

# Annual Report & Performance Measures

Town of Manchester  
FY2025



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### Letter from the Town Manager

I am happy to reflect on FY2025 and present the Town of Manchester’s FY25 Annual Report & Performance Measure Report. This document summarizes the Town’s continued commitment to transparency, accountability, and progress as Town staff work diligently to build a vibrant, inclusive, and forward-looking community.

Over the past year, Manchester has made significant strides on several key projects that reflect our shared vision for a thriving town:

- **The New Manchester Public Library:** Significant progress was made on the construction of the Town’s new state-of-the-art library during FY25. This transformative project will serve as a cornerstone for lifelong learning, digital access, community engagement, and contribute to the revitalization of Main Street.
- **The Oak – Manchester’s Newest Park:** After months of interdepartmental collaboration that spanned much of FY25, the Town proudly opened The Oak in September 2025, a dynamic new community destination that includes a brand-new skatepark, pump track, and full-sized turf soccer field. The park represents an investment in quality of life, environmental stewardship, and the health and well-being of Manchester residents.
- **Main Street Redevelopment:** Main Street continues to evolve through thoughtful redevelopment efforts. In FY25 the Town secured State and Federal funding that will enable the Town to safely connect numerous points of interest along Main Street.
- **Redevelopment of the Former Nathan Hale School:** The transformation of the former Nathan Hale School into modern apartments, and public improvements to the adjacent Spruce Street area began in FY25. The project will not only preserve a piece of Manchester’s history, but also addresses critical housing needs and supports the creation of diverse, connected neighborhoods.

These initiatives, among many others detailed in this report, reflect the dedication of our Town staff, elected officials, community partners, and residents. Together, we are shaping a Manchester that honors its past while embracing the future.

I invite you to explore the full report to learn more about our performance metrics, strategic priorities, and the tangible outcomes of our collective efforts. As always, we welcome feedback engagement—please reach out to the Director of Municipal Services with questions related to this report or to Department and Division heads directly utilizing the directory at the end of this report.

Looking forward to FY26,

Steve Stephanou  
**Town Manager**



# A Day in Manchester



On a typical day in FY25 the Town of Manchester provided the following services to Town residents:



**Manchester Fire Department**  
**Staffing Levels & Calls for Service**

**24 Firefighters** on duty, with an average of **29 calls for service** responded to. Calls are a mix of Medical/Rescue (75% of total), Fire, Hazardous Conditions, Public Service, or other types.



**Manchester Police Department**  
**Calls for Service**

An average of **182 calls for service** received, including motor vehicle stops (9% of total) and accidents (3%).



**Manchester Senior Center**  
**Meal Program**

**84 meals served** to Manchester Seniors. Lunch is served every weekday (Monday - Friday) that the Senior Center is open.



**Manchester Town Hall**  
**Customers Served**

Customer Service **fielded 70 inquiries and complaints** from residents on topics such as property maintenance, trash pickup, street lights, snow removal, and more.



**Mary Cheney & Whiton Libraries**  
**Visitors**

**418 visitors** to the Mary Cheney Library, and an estimated **90** to the Whiton branch. On average there are **1,743 items checked out** each day (books, video, and other material types).



**Sanitation Division**  
**Curbside Trash & Recycling Pickup**

Over **64 tons of trash** is collected along with **16 tons of recycling**.



**Manchester Senior Center**  
**Transportation Program**

**21 trips for** to Manchester Seniors for shopping, nutrition, and other services.



**Water & Sewer Department**  
**Drinking & Waste Water Treatment**

Approximately **5 million gallons of drinking water** treated and delivered; **over 4 million gallons of wastewater** treated.



**Website Visits.** 1,159 visitors to the following Town web pages: Home, Library, Tax, Employment, and Curbside Trash/Recycling Collection



**Mark-It Reports.** 8 Mark-It submissions are triaged and completed by Public Works and other departments.



**Building Inspection.** 18 inspections are conducted for local businesses and homeowners.



# Tax Assessment



All property in Town is discovered, listed, and valued in the **Tax Assessment Division**, including Real Estate, Personal Property, Motor Vehicles, and other Income-Producing Property. The Division is also responsible for tax exemption management, application, and implementation for a variety of programs.

