feedback was incorporated into the plan's recommendations. This interdepartmental effort culminated in a full master plan addressing identified capital, programming and other improvements, outlining priorities and suggested phasing, and including conceptual designs. The full document is available here:

http://planning1.townofmanchester.org/NewPlanning/assets/File/Data%20%26%20Reports/Center%20Springs%20Park%20Masterplan_FIN_AL_WEB.pdf



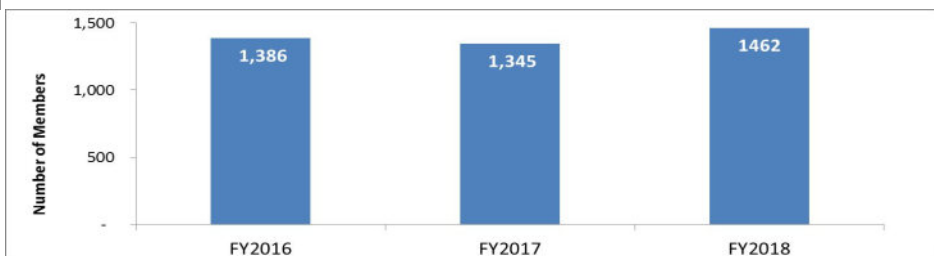


Supportive Human Services

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

How are we doing?

Senior Center: Membership



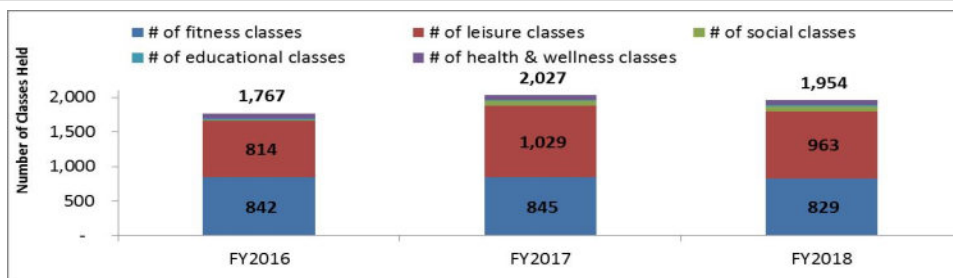
In FY 2018, Membership increased by 9% from FY 2017. Over the past three fiscal years, membership has averaged 1,398.



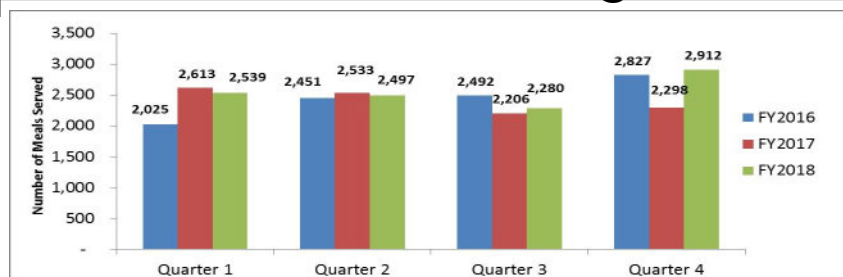
Manchester residents age 60 and up are eligible for membership at the Senior Center for an annual fee of \$10.

Senior Center: Classes Held

Like previous years, fitness classes and leisure classes have been very popular in FY 2018.



Senior Center: Meal Program



An average of 9,891 meals are served each year to Manchester seniors.

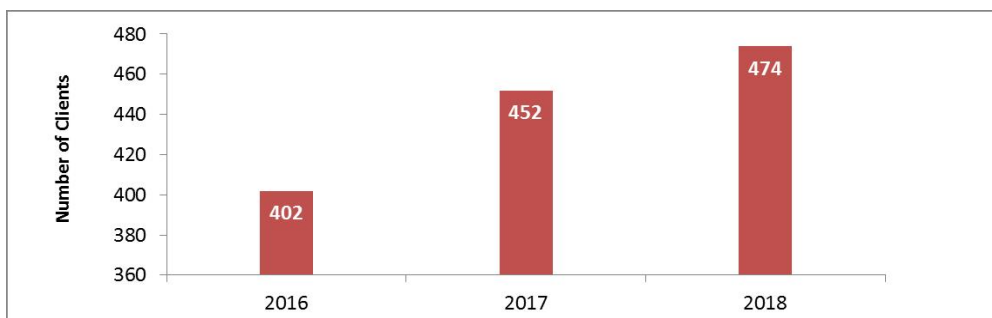
Meals are served on approximately 235 days each year.



Beginning in FY 2018, meals are being prepared by the Manchester Area Conference of Churches (MACC).

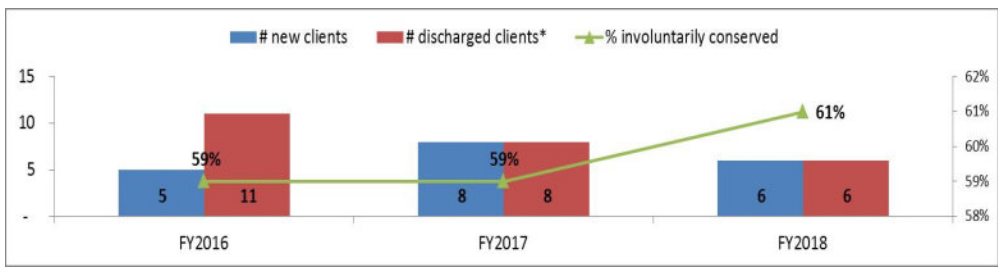
Senior Center: Social Work Services

The Senior Center, in partnership with Senior, Adult, and Family Services, provides case management services to approximately 443 clients each year.



How are we doing?

Senior, Adult, and Family Services: Conservator Program

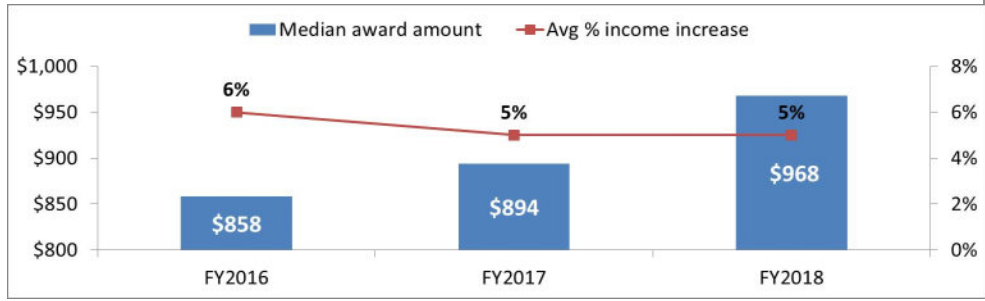


Over the past three fiscal years, all clients were determined to be receiving an appropriate level of care; have stable finances and housing; and were linked with outside support services.

Each year, Senior, Adult, and Family Services (SAFS) acts as conservator for approximately 54 clients. In FY 2018 these individuals ranged in age from 31 years to 93 years old, with the majority (67%) over age 60.

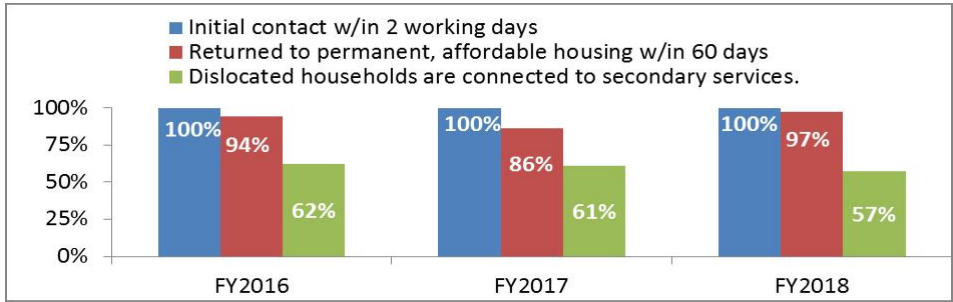
Senior, Adult, and Family Services: Financial Assistance

In FY 2018, 2,828 households received assistance valued at \$968 per household. Average annual income for recipient households was \$14,937.



SAFS provides various forms of financial assistance to eligible residents, the largest of which is the renter's rebate program, followed by various state and privately funded energy assistance programs. Prior to FY 2018, the renter's rebate program was entirely state funded. Beginning in FY 2018, municipalities must cover the cost of this program, up to \$250,000 per year. Other programs offered include emergency financial assistance, security deposit assistance, school supply drive, and summer camp fee waivers.

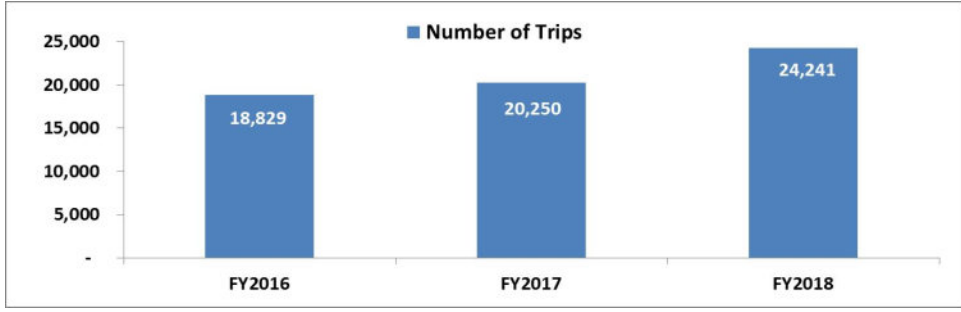
Senior, Adult, and Family Services: Relocation Assistance



In FY 2018, SAFS assisted 107 residents from 51 households who were dislocated due to fire or building code violations. 97% of dislocated households were returned to permanent, affordable housing within 60 days of the dislocating event.

Senior, Adult, and Family Services: Transportation Program

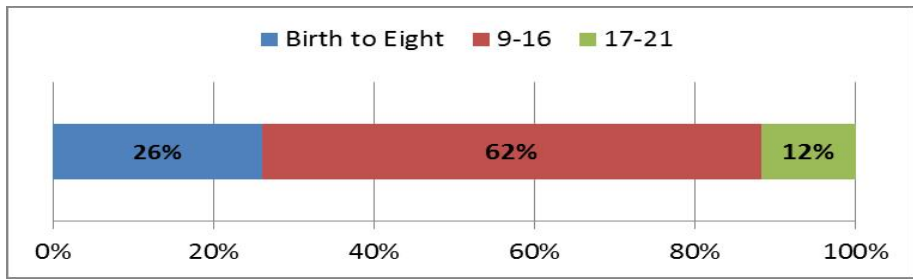
In FY 2018, 24,241 free rides were provided to 454 senior and disabled riders in Manchester.



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

How are we doing?

Youth Services: Students Served



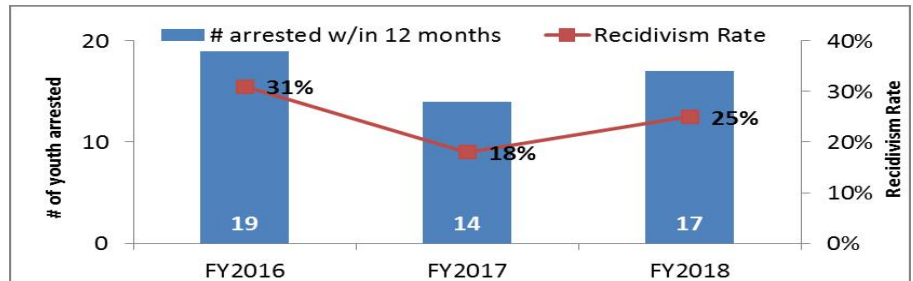
In FY 2018, the Youth Service Bureau served 693 Manchester youth, the majority of whom were ages 9 to 16.

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

Youth Services: Diversion Program

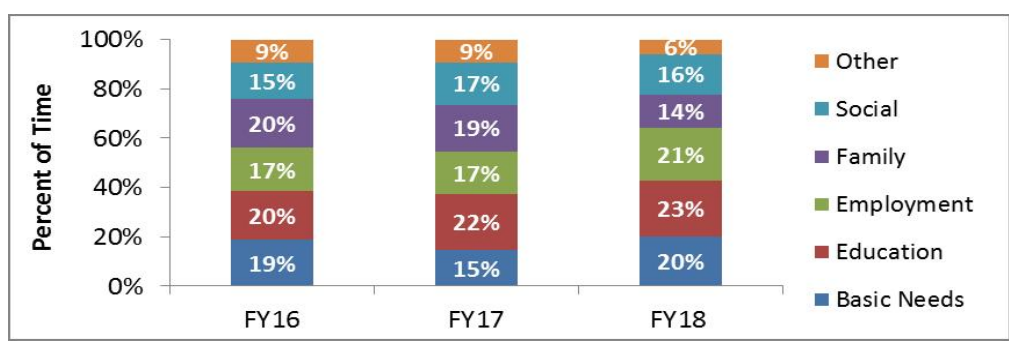


In FY 2018, 25% of participants were re-arrested by Manchester Police within 12 months of program completion, an increase from 18% in FY 2017.