## Real Estate

Transfers of ownership and other deed changes are promptly recorded on property records, based on activity in the land records. Collaboration with the Building Inspection Division and Fire Marshall's office ensures consistent data, which is critical to track changes in residential and commercial real estate development. Pertinent property changes are noted, sketched, and valued on each property record card. Every five years, all real property is revalued in accordance with state statute. A full revaluation is slated for 2026 and will be underway beginning in the Fall of 2025.

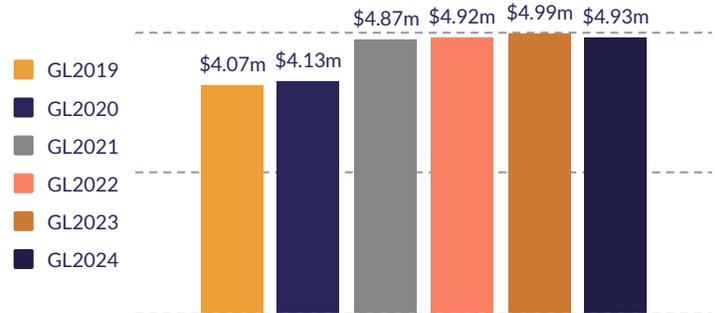
## Personal Property

Personal property for businesses is an ongoing process to discover new or closed businesses and those that have changed ownership. Businesses are required to annually declare their business personal property on a form provided by the State to this division, which provides guidance and instruction on the process. Town staff examines about 3,500 declarations annually, keeping contact with many business owners in the process, while scrutinizing exemption claims to determine final assessments.

## Motor Vehicles

A list of approximately 45,000 registered vehicles is provided by DMV to this division annually, many of which come priced from the DMV. Several hundred arrive unpriced and must be researched manually by staff. Ever-changing legislation regarding the valuation methods must be tracked and elucidated to the public and Town management as to how these changes may affect the grand list and Town budget. The process of adding, removing and prorating vehicles that are sold, totaled or junked is an ongoing process throughout the year through taxpayer interaction and collaboration with other municipal assessment divisions throughout the state.

Total Grand List Value



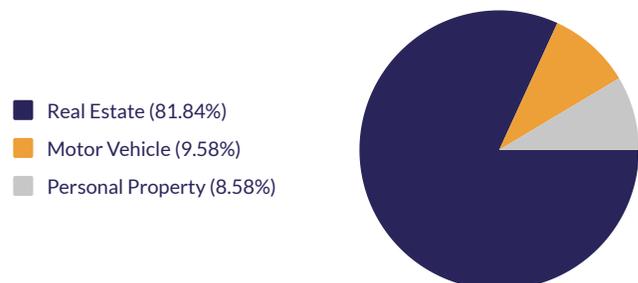
## Income-Producing Property

Commercial, industrial, and residential over 5 units are required to file an Income & Expense report annually so that an income approach may be derived when properties are revalued. This data compliance requirement helps to maintain fair and equitable values. These must also be mailed, tracked and processed annually in this division, including state-mandated penalties for non-compliance, which are manually implemented.

## Other Responsibilities

The Tax Assessment Division is also responsible for the management, application processes, and implementation of tax exemption programs (for veterans, the elderly/blind/Social Security disabled, and other exempt entities, etc.), as well as conducting outreach for taxpayers who could benefit from such programs.

GL24 Percent of Grand List (Value)





# Revenue Collection



The Collector of Revenue Office is responsible for the billing and collection of real estate, personal property, and motor vehicle taxes for current and prior grand list years using methods outlined in the Connecticut General Statutes. In addition, this division collects and reconciles water and sewer bills, local cannabis sales tax, parking tickets, and inland wetlands violations. The division works with locally elected constables and a collection agency, TaxServ Capital Services, to address personal property and motor vehicle delinquencies.

## Operational Initiatives

The Collector of Revenue Office takes all necessary measures to collect outstanding taxes in accordance with the Town's Delinquent Tax Collection Policy, including sending delinquent notices, issuing legal demands and alias tax warrants, and conducting tax sales with the help of an outside counsel.