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

Youth Services: Outreach Activities - By Type

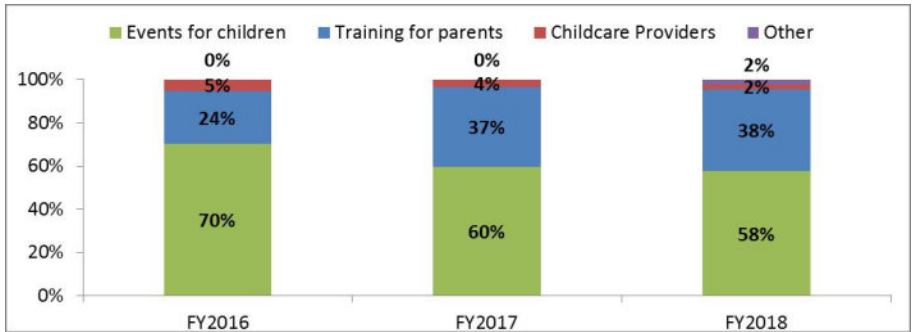


Youth Service Coordinators spent approximately 501 hours on outreach activities on behalf of Manchester youth in FY 2018.

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

Early Childhood Program Offerings

Like previous years, unique children events and various training for parents have been very popular and successful in FY 2018.



Note: The abbreviation "FY" is used to denote fiscal year, which runs from July 1st to June 30th. FY 2017 is the period from July 1, 2016 to June 30, 2018

What are we doing?

Human Services Administration

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

HS Administration also operates two distinct programs to help low- to moderate income and senior residents:

- 1) the **Volunteer Income Tax Assistance Program (VITA)**, which provided free income tax preparation services to a number of qualified taxpayers in FY 2018.
- 2) the **Senior Volunteer Tax Credit Program**, which offers seniors the opportunity to volunteer with various approved local non-profit agencies and town departments in exchange for a tax credit of up to \$500 on their property tax bill. In FY 2017/18, 12 Manchester agencies participated and 15 volunteers completed 750 hours of community service through this program.

Senior Center

The Senior Center offers a variety of recreational programming, social work services, and health services to Manchester residents. Some examples of program offerings include lunch five days per week, transportation to and from the Senior Center, grocery and retail shopping two days per week, and social work services. In addition to offering individual social work and geriatric clinic nurse consultations, the Senior Center offers a variety of educational programs.

In FY 2017, the Senior Center changed providers that support the meal program. This change was implemented in July 2017. The Manchester Area Conference of Churches provides meals to the Senior Center. Meals are served Monday through Friday at noon and are provided for pick-up at the Community Y during the Senior Center shutdown. The MACC meal program permits greater operational flexibility which allows the Senior Center to better serve our meal program participants by allowing limited take-home options, more flexibility in menu planning and types of foods served."

Senior, Adult, and Family Services

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

In FY 2018, SAFS provided social work services to 4,609 residents, an increase of 9% compared to FY 2017. SAFS addressed hoarding cases in Manchester by partnering with the Building, Health, and Fire Departments, as well as the Town Attorney, to effectively and sensitively address cases of hoarding that pose a threat to the safety and well-being of the impacted residents. SAFS staff encounter approximately a dozen hoarding cases per year. It took a lead role in the East-of-the-River Community Care Team (CCT), a multidisciplinary team consisting of staff from ECHN as well as First Responders and community partners from the social services, healthcare and behavioral health fields. The CCT strives to identify residents who are heavy utilizers of medical and behavioral health services and to coordinate treatment in an effort to reduce repeated hospital visits and the costs and ancillary services associated with those visits. Met regularly with Human Services administration and the homeless outreach staff at MACC Charities and Community Health Resources to identify the unsheltered homeless population of Manchester, coordinate services and link homeless residents to safe, permanent housing.

Youth Service Bureau

Manchester Youth Service Bureau, a Division of the Department of Leisure, Family, and Recreation, is a community-based youth agency that provides a variety of no-cost programs and services to Manchester youth, from birth to age 21. Programming and services fall under six core areas: 1) life skills; 2) employment/vocational skills; 3) community service; 4) diversion; 5) early childhood services; and 6) teen center/outreach. Manchester Plays On!, an initiative that began in early 2017, funded by the Hartford Foundation for Public Giving, provided over 100 programs in FY18 for parents and young children. The goals of the project are to educate parents on the importance of play in young children and provide opportunities for play throughout the community. Our partners include the Family Resources Centers, the library, Manchester Public Schools, and local preschools and day care centers. Six Play Ambassadors have been trained in purposeful play and they organize and facilitate play events throughout the Town playing with young children and sharing their knowledge with parents. In addition to all of the fun and interactive events, the project offers a monthly calendar to parents detailing youthful happenings around town, and an informative website and Facebook page with over 250 followers.



Note: The abbreviation "FY" is used to denote fiscal year, which runs from July 1st to June 30th. FY 2017 is the period from July 1, 2016 to June 30, 2018



Quality Parks & Leisure Services

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

How are we doing?

Youth Program Offerings & Participation



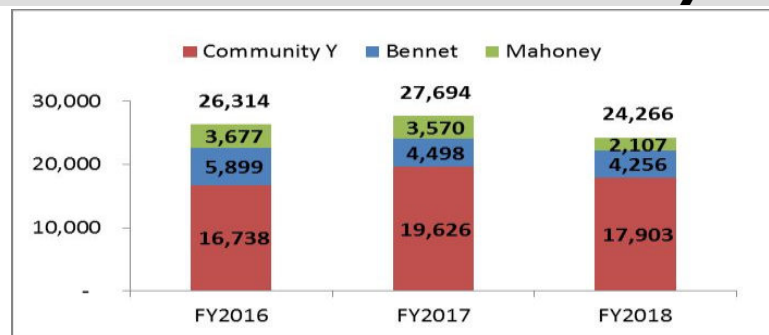
The Recreation Division makes every effort to offer quality youth programs.



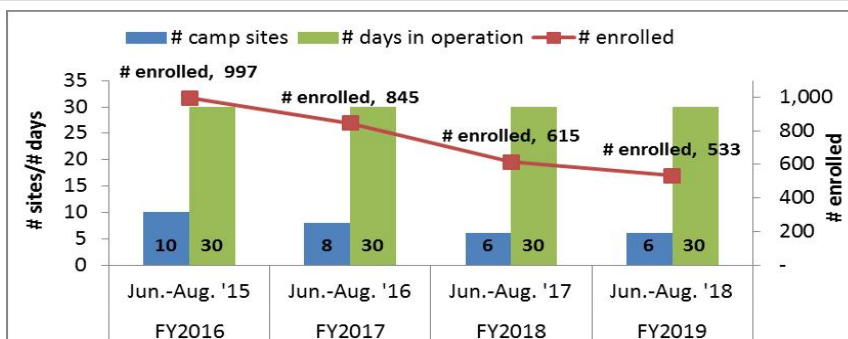
in FY 2018, although the program offerings decreased by 6%, participation increased slightly by 2%. Twice per year the Department of Leisure, Family, and Recreation conducts an assessment of program offerings to ensure alignment with the interests and needs of the community.

Recreation Facility Usage

Overall recreation facility usage decreased by 12% in FY 2018 compared to FY 2017. However, the majority of attendance is attributable to the Community Y like previous years,



Summer Camp Participation



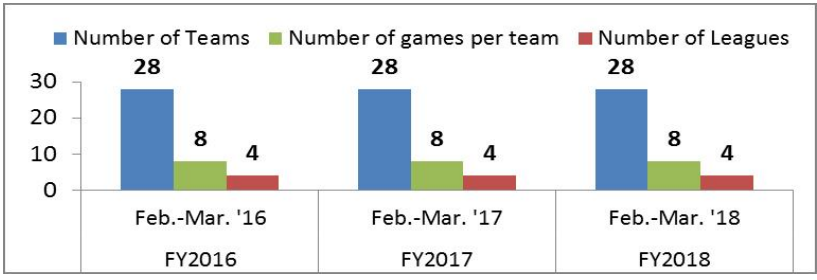
Due to the discontinuation of the S.A.A.M program, participation in summer camp declined by 13% in FY 2018.

In FY 2018, the Summer Advantage Academy of Manchester (S.A.A.M.) program was discontinued. This program was offered by the Board of Education, in partnership with the Recreation Division, at no cost to students who were academically in-need and enrolled in grades K-2.

Note: The abbreviation "FY" is used to denote fiscal year, which runs from July 1st to June 30th.
FY 2018 is the period from July 1, 2017 to June 30, 2018

How are we doing?

Youth Indoor Basketball



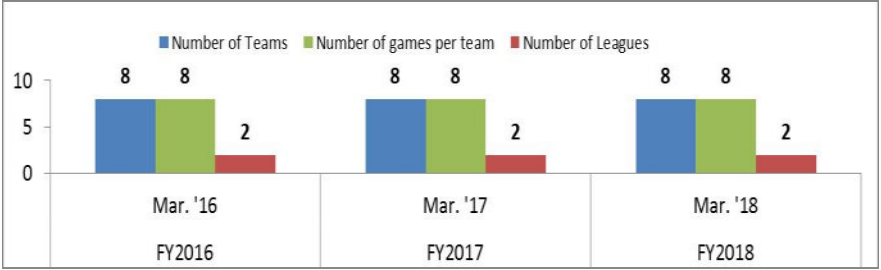
In FY 2018 the number of teams and games per team stayed the same as the previous two years.

Overall participation remained flat in FY 2018 at 280 players.

Youth Indoor Soccer

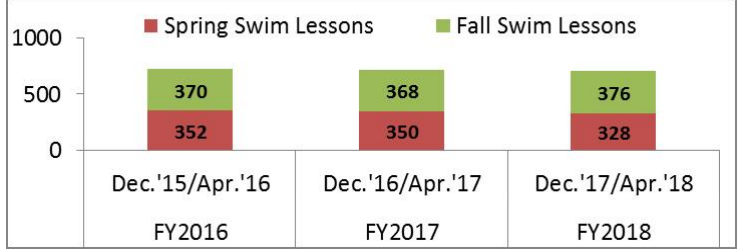
Since FY 2016, the number of teams and number of games per team remained the same.

In FY 2018, overall participation remained flat at 85 players.



Youth Swim - Indoor & Outdoor

Indoor Swim Lessons: Spring & Fall



Outdoor Swim Lessons: Summer

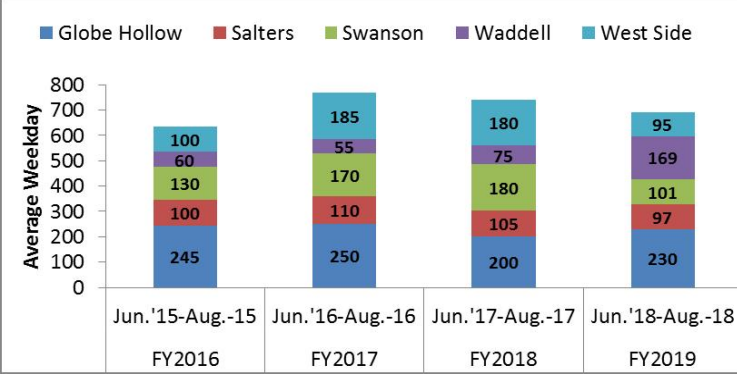


Participation in indoor swim lessons declined slightly in FY 2018, whereas, participation in outdoor swim lessons saw an increase of 6%.

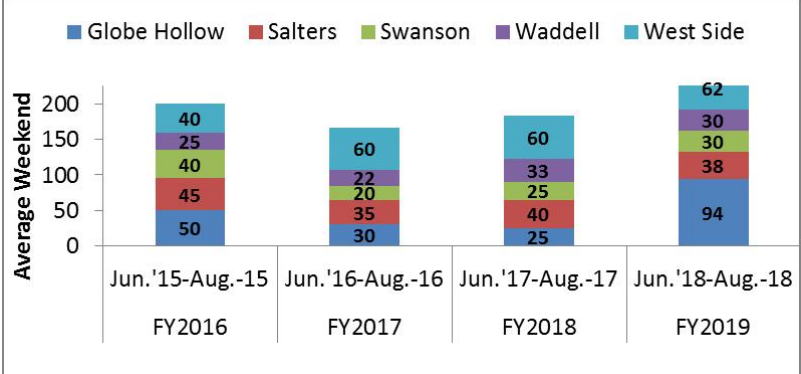


Outdoor Pool Attendance - Weekday & Weekend

Average Weekday Pool Attendance



Average Weekend Pool Attendance



In the summer of 2018, average weekday attendance at pools in town was 692 students, less than the summer of 2017. Weekday attendance at the pools is largely driven by summer recreation programming, which operates Monday - Friday, from late June through early August most years. Attendance at the pools increased significantly to 39% on weekends. In the summer of 2018, 254 students attended pools on weekends.

Note: The abbreviation "FY" is used to denote fiscal year, which runs from July 1st to June 30th. FY 2018 is the period from July 1, 2017 to June 30, 2018

Spruce Street Community Garden



The Spruce Street Community Garden has expanded to 27 planting beds. These are rented by neighborhood gardeners, providing food to 65 individuals all year round. In FY 2018, three new composting bins were installed, promoting green and organic gardening. A small corn field surrounded by sunflowers was established. This micro-farm is improving access to food and educating people on where their food comes from. In FY 2018 ONF held 12 free gardening workshops all year round, with an average of 15 students in attendance.