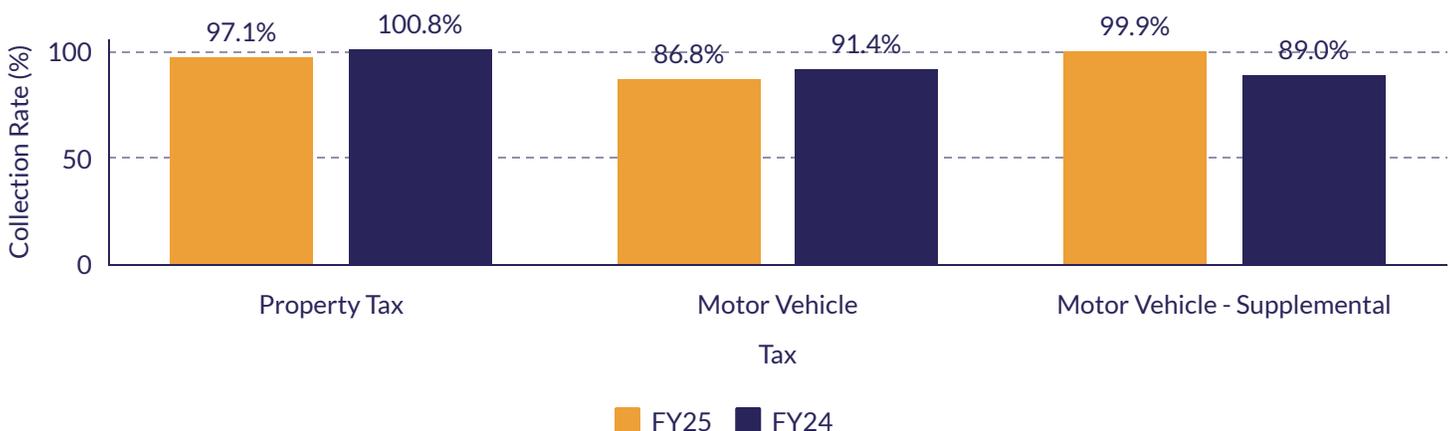
In October 2025 the office conducted a successful tax sale, which began with 34 properties in March. Only four properties remained on the day of the tax sale, two of which were redeemed by the property owner. The entire process netted the Town over \$408,000. These enforcement efforts have increased revenues, enabling the Town to make critical investments for the residents of Manchester while remaining fair and impartial.

## Increased Accessibility

Convenience fees for personal property taxes, motor vehicle taxes, and water/sewer bills are waived, which has increased the percentage of online transactions. In the past year, 14% (over \$24m) of tax payments were made online using the Town's convenient website. Over \$11m was collected online for water/sewer usage. Accordingly, this provided benefits to our taxpayers by increasing convenience, ensuring delivery of their payments, and creating efficiencies for staff.

The Collector of Revenue Office is always seeking ways to improve operational efficiency and is dedicated to providing the highest level of customer service to taxpayers in the Town of Manchester. This is achieved by continuously developing skills and knowledge. Staff frequently participate in educational seminars and other opportunities offered by the Hartford County Tax Collectors Association and the Connecticut Tax Collectors Association.

### Collection Rates (FY25 & FY24)



Collection Rate calculated by comparing actual collection amounts to budgeted amounts in each fiscal year.



# Customer Service & Info Center



Serving as a central municipal resource for customer needs, it is our goal to better connect residents with their local government.

### Information Desk

Staff provide public relations services to all Town Departments, and specifically frontline support in these areas:

- *Tax, Assessment, and Water/Sewer:* answering resident questions related to bills.
- *Public Works:* responding to questions about leaf collection, trash and recycling, snowplowing, and street sweeping programs, and selling leaf bags.
- *Town Clerk and Registrar of Voters:* assisting with voter registration, absentee ballots and applications, and polling places.
- *Health Dept:* Heat Advisory PSAs and other health notices.

### Special Events

Staff utilized various Town media channels to promote key seasonal programs including the Wall that Heals, Downtown Improvement Plans, 21st Century Library progress, Charter Revision Commission updates, Property Check service, CDBG funding, the Veterans Banner program, construction alerts, and fire flow tests.

Number of Inquiries at CSIC



### Highlights At-A-Glance

- A 48.3% increase in resolved resident complaints reported to and by CSIS on the Mark-It platform.
- Received and assisted with a total of 96 passport applications in FY25, finishing the passport program with a total of 1,231 applications.
- CSIC took engagement efforts into the community by setting up an information booth at the Hispanic Heritage Day event, sharing information about Town services.
- A wedding policy was implemented, refining the process for residents, staff, and JP's.

### In Progress

- The curation of a resource guide for Manchester newcomers, focusing on the accessibility of important information for new residents.
- Development of an Authority of Use policy for Town Buildings

## Resident Service Requests Received by the CSIC

In FY25, there were a total of **1,349** requests for service fielded by the Customer Service & Information Center. This represents an **increase of 32%** over FY24.