Spruce Street Market Nights



The Office of Neighborhoods and Families (ONF), a Division of the Department of Leisure, Family, and Recreation, held its second season of the Spruce Street Market in FY 2018. The market takes place every Wednesday night, from June to October. It is located at 153 & 160 Spruce Street, a walkable neighborhood that provides easy access to fresh food for all individuals. The market features CT grown produce, cage free eggs, pasture raised meats, artisanal goods, live music, local art, and free gardening workshops.

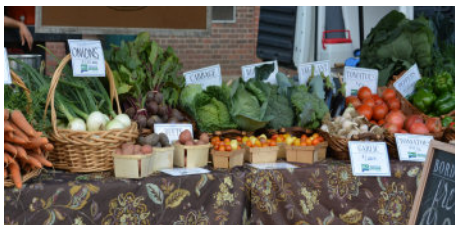


Photo credit: Christiane Hellner-O'Brien

This year ONF had 45 vendors, over 4,000 customers and provided EBT customers with an additional \$416 worth of fresh produce through a grant from the USDA

Community Events

The Office of Neighborhoods and Families hosted a variety of no cost community events throughout the year. Examples of events in FY 2018 include:

- Family Fun Nights featuring Dances, Hip-Hop for Health, puppet shows and Moon Bounce Mania were held at the Nathan Hale Recreation Complex. These events provide families a positive, no cost opportunities for connection and recreation.
- PAL After School Program for elementary age children was held at the Nathan Hale Recreation Complex from October to June.
- PAL Double Dutch Program was conducted every Friday afternoon at the Nathan Hale Recreation Complex from 4-6pm.
- Youth-organized Open Music Nights featuring live spoken word, music, and dance performances.
- Pop up art and music events featuring local visual and performing artists was conducted on Friday evenings once a month.
- "Things in a Forest" Youth Art Show & Event, featuring work from Manchester youth grades 1-8.

ONF partnered with the community to offer many events in 2018. Collaborative partnerships with the Manchester Police Department, Youth Service Bureau, Manchester Police Activities League (PAL), Recreation Department and Manchester Public Schools helped to serve a wide range of residents in the community.

Gallery 153

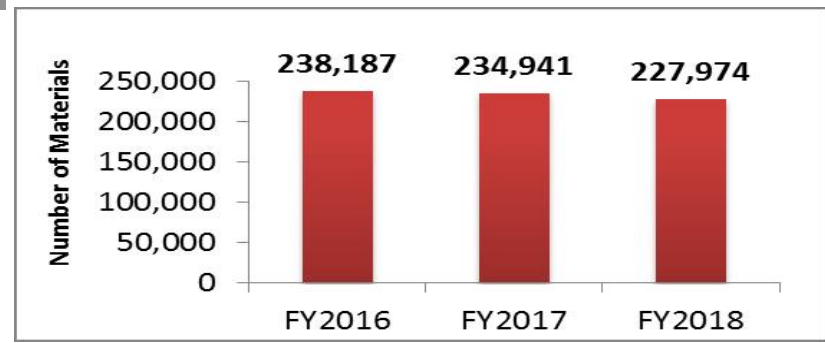


Gallery 153 is a community art gallery that embraces the various perspectives and diversity that is reflected in our ever-changing world. It is a space for anyone and everyone who wishes to participate.

In FY 2018, Gallery 153 held 6 family craft nights, bringing out the creativity of people of all ages. It hosted 8 art galleries, all with work created by local artists young and old. Gallery 153 also held several paint nights which were well attended and highly recommended throughout the community.

How are we doing?

Library: Materials in Collection

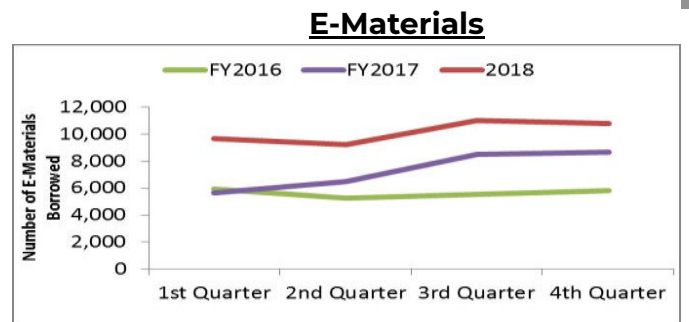
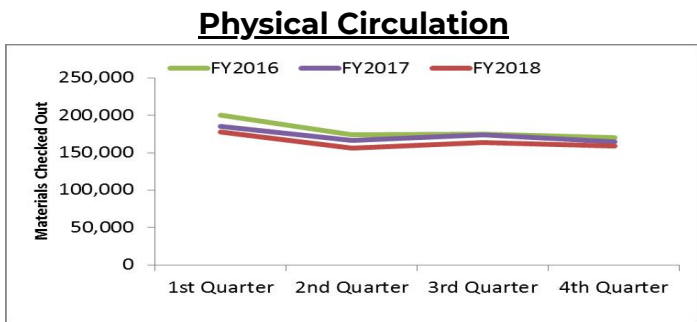


The number of materials in the library's collection declined slightly to 227,974 in FY 2018, or by 3%.

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



Library: Circulation

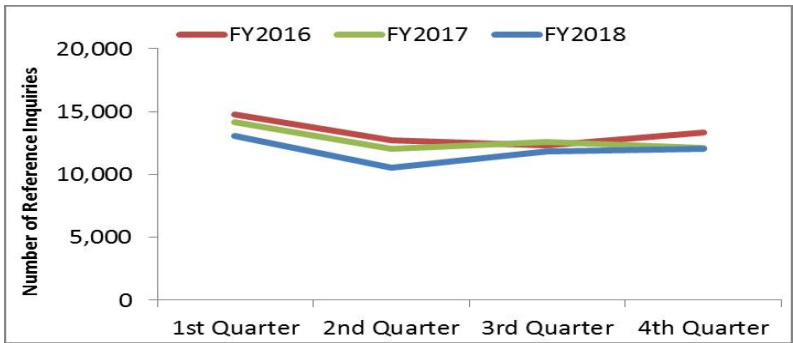


Total physical materials borrowed from the library has declined to 656,508 in FY 2018. However, borrowing of e-materials has increased significantly to 40,766 in FY 2018, partially offsetting the decline in physical circulation.

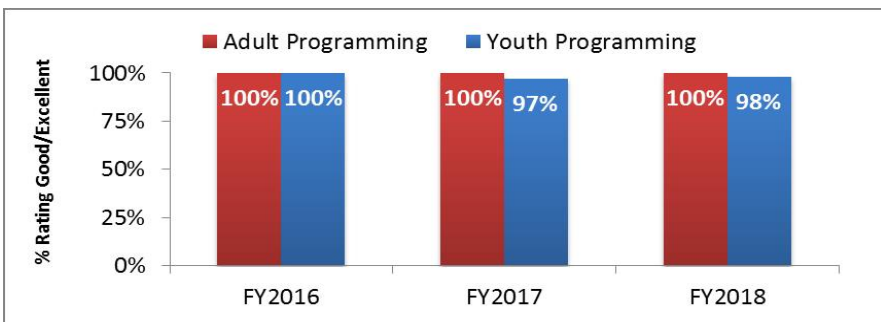
Library: Reference Inquiries



The number of reference inquiries slightly decreased to 47,436 in FY 2018 as recorded by Library staff.



Library: Programming



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



The Library offers a variety of programming throughout the year, including story time for preschoolers, adult book discussions and author presentations, family-based activities, seasonal events, among others. In FY 2018, total attendance at all programs was approximately 26,000, same as last year.

What are we doing?

Our Parks

AWARD WINNING - OURPARKS CAMPAIGN

The OurParks marketing campaign celebrates Manchester's outdoor spaces and was developed by the Department of Leisure, Family and Recreation. The goals of the campaign were to promote Manchester parks & greenspaces and the town's commitment to leveraging state, federal and private funds to restore and improve these existing community assets; draw a larger and more diverse group of residents and regional users to Manchester's public spaces; encourage a sense of ownership among those using the parks; and position Manchester as a health and wellness oriented community in the eyes of existing and potential residents as well as potential investors. Promotional materials (postcards, t-shirts, event drawstring bags), a promotional video and park ambassador program were created and implemented at our newly renovated Charter Oak Park. This campaign was nominated and received a national Silver Circle Award for Marketing and Tools Branding/New Logo, Etc. from 3CMA.

AWARD WINNING - OURPARKS PROMOTIONAL VIDEO

The "OurParks: Take Me to the Park" promotional video is a two-minute film celebrating eight of the town's most prominent parks, including the newly renovated Charter Oak Park. By using drone technology over the course of an entire year, the video was able to incorporate a variety of overhead shots featuring all four seasons. A subtle message of conservation and stewardship underscores the film which ends with the campaign's tagline: **OurParks—Visit Them. Enjoy Them Care for Them.** This promotional video was also submitted to local and national associations and garnered two awards; A Savvy Award for Video, Promotional Video from 3CMA and a Municipal Excellence Award from CCM. The video reached 44,482 individuals, was viewed by 25,627 users, and was shared over 160 times across Connecticut and the United States.


OURPARKS STORE

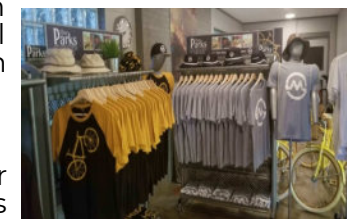
The OurParks Store was created to vend the OurParks merchandise and to serve as a base for the OurParks Ambassador Program. This seasonal location was created in the former warming hut building at Charter Oak Park. Along with gear and apparel the store also provided a bike share program (Yellow Bike Program) to Manchester residents at no cost. With the facility in place and ambassadors ready to plan, program and promote the OurParks events, we launched out of our pilot year into a successful summer at the park. Additionally, our ambassadors visited Market Nights each Wednesday to promote the brand and sell OurParks Gear.

OURPARKS AMBASSADOR PROGRAM

In FY18, the Department of Leisure, Family and Recreation moved out of its pilot year of the Park Ambassador Program at Charter Oak Park adding additional ambassadors and formalizing a training program for new comers. This training stressed the importance of sharing the OurParks message and building authentic relationships with the community. The ambassadors were charged with programming daily drop-in activities as well as a Summertime Family Friday Night Event Series. Throughout the season we witnessed a weekly uptick in attendance not only to our schedule programs but throughout the park. The success of this program has provided opportunities to expand our ambassador presence across the community to Northwest Park. This expansion would allow our ambassadors to reach residents on both ends of the community.

Our Parks
TAKE ME TO THE PARK

 Visit them. Enjoy them. Care for them.

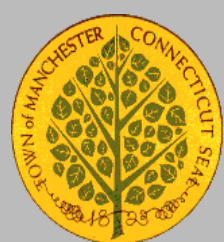


Manchester Public Library



The Manchester Public Library provides books and other materials and services desired by community members in order to meet their needs for information, creative use of leisure time, and life-long education. The library emphasizes individual service, especially to children, and serves as a focal point for interaction among diverse community residents of all ages. A wide range of programs are offered, from storytimes for babies to family programs for all ages and to a variety of reading-and-author-centered book clubs. These programs are aimed at developing independent intellectual growth and a lifetime love of reading and learning.

Despite multiple retirements and staff turnover during the year, 728 children's programs, 113 teen programs, and 121 adult programs were offered in FY 2018. There were 23,478 Manchester cardholders. FY 2018 saw a slow but steady increase in the borrowing of downloadable and streaming books and media items.

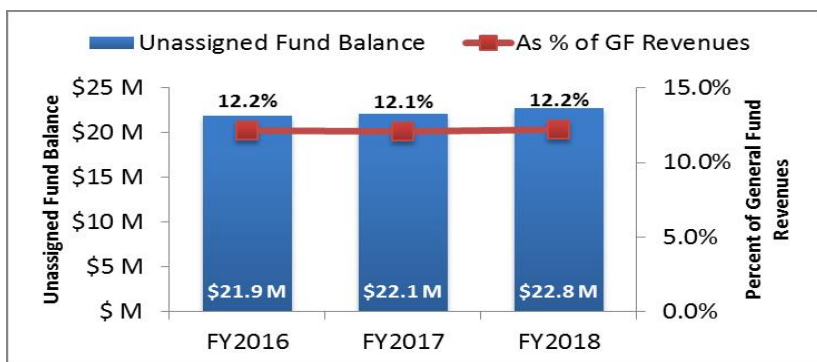


Financial Stability

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

How are we doing?

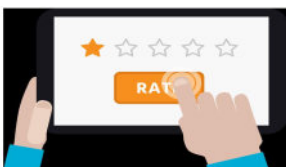
Unassigned Fund Balance



Unassigned fund balance stayed stable around 12% of General Fund Revenue over the past three fiscal years.