# Communications & Civic Engagement



The Communications and Civic Engagement Office keeps the Manchester community informed, connected, and engaged in local life. Guided by our commitment to transparency and accessibility, the division shares timely, relevant information across the Town's communications channels, ensuring residents can easily access the updates and resources they need.



### Content & Storytelling

In FY25 Manchester Matters relaunched with a refreshed design aligned with Manchester NOW, for a more cohesive Town brand. The office also expanded its strategic role by supporting the It Takes A Village maternal support project ahead of its September 2025 launch, and by guiding communications for the Opioid Settlement Fund project's Overdose Awareness Event in August 2025.



### Building Connections

Using insights from Community Conversations, the department helped connect the Youth Commission with the Human relations Board, leading to an ordinance change that added a youth member for the first time. Communications also began ongoing website training for staff, empowering departments to manage their own pages and strengthening cross-department connections.



### Community Engagement

The Town's Your Voice Matters platform drew over 16,000 visits, with departments adding new projects like the Manchester Public Library, Charter Oak West Park Improvements, and Love Manchester/Live Green. Departments are increasingly using the platform to foster dialogue and collaboration with residents.

## FY25 Highlights

### Content & Storytelling

- Social channels using video and graphics are averaging 14,400 views over 90-day snapshot periods
- Manchester Matters newsletter click-to-open rate increased 19% from last year
- Increase in 1,300 followers across social platforms

### Content & Outreach

- Relaunch of Manchester Matters with unified branding with Manchester NOW
- Strategic Communications Support for cross-departmental projects
- Expanded photography library from increased attendance and participation at community events

## A Look Ahead

The office has begun communications planning and strategy for Bike Walk Friendly Manchester, targeted for possible release in 2026. This initiative builds on last year's successful Bike Friendly Manchester program, which earned the Town a Bronze-level award.





# Finance, Accounting, and Purchasing



The **Finance Administration** division leads all finance divisions and manages the self-insured employee health fund; and the high-deductible Manchester Self-Insurance fund (which includes cyber security insurance, worker’s compensation, liability, auto and property), and pension administration. In conjunction with Accounting, Administration Division prepares the Annual Comprehensive Financial Report; oversees grants administration, including the federal State and Local Relief ARPA funds and \$40 million in State grants and payments annually. **Accounting** handles general ledger journal entries and bank account reconciliation for the General Fund, three Enterprise Funds, Capital Reserve Funds, Bond Project Funds, Special Grant Funds and Special Revenue Funds. This division handles payroll and pension administration for 600 employees and 1,800 pensioners; the accounts payable and accounts receivable offices are also in this division. Lastly, **Purchasing** manages all purchase orders, requests for quotes, requests for proposals and competitive bids. All major construction projects flow through this division, starting with procurement, through contract execution, living wage and CHRO compliance, insurance monitoring, requisitions, and purchase orders. The division is also responsible for the Town’s centralized mail room and print shop. All professional service and utility contracts are also processed in the Purchasing Division.

## FY25 Highlights

### Administration



One of the central goals of the Finance Department is to synchronize all divisions, resulting in increased collaboration and a reduction of informational silos. In FY25, the Finance Department completed an IT Assessment with CLA, the implementation of which will further enhance communication between divisions and bring even more tech-based efficiencies, including strategic use of AI, to all Finance divisions.

### Purchasing & Print Shop



The Town's goal is to ensure procurement activities reflect its approach to equity and to fulfill the responsibility of securing the best value for the taxpayer.

In FY25 the division participated as presenters at the Minority Business Council's "How to Do Business" symposium in Hartford, where they demonstrated how business could register in Manchester's Open Gov procurement platform on the Town website.

### Accounting

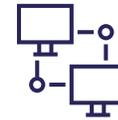
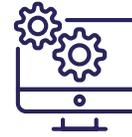


In FY25 the Accounting department initiated an RFP for banking services, which resulted in a new banking relationship with enhanced customer service, operational savings and efficiencies. Additionally, the division is in the process of implementing upgraded platforms, including bank reconciliation and employee timekeeping. The division oversaw the State audits of Waddell, Verplank, and Cheney school projects. The division was nationally recognized for Outstanding Financial reporting for the FY24 ACFR by the GFOA.





# Information Technology



The Information Technology (IT) Department is responsible for providing a resilient and secure network. The network infrastructure is critical for providing online services to our residents and to allow all town departments to accomplish tasks with efficiency. Network security requires constant vigilance, implementing best practices and staff training. The IT Technical Support team is responsible for supporting Town staff with all technology needs and initiatives, while the Development Team creates custom software applications that cannot be purchased as off-the-shelf products.

## MAJOR HIGHLIGHTS



### Network Improvements

Completed the implementation of 192 strands of fiber to our current network configuration and replaced network equipment to increase speed and capacity. These improvements help to provide a stable and secure network



### Security

Implemented a secure login system to meet federal compliance guidelines. Continue to train staff on security best practices. Implemented mobile device management to streamline application delivery with additional protection for a lost or stolen device.



### Development Projects

Created and maintained various software applications to meet departments' custom needs. These included: building maintenance work order system and the IT work order and inventory system.



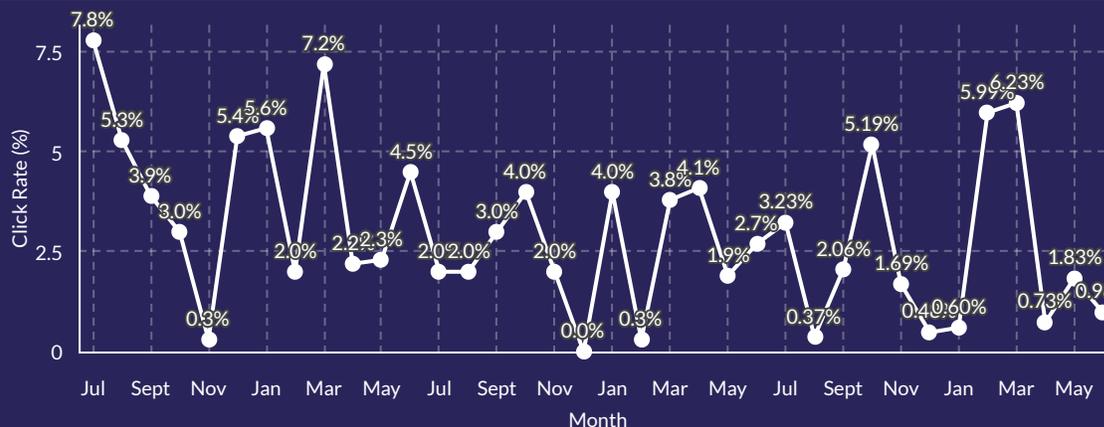
Upgraded Channel 16 Broadcast Room

### Did You Know?



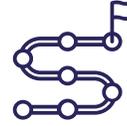
The IT Department manages approximately 1,620 devices that are connected to the network. Managing these devices includes end-user support, network troubleshooting, security monitoring and response, upgrades, and improvements. They even manage a refrigerator!

## Cybersecurity Awareness (FY24 - FY25 Phishing Training)



Phishing training, the act of sending **fake** malicious emails to test employees' ability to identify dangerous messages, is an important part of any cybersecurity awareness program. The Town's IS department began its phishing training program in Jan. 2022, and in that time has seen a positive impact on awareness and ability to avoid emails that look suspicious. On average, **in FY25 Town Employees clicked on roughly 2.4% of test phishing emails per month, down from just over 4% in FY23.**

## Planning & Economic Development



### Update to Five-Year Plan for Federal Housing & Community Funding

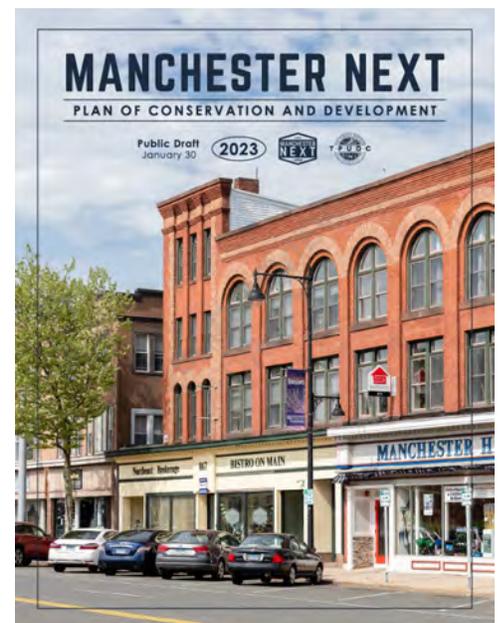
Led by the Department of Planning and Economic Development, the Town completed a major update to its five-year HUD Consolidated Plan in 2025. This federally required plan guides the use of Community Development Block Grant (CDBG) funds to support low- and moderate-income residents through housing, infrastructure, and public service investments. The updated plan sets out shared priorities for 2025–2029, shaped by local housing data, community needs, and the voices of residents and partners. Annual Action Plans, which identify specific projects for CDBG funding each year, must align with the goals and priorities established in the five-year plan.