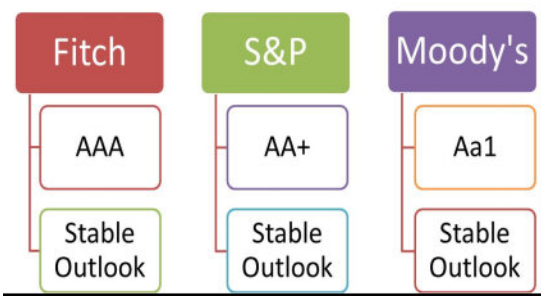
General Fund Unassigned Fund Balance represents that portion of fund balance which is available for appropriation and is a measure of the Town's capacity to withstand financial emergencies. The stability of Manchester's fund balance has been a key factor in maintaining strong bond ratings and securing competitive interest rates when bonds are issued. The Town maintains a formal unassigned fund balance target of between 5-7% of general fund revenues, although Management has been targeting 10%. Unassigned fund balance increased to just over 12% in FY 2018, primarily attributable to positive tax collections as a result of the delinquent tax collection policy and personnel vacancy savings in various departments across the Town.

Credit Ratings



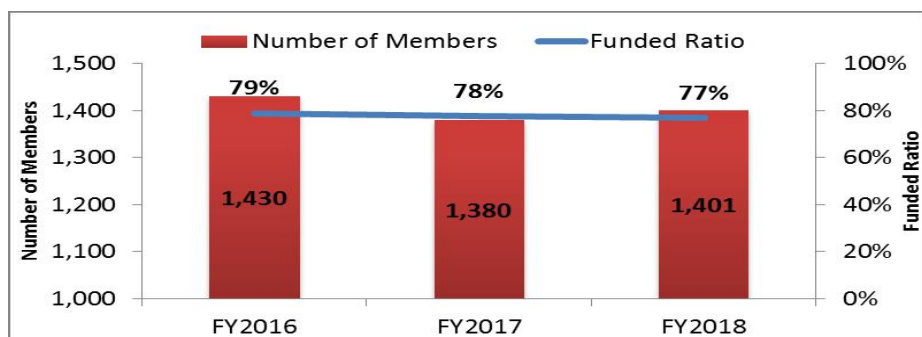
The three national rating agencies have assigned the Town of Manchester's general obligation bonds strong credit ratings. In February 2018, S&P reaffirmed the Town's of AA+ rating, and Fitch reaffirmed the Town's AAA rating. In its issuer comment on February 2, 2018, S&P cited

- the following characteristics in reaffirming the Town's credit rating:
- Strong economy, with access to a broad and diverse metropolitan statistical area (MSA)
 - Strong management, with "good" financial policies and practices
 - Strong budgetary performance, with balanced operating results
 - Very strong budgetary flexibility and very strong liquidity



*Moody's as of September 2018, Fitch and S&P February 2018

Town of Manchester Pension Plan: Funded Ratio



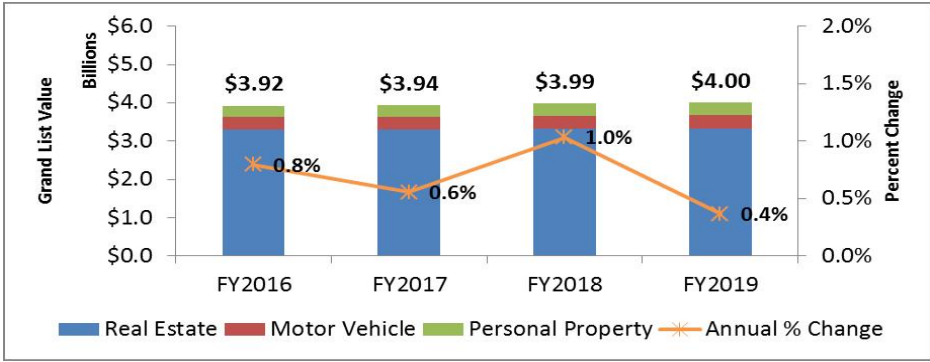
The funded ratio of the Town of Manchester Pension Plan for FY 2018 was 77%.



The decline in the funded ratio over the last two years is attributable to lowering the assumed rate of return to 7.125% from 7.375%.

How are we doing?

Grand List Value



The assessed value of the Town's Grand List grew to \$4.0B for the FY 2019 Budget Year.



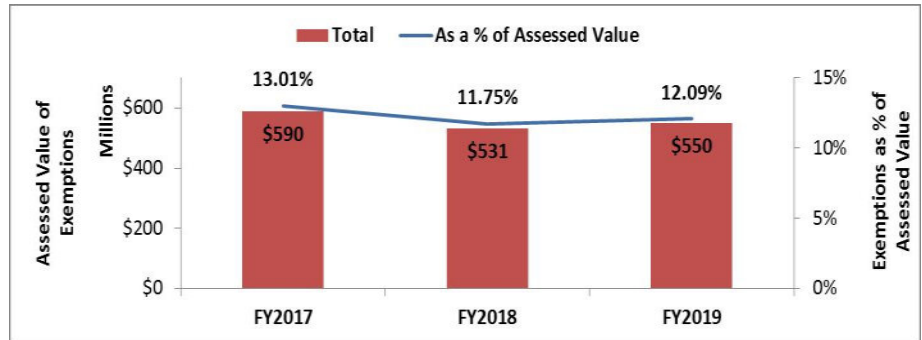
It represented an increase of 0.4% over FY 2018.

Assessment Value of Tax Exemptions

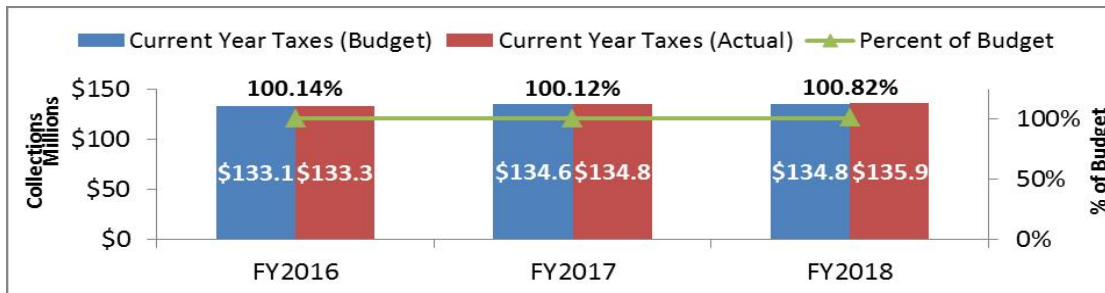


In FY 2019, approximately \$550M in assessment value was excluded from the Grand List due to various property tax exemptions, many of which are mandated by the State.

The assessed value of these exemptions totaled approximately 12.09% of the Grand List in FY 2019.



General Fund Property Tax Collections vs. Budget

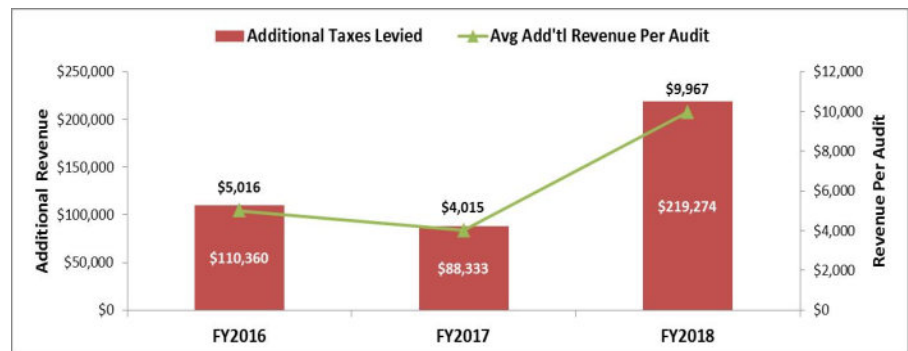


When developing the annual budget, the Town of Manchester assumes a tax collection rate of 97.8% to account for mid-year adjustments to the Grand List and for non-payment of taxes. This assumption has proven to be a good predictor of current year taxes collected, with current year tax revenues coming in just above budget in FY 2016, FY 2017 and FY 2018.

Personal Property Audits

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

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



What are we doing?

Finance Administration & Accounting

Finance Administration is responsible for oversight and the general administration of the entire Finance Department, which includes the Accounting Division, General Services Division, and the Assessment and Collection Division. Finance Administration also oversees the Town's General Liability and Workers' Compensation Self-Insurance Program, is responsible for the management of the Town's premiumed 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, Sanitation Fund, and Special Grant Funds.

Significant accomplishments in FY 2018 included:

- Awarded the Government Finance Officers' Association Certificate of Achievement for Excellence in Financial Reporting for the 23rd consecutive year.
- Issued \$20 million in general obligation bonds and \$17 million in temporary notes to support ongoing school and infrastructure projects.
- Maintained strong AAA (Fitch) and AA+ (S&P) credit ratings despite the impact of state budget uncertainty.
- Withstood \$2 million deficit in State Funding with sound budgetary management of local revenues and expenditures

Assessment & Collection

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

In FY 2018, the Division defended most of the appeals filed after the revaluation undertaken in FY 2017. Most of the claims were resolved in FY 2018, with very positive results, though some appeals were still pending at the end of FY 2018. Also in FY 2018, due to issues with State of Connecticut legislation and the delay in approving a State budget, motor vehicle tax bills were delayed until late September and due by November 1st, while the Town waited for the State budget to pass. In addition, because the State issues were resolved in October, the Town also sent a second installment for motor vehicle tax bills to make up the difference between what was originally billed, and what was allowed once the State budget was adopted. The Town completed two tax sales in FY 2018, one on November 14, 2017 and one on June 12, 2018. Combined, there were originally 24 properties on the tax sale list for these two tax sales, 17 of the 24 owners paid their taxes in full, resulting in those 17 properties being removed from the tax sale list. The Town sold the remaining six properties in the tax sales. The additional revenue received by the town as a result of the delinquent tax collection policy contributed to the positive net result of operations in the General Fund for FY 2018.

Budget & Research

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

In FY 2018, the Office of Budget & Research focused on improving a number of core service areas, including:

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



Awards & Accolades

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

GreenCircle Sustainability Leader Award

Connecticut Department of Energy and Environmental Protection and the Hartford Business Journal honored the Town of Manchester with GreenCircle Sustainability Award 2016.



Manchester Water Treatment Plant was constructed at the Hockanum River Water Pollution Control Facility (WPCF) with approximate cost of \$51 million. This water treatment plant has dramatically reduced chemical discharge into the nearby Hockanum River. The liquid discharge from WPCF into the river is the cleanest it has ever been.

We are proud of our Sewer Department - Town of Manchester for this enormous achievement!

Distinguished Budget Presentation Award

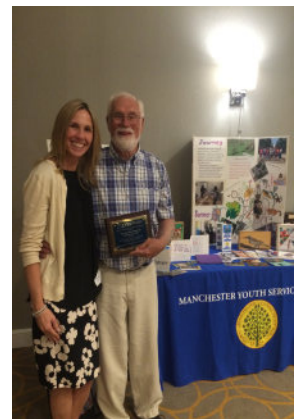
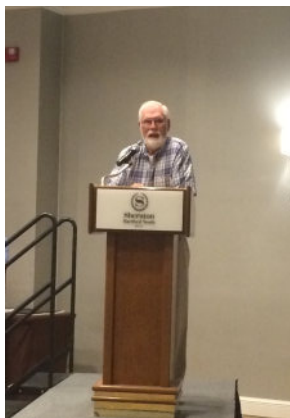
The Budget & Research Office of the Town of Manchester, was awarded with the Distinguished Presentation Budget Award by the Government Finance Officers Association (GFOA) of United States and Canada.

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



JOURNEY - Program of the Year Award

Peter Wlochowski, Program Coordinator at the YSB, was recognized when his program "Journey" won the Program of the Year Award at the Connecticut Youth Service Association's annual conference.

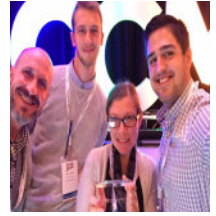


National Silver Circle Award Municipal Excellence Award - CCM; Savvy Award - 3CMA

The OurParks marketing campaign celebrates Manchester's outdoor spaces and was developed by the Department of Leisure, Family and Recreation. The goals of the campaign were to promote Manchester parks & greenspaces and the town's commitment to leveraging state, federal and private funds to restore and improve these existing community assets.



A promotional video and park ambassador program were created and implemented at our newly renovated Charter Oak Park. This campaign was nominated and received a National Silver Circle Award for Marketing and Tools Branding/New Logo from 3CMA.



The "OurParks: Take Me to the Park" promotional video is a two-minute film celebrating eight of the town's most prominent parks, including the newly renovated Charter Oak Park. This promotional video garnered two awards; A Savvy Award for Video, Promotional Video from 3CMA and a Municipal Excellence Award from CCM.

Certification & Courses

Gabriela Laureano - Account Associate at Assessment & Collection, Town of Manchester has recently completed CCMA Course 1A, the first course in the curriculum to become a CCMA I (Certified Connecticut Municipal Assessor). This course, was offered at the Annual School For Connecticut Assessors at UConn.

Assessor's School also offers continuing education workshops for certified assessors. **Lawrence LeBel** - Assistant Assessor and **John Rainaldi**- Director of Assessment & Colection, were asked to be presenters of continuing education workshops at UConn Assessor's School.

David Greaves - **Delinquent Collector of Revenue** at Assessment & Collection, Town of Manchester continues to teach as an instructor of Certified Connecticut Municipal Collector (CCMC) Course II. David has been an instructor of this course for two years. Course II is the second of four courses that prospective tax collectors must take to become Certificated tax collectors in Connecticut. David has received very high evaluation marks from his students each time he has taught this course, and we're sure he will continue to receive high marks from his student.



Joe Camposeo - Town Clerk completed a four year term as Second Vice President of the National Association of Records and Clerks. He was also awarded with an advanced education certificate from Connecticut Town Clerks Association.



Michelle Krampitz - Asst Town Clerk I was also awarded with an advanced education certificate from Connecticut Town Clerks Association.



Michelle Krampitz - Asst Town Clerk I & **Carol Ditaranto** - Land Records Clerk II successfully completed the coursework and exam to achieve certification as "Certified Connecticut Town Clerk" by the Secretary of the State.



Appreciation & Gratitude

Manchester is a recipient of federal Community Development Block Grant (CDBG) funds. This annual grant funds projects that primarily benefit low- and moderate-income town residents. Every few years, recipient communities are subject to a monitoring visit conducted by the federal Department of Housing and Urban Development (HUD), from which this funding originates, to ensure programs are run efficiently and in compliance with federal laws and regulations.

During FY2018 Manchester underwent a monitoring visit and HUD's summary report was received on August 16, 2017. In this report, HUD staff was complimentary in their review and noted that the Town was compliant in all areas of focus (efficiency, effectiveness and compliance). In addition, the report stated

"The Town of Manchester's housing rehabilitation program is an exemplary practice (emphasis added) in that the operation is a very successful housing rehab program that is noteworthy as a practice or activity that could possibly be duplicated by another grantee."

Risk Management Award



The Connecticut Interlocal Risk Management Agency (CIRMA) presented Manchester Mayor Jay Moran, and Town Manager Scott Shanley, with a check for \$71,302, their prorated share of CIRMA's \$5 million Members' Equity Distribution for 2018. This is CIRMA's seventh distribution of Members' Equity made in the past eight years, for a total of nearly \$25 million.

Meritorious Award for Manchester Police Department

CALEA accredited agencies are recognized for having been accredited for 15 or more continuous years. These agencies receive an enhanced Certificate of Meritorious Accreditation, displaying a blue "Meritorious" ribbon and an inscription proclaiming their 15 or more years of accredited status.

The Police Department successfully completed the CALEA re-accreditation process and received a Meritorious Award.

Certificate of Achievement for Excellence



The Finance Department was Awarded with the Government Finance Officers' Association Certificate of Achievement for Excellence in Financial Reporting for the 23rd consecutive year.

Grants & Endowments

- Youth Service Bureau (YSB) is supported by Municipal funds and numerous state and federal grants, as well as private foundations.
- During FY 2018, YSB received approximately \$1.9 million grant to sponsor and support the following:
 - Operation of the Youth Service Bureau
 - Positive youth development programs: Journey, Boys Council, and Girls Circle.
 - 40 preschool spaces at Manchester Early Learning Center
 - Learn and Play, an educational and supportive program for parents and young children
 - The work of the School Readiness Council
 - Providing campership for 73 youth to 13 different camps
 - Regional efforts to prevention programs and efforts
 - Substance abuse prevention and education
 - 36 preschool spaces at the YWCA Nike Tykes Preschool and Keeney School Preschool



Manchester Public Schools

Introduction



Superintendent's Message

Manchester Public Schools Phone Numbers

Office of the Superintendent
Matt Geary
(860) 647-3442

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

Central Registration
Milka Frison
(860) 645-6041

Finance & Management
Karen Clancy
(860) 647-3445

Pupil Personnel Services
Sarah Burke
(860) 647-3448

Human Resources
Sinthia Sone-Moyano
(860) 647-3440

Transportation
Barbara Walz
(860) 647-3476

Health Services
Marney Reardon
(860) 647-3324

Food & Nutrition Services
Nick Aldi
(860) 647-3462

Equity & Partnership
Latasha Easterling-Turnquest
(860) 645-6041

Business/Community Partnership
Beth Hayes
(860) 647-3487

Communications & General Questions
Jim Farrell
(860) 268-6377

Visit Manchester Public Schools at
www.mpspride.org

Manchester Public Schools is among the state's most diverse school systems -- 37 percent of our students are white, 27 percent Hispanic or Latino, and 24 percent black or African-American. About 55 percent of students are eligible for free or reduced-priced meals based on family income and 14 percent of students have disabilities that are addressed through Individualized Education Plans. We have approximately 6,200 students attending classes at 16 sites (one preschool center, eight elementary schools, two middle schools, one high school, three alternative education sites, and adult and continuing education) across the district. These students are supported by over 650 certified staff members along with over 700 non-certified staff.

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

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



Matt Geary
Superintendent of Schools



Darryl Thames
Chairman of the Board of Education



At a glance

Did you know?



650 certified educators and
700 non-certified staff members

6,200 students walk through the
halls of our schools

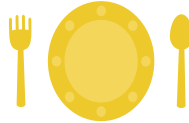


- 59 languages spoken across the district
- 38 languages spoken within our English Learner program

845 students receive
special education services

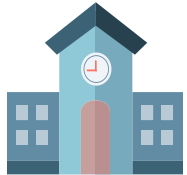


3,700 students ride a bus
each day



52 food service kitchen employees
Serve 4,100 lunches per day
55% of students eligible for free
and reduced lunch

16 Schools
2 million square feet of cleanable
space in buildings



\$113 million annual budget

543 students participated in 23
varsity sports and 37 clubs



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



Finance & Business Management

How are we doing?



Board of Education



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

Board of Education members include (front) Peter Conyers, Deb Hagenow, Chairman Darryl Thames, and Secretary Christopher Pattacini and (standing) Tracy Maio, Jason Scappaticci, Peter Meggers, Melanie Stefanovicz, and Scott Hughes.

Finance and Management

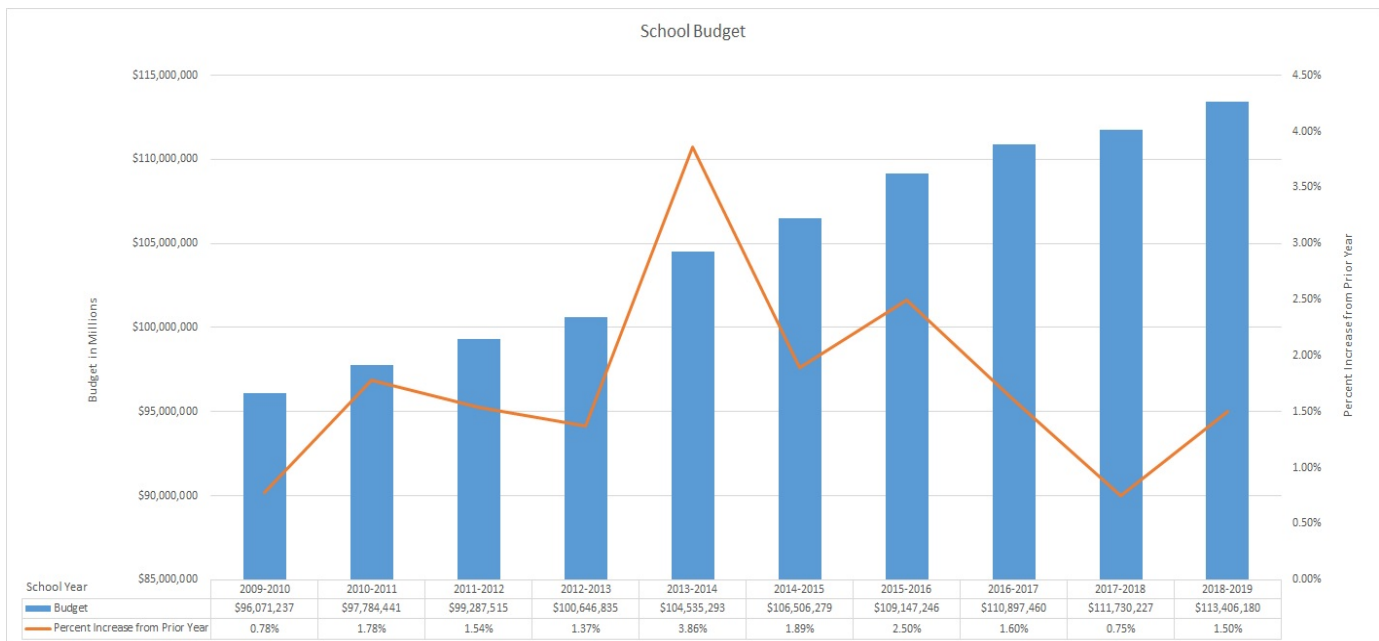
The Manchester Board of Education remains committed to ensuring that all schools are adequately funded to support success for all students. This goal is achieved by providing each school an allocation from the budget for instructional materials based on an equitable per pupil allotment. During the budget development process, every school submits a budget requesting materials and staffing for educational improvement. Central Office staff reviews requests to ensure the distribution of resources in an equitable fashion. Grant funds are secured to provide additional funding to improve student achievement. Parameters established by equity and specific to class size, free and reduced lunch statistics, and staffing are taken into consideration to disperse funds equitably to ensure structures necessary for providing quality programming for all students.

Outside consultants continue to conduct evaluations in a variety of areas in order to ensure effective communication, collaboration, consistency, efficiency, and allocation of resources within and across the district.

The 2018-19 school budget is \$113,406,180, which is a 1.5 percent increase over the previous year. Please refer to the graph that follows to review budget numbers for the last ten years.

How are we doing?

School Budget 2009 - 2019



Other Revenue Sources: Grants

Many organizations and foundations have awarded various highly competitive, prestigious grants to Manchester Public Schools as evidenced by the investment of millions of dollars to help fund programming, an impressive indication of trust bestowed by various government agencies and educational philanthropic groups. This is validation of the work being done at Manchester Public Schools. Listed below are just some of the grants awarded to Manchester Public Schools in 2017-18.

Grant	Award
Alliance Grant	\$3,821,324
Priority School Districts Funds	\$415,188
Extended School Hours Funds	\$125,223
School Accountability - Summer School	\$148,647
Nellie Mae - Equity Root Causes	\$295,000
TITLE I	\$1,621,938
IDEA	\$1,686,390
MRA	\$1,250,000
Hartford Foundation for Public Giving	\$ 576,000

How are we doing?



Instructional Staff

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

Full-Time Equivalent (FTE)¹ Staff

	FTE
General Education	
Teachers and Instructors	447
Paraprofessional Instructional Assistants	34
Special Education	
Teachers and Instructors	91
Paraprofessional Instructional Assistants	138
Administrators, Coordinators and Other Leadership Positions	
District Central Office	11
School Level	46
Library/Media	
Specialists (Certified)	11
Instructional Specialists Who Support Teachers	48
Counselors, Social Workers and School Psychologists	66
School Nurses	22
Other Staff Providing Non-Instructional Services/Support	286

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

Educators by Race/Ethnicity

	Count	District Percent of Total (%)
American Indian or Alaska Native	1	.01
Asian	4	.6
Black	31	4.4
Hispanic	28	4.0
Pacific Islander	1	.1
Two or more	0	0
White	627	89.6

How are we doing?



Buildings and Grounds

Building and Grounds (B&G) consists of carpenters, painters, groundskeepers, plumbers, electricians, heating, and cooling mechanics. There are approximately 90 employees in B&G whose responsibilities include maintaining and cleaning 18 buildings. The largest is Manchester High School, where as many as 18 custodians working two shifts together clean more than 370,000 square feet of building space. In all, there is close to 2 million square feet of 'cleanable space' in school district buildings.

Food Services



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

The department has 52 employees who work in the kitchen, 2 office support staff, and a Food Service Director. The majority of the staff are local residents who have students enrolled in or have graduated from Manchester Public Schools. Because Manchester participates in the Federally Funded National School Breakfast, and National School Lunch Program each meal and food item sold must meet all federal and state nutritional standards. The meal pattern focuses on foods that

are whole grain rich, high in nutrients, low in sugar, and low in saturated fats. In 2017-18, there were 235,712 breakfast meals served and 738,006 lunches served -- an average 1,200 breakfasts and 4,100 lunches each day.

New in 2018-19: All students in four elementary schools (Martin, Verplanck, Waddell, and Washington) are eligible for free meals as part of a federally funded Community Eligibility Provision. Essentially, the government said that if enough students in a particular school are from families that qualify based on combined income for certain kinds of public assistance (e.g. Supplemental Nutrition Assistance), then instead of "re-qualifying" those families for free school meals, everyone is eligible regardless of family income.

Transportation

The district contracts with Dattco, a New Britain-based transportation company, to provide school bus transportation for approximately 3,700 Manchester students each day (including students who attend public, parochial, charter, and technical schools). By school board policy, buses are provided for eligible elementary students who live greater than 1 mile from their school; for middle school students who live more than 1.5 miles from their school; and high school students who live more than 2 miles from their school. Exceptions may be made if the path to school is determined to be hazardous. There may also be extenuating circumstances when special transportation is sometimes required by a student's 504 and/or Individual Education Plan.