The planning process included broad engagement with service providers, housing agencies, and regional partners, along with a public survey that drew responses from more than 300 residents and organizations. The feedback highlighted key challenges such as housing quality, access to essential services, and neighborhood safety. In response, the plan prioritizes preserving and rehabilitating affordable housing, expanding services for vulnerable populations, investing in public facilities and infrastructure, and supporting revitalization efforts that strengthen the local economy.

### Implementing Manchester NEXT: Planning in Action

The Town's Plan of Conservation and Development, Manchester NEXT, continues to guide planning and investment across departments. Adopted in 2023, the plan reflects community values and a shared vision for Manchester's future. Its recommendations were shaped by resident input, data analysis, and best practices, and over the past year they have guided initiatives ranging from Downtown redevelopment and zoning updates to investments in attainable housing, sustainability, and infrastructure. Projects such as the Downtown Manchester Improvements Project, the Broad Street Redevelopment, and upgrades to intersections, parks, and trails demonstrate how Manchester NEXT turns long-term goals into everyday action.

Manchester NEXT has also inspired innovative, cross-department collaboration. The Public Works Department launched a Food Scrap Drop-off Pilot Program, providing residents with free compost pails and collection sites town-wide, with food waste converted into clean energy and compost at a regional facility. The initiative builds on recent DEEP-supported efforts and broader state investment in waste diversion and recycling, which will help expand the food scrap program. Downtown, WORK\_SPACE is open for all Downtown Second Saturday events, connecting hundreds of visitors to the WORK\_SPACE gallery. Events like Downtown Date Night Downtown provide opportunities for couples, friends and families to support local businesses and enjoy the Town's arts and cultural offerings. The Town is also advancing a stormwater resilience plan and continuing to implement the Parks and Facilities Master Plan, with investments in a new skate park, pump track, and trail improvements. Together, these efforts show how Manchester NEXT is not just a plan, but a practical tool for building a more connected, sustainable, and vibrant community.



# Planning & Economic Development

## Economic Development Grants

The Planning and Zoning Commission and Town Staff completed Phase I of a comprehensive rewrite of the Town's Zoning Regulations in FY2025.

This Phase of the project focused on ensuring legality of all regulations, eliminating redundancy, and improving efficiency for applicants, Commissioners, staff, and the public. Ultimately the Commission, with the assistance of staff and consulting partner IMEG, was able to reduce the size of the document from over 400 pages to just over 200, without altering any substantive content. The new regulations are now fully hyperlinked, allowing the user to easily navigate the document. This is the first time the regulations have been improved to such an extent since the 1940s.



The second and final Phase of the project will involve reviewing the content of the regulations and ensuring they address the common themes conveyed by the public during the Manchester NEXT planning process. Manchester NEXT is the Town's 10-year Plan of Conservation and Development, intended to provide a road map for what kind of community Manchester will be over the coming decade. Phase II will address many of the recommendations in the Plan in which zoning plays a key role. As a result, the Town's zoning regulations will more directly address the goals and desires of the community.

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## Cultural District & Work\_Space

### Art that Connects

Seven themed Main Street Gallery exhibitions featured the work of more than 400 artists from across New England, with another 50 showcased in our Creative Commons, meeting spaces, and Gallery Shop. Highlights included *Colors of Courage*, honoring veterans alongside the town-wide *Wall That Heals* event, and *Ventanas y Espejos / Windows & Mirrors*, a partnership with Manchester Public Schools and the Department of Race & Equity celebrating Hispanic and Latino/a/e/x heritage through student and community artwork.

### Events that Activate

Recurring events kept energy flowing through the Cultural District year-round. The monthly **Listening Room/Open Mic** gave musicians and poets a welcoming stage, while **2nd Saturday Open Houses**, launched after WORK\_SPACE inherited the Gallery from the community college, evolved into district-wide collaborations with The Firestone's 1115 Artisan Market, the Downtown Special Services District's themed activities, the Manchester Songwriters Association, our Town Historian's talks and guided walks, and other local partners.