How are we doing?



Equity

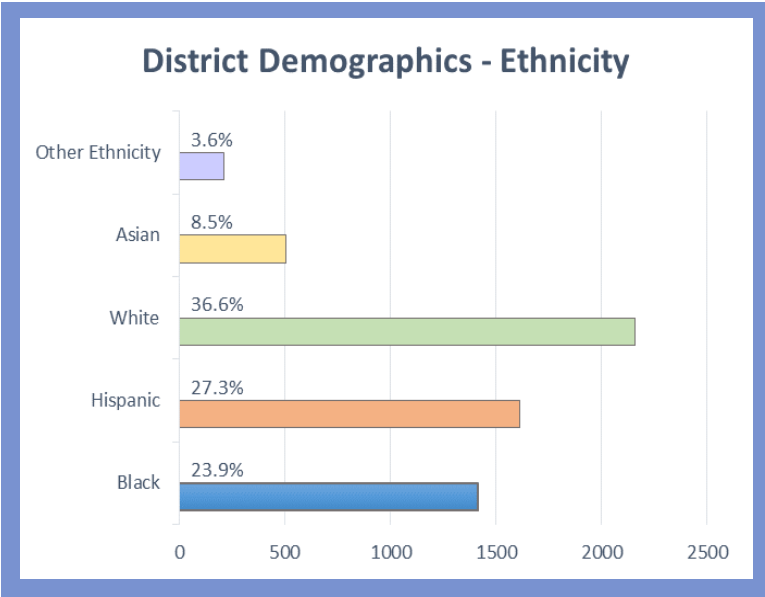
During 2017-18, Manchester Public Schools expanded our yearly school climate assessment to include school site visits, specialized focus groups, and a newly developed equity-informed survey. By examining the experiences of students of various races, genders, disabilities, first languages, and sexual orientations we believe we will be able to better understand what can be done to provide every student with what they need to be successful. The results of the climate assessment will inform an action plan to address inequities and systemic barriers in order to ensure that our schools are positive environments where all students are provided with what they need to be successful.

In addition to the assessment, a team of students and staff were gathered to begin exploring issues related to equity in MPS in preparation for reviewing the finalized report.

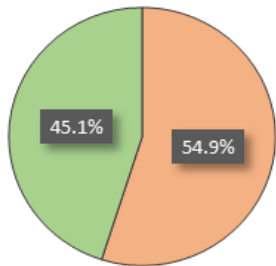
Diversity

Our diverse student population includes 23.9% Black, 27.3% Hispanic, 8.5% Asian, and 36.6% White students, with growing populations of Central American, Indian, Bengali, African, West Indian, Middle Eastern, and other immigrant populations. 6.7% of MPS students currently receive English Learner services. There are 37 languages spoken within our English Learner program, and many more spoken as a district. Spanish is the second-most-spoken language among students who were enrolled in the 2017-18 school year, followed by Telugu, Twi, Bengali, and Tamil.

Besides race and ethnicity, we have diversity in socioeconomic status among students and families, with nearly 55% of students receiving free/reduced lunch. We have diversity in religion, particularly with a large Muslim population. We also have a growing number of students who identify as LGBTQ and we are able to provide support and resources through a strong Gay Straight Alliance for Equality. As our diversity increases, we continue to work collaboratively to address these needs - with prayer rooms for our Muslim students, halal meal options, recognition of religious holidays, and gender neutral bathrooms.

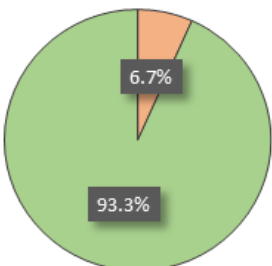


District F/R Meals



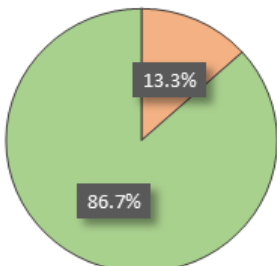
F/R Meals Not F/R Meals

District ELL



ELL Not ELL

District Special Ed



Special Ed Not Special Ed



Academics

What are we doing?

Curriculum and Instruction, Professional Development

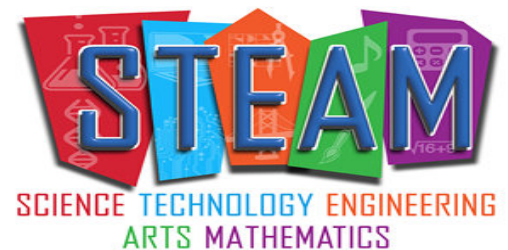
Manchester Public School staff continually strives to implement the district's rigorous curricula in tandem with high expectations for all students. Teachers access lesson plans and resources electronically in Unit Planner. Unit Planner provides continuity across the district and ensures that teachers have real time access to the curriculum and supporting resources.

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

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

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

The integration of Science, Technology, Engineering, Art, and Mathematics is at the heart of the STEAM department. Every student Kindergarten through Grade 4 engages in hands on experiences that educate them in the four specific disciplines of Science, Technology, Engineering, and Mathematics. These experiences include, but are not limited to, coding, invention, experimentation, and the use of written science sources to support students development as "future ready."



The district is committed to being "future ready," which means preparing students to be creators of, not just consumers of, technology. Manchester is a Google District -- and all students (and staff) have Google accounts and thus access to G-Suite tools and support. Students get Google accounts in kindergarten and use them for assignments with increasing frequency until they receive their own Chromebooks at the start of Grade 5. Students in grades 9-12 are allowed to take the devices home (and also communicate through school-issued Gmail accounts).

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

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

What are we doing?

Humanities

The Humanities introduce us to people we have never met, places we have never visited, and ideas that may have never crossed our minds. By showing how others have lived and thought about life, the Humanities help us decide what is important in our own lives and what we can do to make them better.

The Humanities include English Language Arts, World Language, and Social Studies. The Humanities strives to cultivate a community of readers and writers throughout the contents. A focus in the middle schools has been to extend world language opportunities, implement readers & writers workshop, and build libraries to offer choice in text selections within ELA classes and reimagine the Social Studies curriculum to include relevant, engaging learning experiences where students are driving their learning.



Data Dashboard

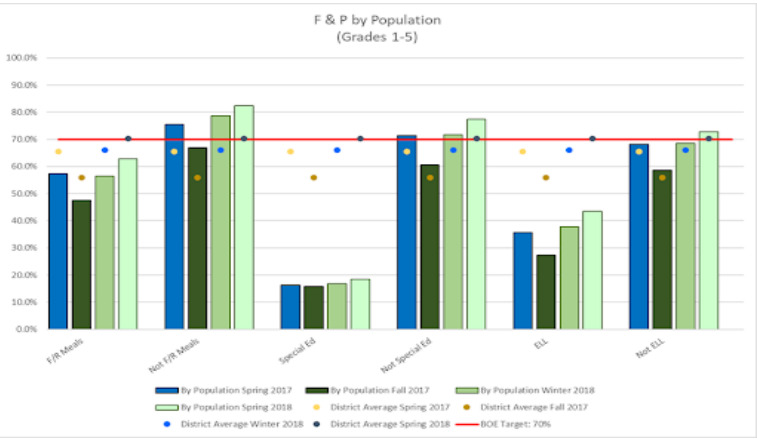
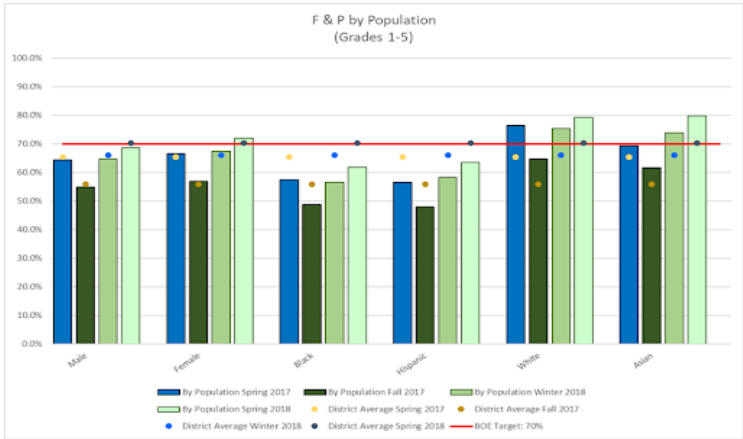
Manchester Public Schools has identified a few key categories that are regularly tracked and updated through the district's 'data dashboard' located at www.mpspride.org. These categories include measures taken when students begin their journeys through the district (the Early Screening Inventory, which notes Kindergarten readiness) as well as at the end (the high school graduation rate). Other areas highlighted on the district data dashboard include the percent of students:

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

The charts that follow illustrate trends in some of these areas.

Fountas and Pinnell

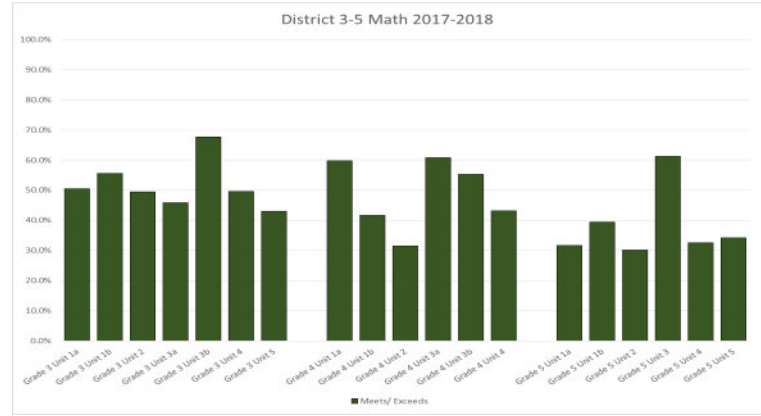
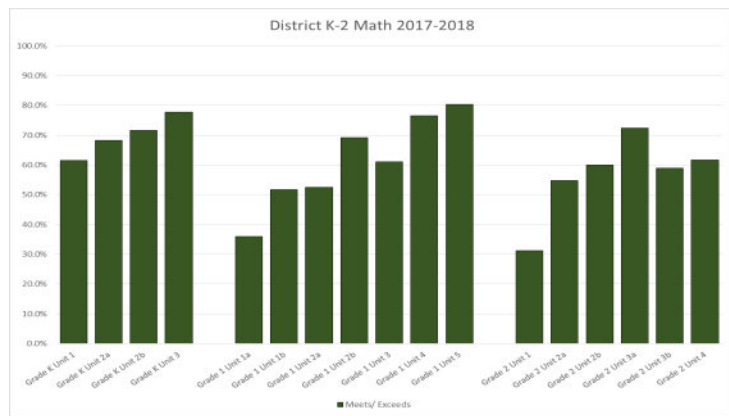
The district uses the Fountas & Pinnell Reading Benchmark Assessment System to determine students' independent and instructional reading levels to support small group instruction. Teachers are able to observe student reading behaviors one-on-one, engage in comprehension conversations that go beyond retelling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



How are we doing?

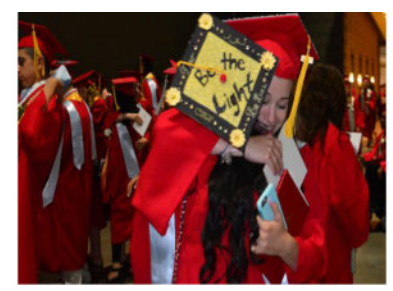
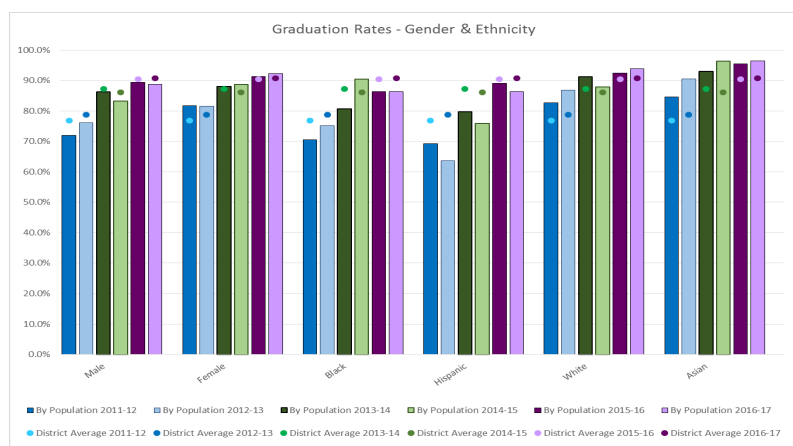
Math Unit Assessments

Teachers analyze and compare data after each unit assessment in order to make informed decisions for differentiation of learning for all students based on strengths and weaknesses. Grades K-2 Math units focus on developing number sense and solidifying concepts of addition and subtraction. Grades 3-5 Math units emphasize multi digit operations with whole numbers, decimals, and fractions while developing a foundation in fractional understanding.



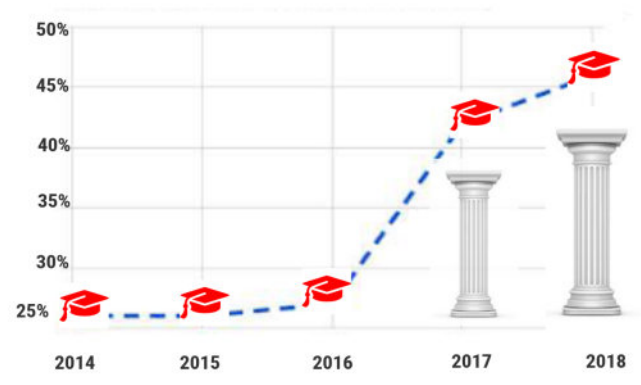
High School Graduation Rate and College/Career Readiness

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



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

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



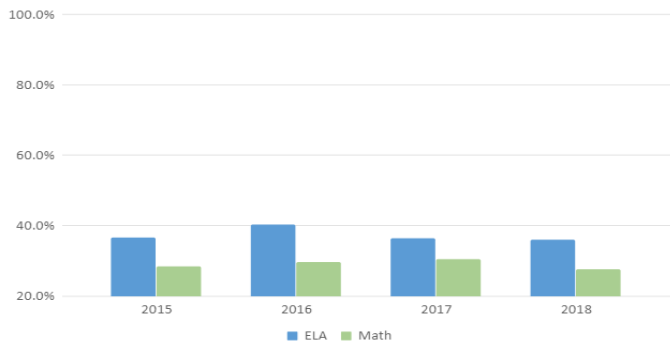
How are we doing?



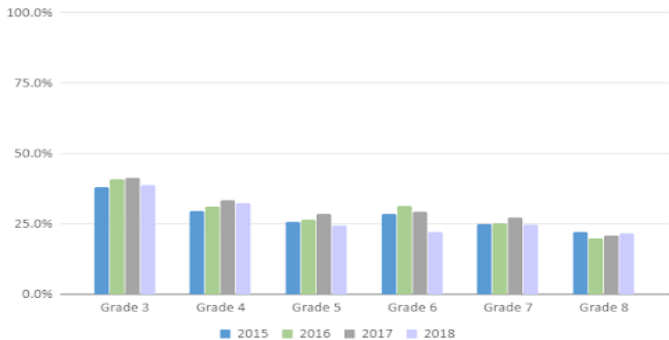
Smarter Balanced Assessment

The Smarter Balanced Assessment Consortium has acted as Connecticut's state assessment since 2015. The SBAC is a summative computer-adaptive test designed to measure student achievement and growth of student learning in English language arts and mathematics in grades 3-8. The results of the SBAC provide program evaluation data and support the school district and state accountability systems.

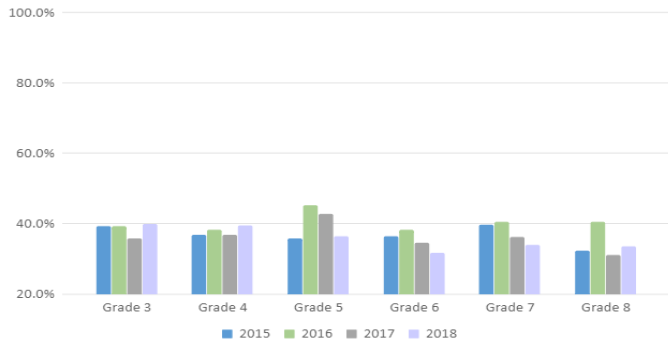
Smarter Balanced Overall by Year



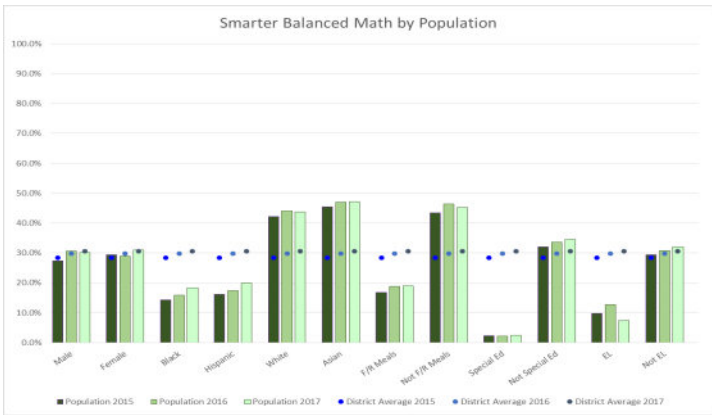
Smarter Balanced Math by Grade and Year



Smarter Balanced ELA by Grade and Year

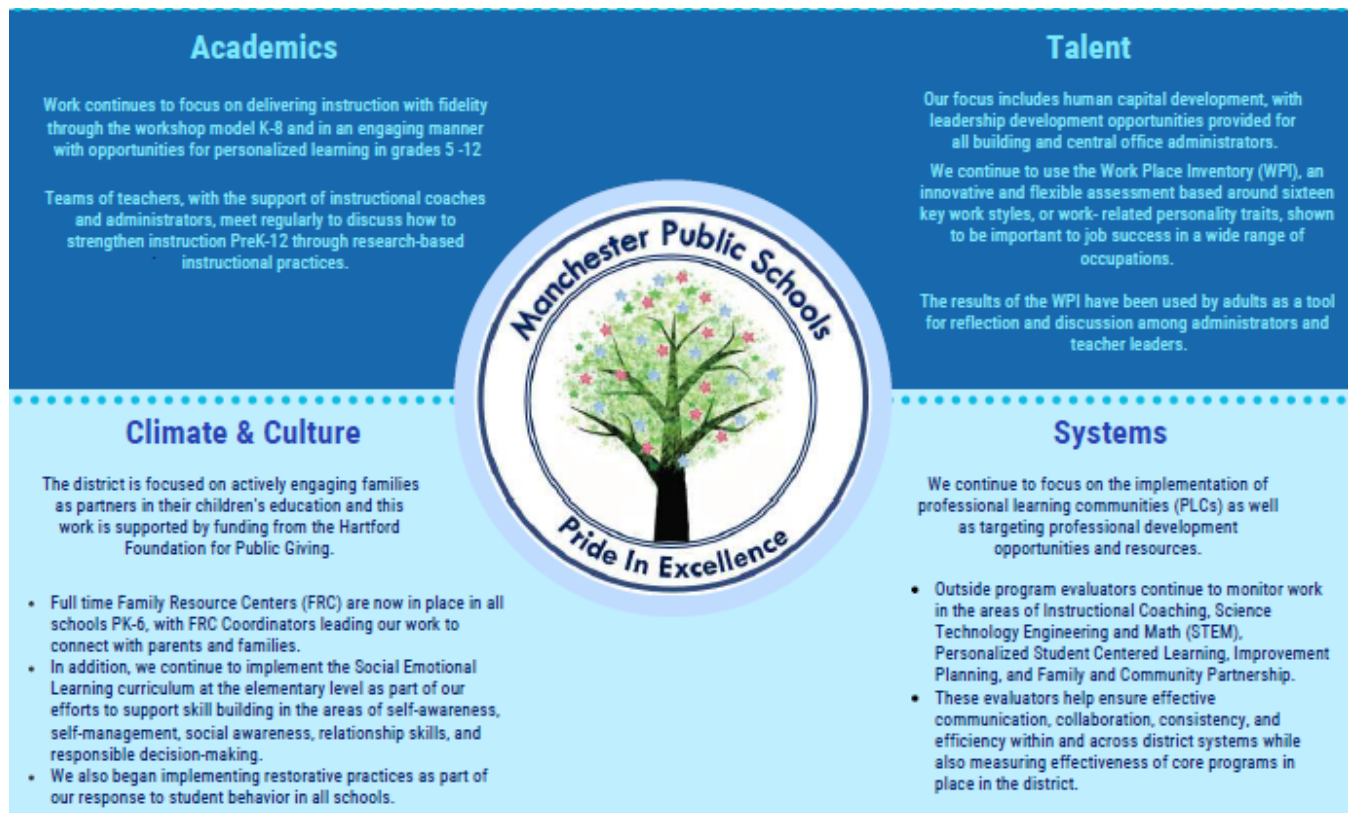


Smarter Balanced Math by Population



What are we doing?

District Improvement Plan



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

Our District Improvement Team and School Improvement Teams meet regularly and develop strategies in response to thorough analysis of data. Some recent changes to staffing and resource allocation in response to data include:

- Added Reading Consultants to Waddell, Washington, Verplanck, and Grade 5 at Bennet (Supercharged Reading)
- Maintained 2017-18 Special Education Staffing Levels at every elementary school for 2018-19, thereby reducing teacher to student ratio
- Ensured Special Education Staff is involved in Professional Development in Literacy
- Convened District 3 - 12 Vertical Team to Examine Key Skills and Unit Assessment Alignment
- Ensured Math Fluency Block is included in all elementary building schedules
- Introduced Math Fluency Pilot at 4 of 8 Elementary Schools
- Ensured consistent communication of key skills and ways to help at home with parents and families

The District Improvement Plan is separated into four areas: Systems, Talent, Academics and Culture/Climate.

What are we doing?



Student Supports: Pupil Personnel Services

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

Receiving these services are more than 1,000 students who have been identified as having educational needs due to a disability and thus are entitled to specialized instruction and related services under the Individuals with Disabilities Act (IDEA).

Primary disabilities cover a range of needs ranging from mild to severe and can include cognitive, learning, developmental, physical, and/or emotional disabilities.

During the 2017-18 academic year there were 845 Manchester students within the district who received special education services, with 148 more in magnets schools and 48 in out-of-district placements.

Another 565 students last year had a 504 plan, which is a developed to ensure that a child who has a disability identified under the American with Disabilities Act (ADA) receives accommodations that will provide for their academic success and access to the learning environment.

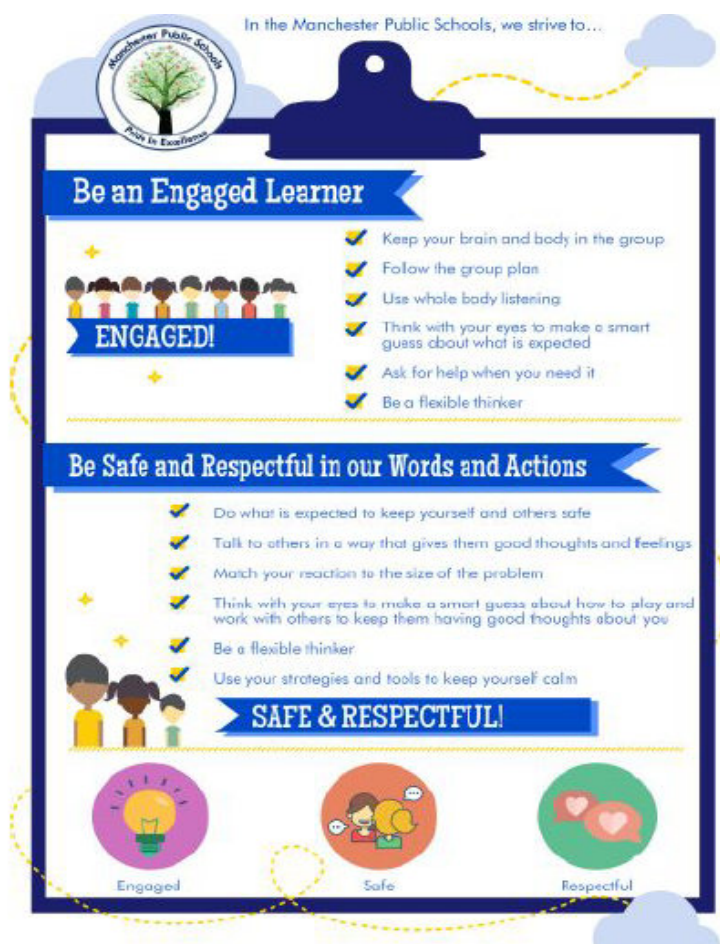
Services and support programs provide students with disabilities access to the general education curricula, help to improve their academic achievement, reduce the time that they are removed from general education classrooms, and increase their time with non-disabled peers.

School Climate

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

Restorative practices are centered on all community members building meaningful relationships to establish and nurture school and classroom communities while also using those relationship to restore and manage conflict when tension arises. The concept gives insight into the fact that people are happier when they learn how to restore relationships in a collaborative effort as opposed to it being done for them or to them.

We believe in an approach that combines high expectations and structure with high levels of care and support for all students. This work is supported by School Climate Teams in each building along with district staff who support the integration of restorative practices and our social emotional learning curriculum.



What are we doing?

Social-Emotional Learning

The district recognizes that the social and emotional needs of our students are as important as the academic needs -- and that they are deeply connected. Our goal is to support all students as they grow and develop, so they will be prepared as lifelong learners and contributing members of society.