### Impacts You Can See

The **Gallery and Gallery Shop** generated \$14,000 in art and merchandise sales, with \$12,300 paid directly to artists and artisans—keeping cultural dollars local and supporting the creative economy. More than numbers, these programs and partnerships have sparked pride, deepened connections, and welcomed both residents and visitors to share in the vibrancy of Manchester's Cultural District.



## Registrar of Voters

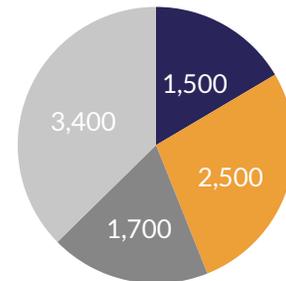
The mission of the Registrars of Voters Office is to ensure federal, state and local elections are conducted timely, responsibly, and with the highest level of professional election standards.

The functions of the Registrars of Voters Office are governed by the General Statutes of the State of Connecticut. Registrars are sworn elected officials and serve four-year terms. Responsibilities and duties are administered jointly by a Republican and Democratic Registrar. Responsibilities include (but are not limited to):

- Registering all legally qualified citizens.
- Maintaining a registry database of all active and inactive voters.
- Updating voter registration information including changes of address, name, party affiliation, adding new voters and removing voters who are deceased or who no longer reside in town.
- Managing and supervising all elections, primaries and referenda. This includes certifying and testing all election equipment, preparing voting lists, and ordering ballots for each election.
- Appointing and training election officials according to state statute to staff Manchester's ten polling, absentee ballot counting, and Election Day Registration locations.
- Conducting cyber security audits with the Connecticut National Guard to ensure the integrity and security of election infrastructure and equipment.
- Conducting an annual canvass of voters who may have moved within town, out of town, or out of state.
- Implementing new election laws as adopted by Connecticut State Legislature, including new election tabulators and voter registration system beginning in 2025.
- Successfully implementing 14 days of early voting beginning in 2024.
- Scheduling and conducting in-person voter registration, including annual high school voter registration sessions at four in-town high schools.

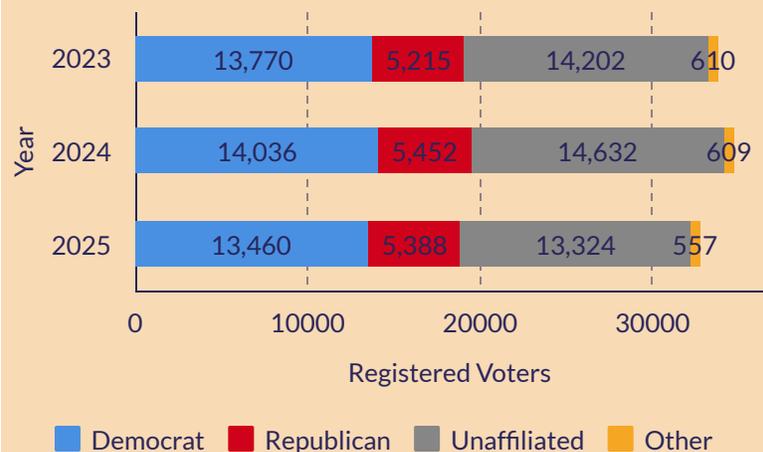


### Ballots Cast by Type (2024)

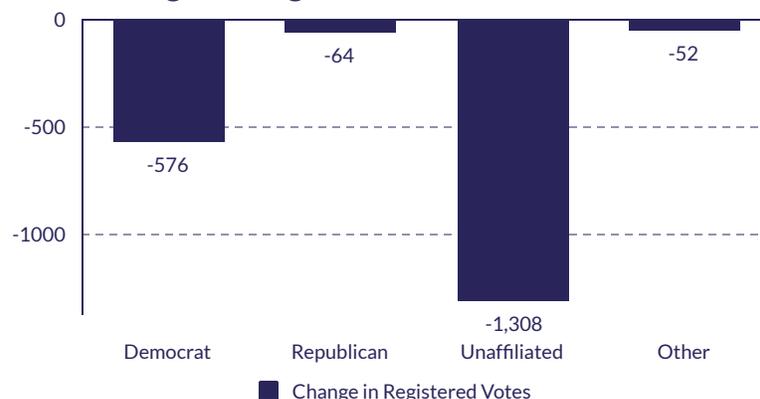


- Election Day (16.48%)
- Early Voting (27.47%)
- Absentee/Mail (18.68%)
- Same Day (37.36%)