We accomplish this by:

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

And by offering:

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



Athletics and Extracurricular Activities



The school district has a robust athletic program and top-notch facilities, with the centerpiece the Barry Mitchell Memorial Athletics Complex at Manchester High School -- which features a state-of-the-art turf field and eight-lane track. During the 2017-18 school year, more than 450 students participated in 23 varsity sports and an additional 15 junior varsity or freshmen teams, including cheerleading, cross country, football, golf, soccer, track, unified sports, volleyball (girls), and wrestling. The MHS track team had an outstanding season in 2017-18 with student athletes earning all-New England honors in the 400 meters (Jevin Frett) and 4 x 400 meter relay (Joseph Pearl, Jevin Frett, Shawn Akomeah and Willy Joyner).

Manchester High School sponsors 37 clubs to meet the interests of students. The variety of clubs range from the Math Team to the MHS Steppers and Connecticut's only public school Hand Bell Choir.

School cultures encourage learning experiences that connect or make an impact on the community. For example, every senior at Manchester High School takes a civics course that requires the completion of a Service Learning Project where students identify a need in the community and create and execute an action plan to address this need. Samples of student projects include food drives, book and clothes drives, and money collections for specific charities and causes.

Illing Middle School also offers a variety of clubs and interscholastic sports, including fielding soccer, basketball, track, wrestling, cheerleading and unified teams. A highlight each year is the Buzz Wooldridge Invitational Basketball Tournament, a tradition for more than three decades.

Popular among elementary students is the annual Frank Rizza Cross-Country Challenge, which draws hundreds of students to MHS for a one-mile race every October.



Community Partnerships

What are we doing?

Family and Community Engagement

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



Manchester Public Schools offer Family Resource Centers (FRCs) at each of its eight elementary schools and at Bennet Academy. Every site has the same approach, with components that include family engagement; outreach; positive youth development; resources and referrals; and -- at the elementary level -- playgroups. As examples of the interaction, FRC coordinators run 'leadership lunch' groups for third- and fourth-graders and also invite the parents and guardians of K-2 students to visit at lunchtime to eat with their children while reading together and building literacy skills. Funding for the program comes mostly from the district's Alliance Grant, from the Hartford Foundation for Public Giving, and from Title I.



The Five Components of the Family Resource Centers

1. Family Engagement

We partner with our schools, other FRCs, and community agencies to support family development, and promote student learning. We do this by providing a range of workshops and fun, family events.

2. Outreach

We participate in events hosted by our community partners to bring resources and information to the public.

3. Playgroups

We facilitate playgroups that align with the CT Early Learning Development Standards. We utilize the ASQ Developmental and Social Emotional screening tool. We accept children ages birth to 5 from their home school district.

4. Positive Youth Development

We offer a range of recreational and educational opportunities during the before or after school hours for students in grades 4-5. Students are provided a chance to discuss issues that are important to them in a safe, non-biased, non-judgmental environment.

5. Resource and Referral

We are a primary resource and referral for matters pertaining to the well-being of the child, family, and school community.



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

What are we doing?

Business and Community Partnerships

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

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

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



How are we doing?

Intermediate Schools - Bennet and Illing

Starting with the 2018-19 school year, Manchester fifth-graders are no longer in elementary school but instead housed together at Bennet Academy in the recently renovated Cheney Building. Bennet Academy continues to also serve the district's sixth-graders.

The Bennet campus is at the base of Main Street at what a century ago was called Education Square, because it was the hub of education programming in town, including the high school.

Each grade level is now served by an assistant principal and a supportive team of counselors, social workers, and school psychologists. Students belong to academic teams -- sharing a math, language arts, science, and social studies teacher -- and the school boasts of elective programs that include a multidimensional musical education program with band, orchestra, and chorus as well as smaller ensembles.

Students in grades 7 and 8 attend Illing Middle School, where, as at Bennet, each grade level is served by an assistant principal and a team of counselors, social workers, and school psychologists who work together to support students. Illing students enjoy expanded elective opportunities and are given choice as to what courses they'd like to pursue.

Manchester High School



A comprehensive high school serving more than 1,600 students, MHS is organized into six distinct small learning communities, each with an administrator and team of support staff including counselors, social workers, and school psychologists.

Grade 9 students are primarily housed in the Freshman Center, a wing on the west end of the campus, although students visit the main building regularly for elective classes and more.

Among many factors that make MHS distinct:

- Students in grades 10-12 each belong to one of five academies:
 - Global Studies
 - Education and Public Service
 - Medical Careers
 - Performing Arts and Communication
 - STEM and Design
- The schedule also includes a 'Flex Block' -- a 33-minute period each day when students can 'sign up' for extra help with a teacher.
- Through its Imagine College program, approximately 120 students (most of who would be the first in their family to attend college) each year receive intensive support from mentors that includes assistance with applications and the scholarship search.

Students at Manchester High School routinely earn college credits by taking Advanced Placement classes or courses offered through arrangements with UConn and Manchester Community College. One hundred and forty two students in the class of 2018 took college credit courses through the AP program and partnerships with MCC and UConn and upwards of 1500 college credits were earned. Of special interest:

- MHS is among the top three high schools in the state in terms in both the number of courses offered and number of students enrolled in the UConn 'Early College Experience' program.
- It is expected that MHS will move closer to the top, as more than 200 students are currently enrolled in a new UConn ECE Human Rights course.



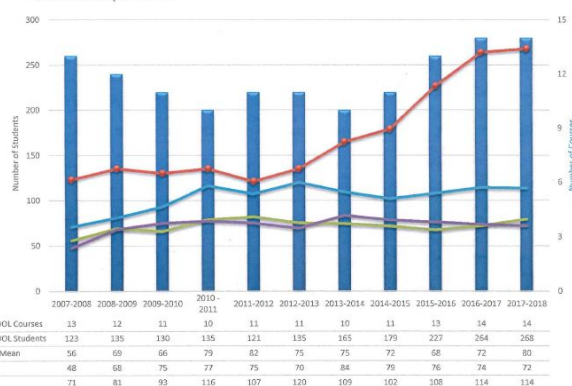
College Courses available to MHS Students

16 AP classes, including two new starting in 2019-19: AP Computer Science Principles and AP Art History

12 UConn Early College Experience classes

14 MCC classes

Mean Comparisons



Alternative Education

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

Manchester Regional Academy and its afternoon/evening program, New Horizons provide appropriate education opportunities for students in grades 7-12 with behavior and/or social-emotional needs. The approximately 70 students in the MRA program include non-residents, with their tuition paid by the sending district. Enrollment in the New Horizons program fluctuates and includes students who have been expelled.

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

The district's newest alternative program is the Manchester Middle Academy, which opened in fall 2018 in the former Assumption School building. The academy plans to serve approximately 50 students.

Staff in each school use positive behavioral environments and sound instructional practices that emphasize authentic hands-on applications with embedded critical thinking skills.

Our alternative educational programming is one more step on the continuum to address the needs of all children, grades 7 through 12.

Adult and Continuing Education

The district, through its adult education program, offers a variety of ways for adult learners to achieve educational, professional, and personal goals. The department offers programs including:

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



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

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

GENERAL FUND AND FIRE DISTRICT FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
BUDGET AND ACTUAL (NON-GAAP BUDGETARY BASIS)
FOR THE YEAR ENDED JUNE 30, 2018
(In Thousands)

	General Fund				Fire District Fund			
	Original Budget	Revised Budget	Actual	Variance Over (Under)	Original Budget	Revised Budget	Actual	Variance Over (Under)
Revenues:								
Property taxes, interest and lien fees	\$ 139,699	\$ 139,699	\$ 141,097	\$ 1,398	\$ 11,798	11,798	12,816	1,018
Intergovernmental revenue	36,093	36,093	35,150	(943)	1,169	1,169	353	(816)
Investment and interest income	517	517	905	388	8	8	28	20
Licenses, permit and fines	2,101	2,101	2,446	345	675	675	935	260
Charges for goods and services	1,695	2,234	2,027	(207)				-
Other	951	959	321	(638)			3	3
Total revenues	181,056	181,602	181,946	344	13,650	13,650	14,135	485
Expenditures:								
Current:								
General Government	5,973	5,973	5,635	(338)				-
Public Works	14,273	14,273	12,999	(1,274)				-
Public Safety	20,474	20,482	20,006	(476)	14,566	14,629	14,360	(269)
Human Services	2,992	2,992	2,821	(171)				-
Leisure Services	6,225	6,225	5,853	(372)				-
Employee benefits	3,179	3,187	3,106	(81)				-
Other	320	252	243	(9)				-
Education	113,133	113,672	113,626	(46)				-
Internal Service fund charges	2,794	2,794	2,794	-	399	399	399	-
Debt Service	11,905	11,905	11,754	(150)	120	120	120	-
Capital outlay	1,353	1,353	1,353	-	67	67	67	-
Total expenditures	182,621	183,107	180,190	(2,917)	15,152	15,215	14,946	(269)
Excess (deficiency) of revenues over expenditures	(1,565)	(1,505)	1,756	3,260	(1,502)	(1,565)	(811)	754
Other Financing Sources (uses):								
Transfers in	1,782	1,782	1,567	(215)	2,070	2,130	2,130	-
Transfers out	(2,217)	(2,277)	(2,277)	-	(742)	(827)	(827)	-
Total other financing sources (uses)	(435)	(495)	(710)	(215)	1,328	1,303	1,303	-
Net change in fund balances	\$ (2,000)	\$ (2,000)	\$ 1,046	\$ 3,045	\$ (175)	\$ (263)	\$ 492	\$ 754
Fund balance, beginning of year			24,168				1,718	
Fund balance, end of year			\$ 25,214				\$ 2,210	

GENERAL FUND
COMPARATIVE BALANCE SHEET
JUNE 30, 2018 AND 2017
(In Thousands)

	2018	2017		2018	2017
ASSETS					
Cash and cash equivalents	\$ 1,518	\$ 2,206	Deferred Inflows of Resources		
Investments	9,339	10,018	Unavailable revenue- property taxes	4,268	4,681
Property taxes receivable, net	4,028	4,059	Advanced property tax collections	5,908	5,412
Accrued interest on taxes	891	1,034	Total deferred inflows of resources	10,176	10,093
Accounts receivable	102	151			
Intergovernmental receivables	38	23	Fund Balance:		
Interfund receivables	29,264	20,767	Nonspendable	8	102
Other assets	8	102	Assigned	4,704	2,606
			Unassigned	20,966	22,066
Total Assets	\$ 45,188	\$ 38,360	Total fund balance	25,678	24,744
LIABILITIES AND FUND BALANCE			Total Liabilities, Deferred Inflows of Resources and Fund Balance	\$ 45,188	\$ 38,360
Liabilities:					
Accounts payable and other payables	\$ 2,382	\$ 1,820			
Accrued liabilities	1,532	1,646			
Interfund payables	5,365				
Intergovernmental payables	23	23			
Unearned revenue	32	4			
Total liabilities	9,334	3,493			

TOWN OF MANCHESTER **Department Directory**

Department	Official	Phone	Location
Animal Control.....	Eleese McConnell	645-5516	Thrall Rd.*
Assessor	John Rainaldi	647-3016	TH
Board of Directors	Jay Moran	647-3130	TH
Budget	Brian Wolverton.....	647-5243	TH
Building	Greg Smith	647-3052	LC
Cemetery	Chris Passera.....	647-3081	PW
Customer Service.....	Doreen Petrozza	647-5235	TH
Emergency Management.....	Don Janelle	647-3266	FD
Engineering.....	Jeff LaMalva.....	647-3158	LC
Facilities Management.....	Christopher Till.....	647-3145	PW
Finance	Kimberly Lord	647-3101	LC
Fire.....	David Billings	647-3266	FD
General Manager.....	Scott Shanley.....	647-3123	TH
General Services.....	Adam Tulin.....	647-3031	LC
Health	Jeffery Catlett	647-3172	WC
Highway.....	Kenneth Longo.....	647-3244	PW
Human Resources	Dede Moore.....	647-3126	TH
Human Services	Mary Roche Cronin	647-3092	WC
Information Systems	Jack McCoy	647-3072	LC
Library	Douglas McDonough.....	643-2471	MCL
Parks	Kenneth Longo.....	647-3244	PW
Planning & Economic Development.....	Gary Anderson	647-3044	LC
Police	William Darby.....	645-5500	PD
Probate	Judge Michael Darby.....	647-3227	PC
Public Schools	Matthew Geary	647-3441	BOE
Public Works.....	Tim Bockus.....	647-3047	LC
Recreation	Chris Silver	647-3089	RD
Registrar	Timothy Becker/James Stevenson	647-3025	WC
Sanitation	Brooks Parker	647-5279	PW
Senior Center	Eileen Faust	647-3211	SC
Tax Collector.....	Beth Jacobs.....	647-3018	TH
Town Attorney	Ryan Barry	647-3132	TH
Town Clerk	Joseph Camposeo.....	647-3037	TH
Water & Sewer Department.....	Patrick Kearney	647-3115	WD
Youth Services.....	Sharon Kozey	647-5213	YSB
Zoning Enforcement	Jim Davis.....	647-3057	LC

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

Website: Visit the Town of Manchester's official online website at www.townofmanchester.org

Sign up for Manchester Matters e-mail service and get the news you need about your community delivered direct to your desktop

Sign up for e-Recreation e-mail and learn the facts about Parks and Recreation News and Events online at

<http://recreation.townofmanchester.org/erecreation/public/>

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