### Change in Registered Voters by Party (2023 to 2025)



### Net Change in Registered Voters (2024 to 2025)





# Town Clerk



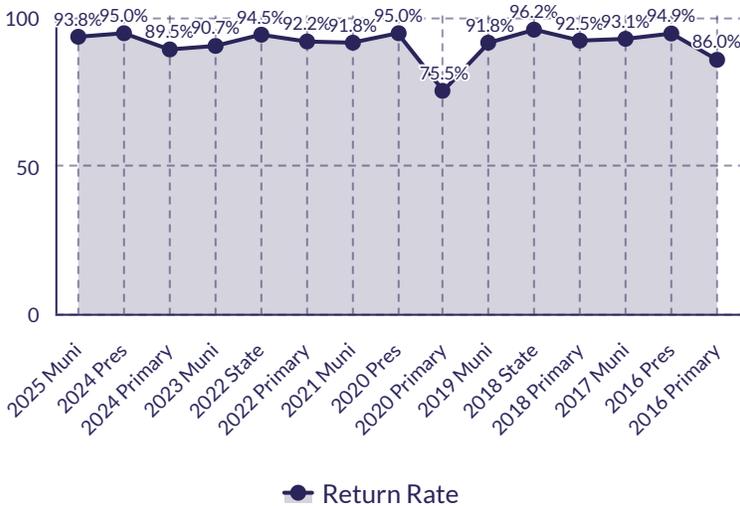
The duties of the Town Clerk’s Office are established and regulated by the Connecticut General Statutes, the Town Charter, and regulations of various State Departments and Agencies. In Manchester, the Department dates back to 1810 for land records and 1853 for vital records. It serves as the official keeper for Manchester’s public records and provides a variety of services for citizens and customers, including but not limited to, the recording and safe keeping of all land records and vital records and board and commission meeting minutes of the town; issuing certified copies of births, deaths, military discharge and marriage licenses; issuing dog licenses, liquor licenses, trade names, and managing the mailing, counting and certification of the absentee ballots during the elections.

Each year **nearly 150,000 people are served** in person, by mail, the internet or by phone.

In FY26 the department will sponsor the “Professional Municipal Clerks Week”, featuring Manchester’s Top Dog Competition, Vital Records Day, Land Records Day, Family History Day, and a Kid’s Municipal Clerk Day.

## Absentee Ballots & Early Voting

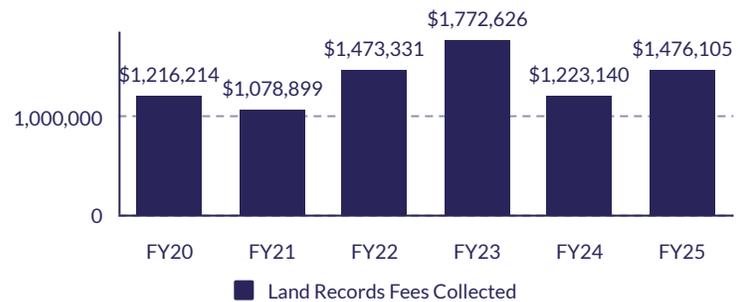
The Town Clerk manages the mailing, counting and certification of the absentee ballots during elections. In the most recent Presidential Election year (2024) the office mailed 1,694 ballots, and returned 1,610, **at a rate of 95%**. The following chart tracks the return rate of absentee ballots for each election dating back to the 2016 election season.



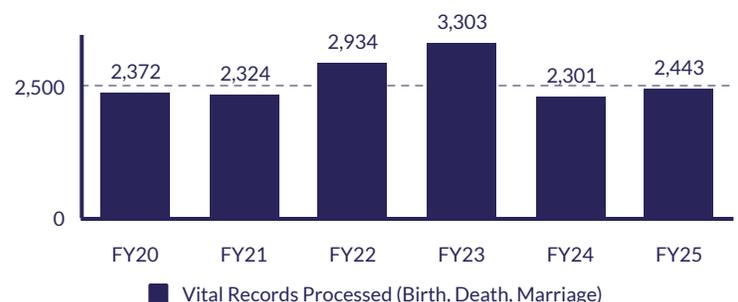
For the 2025 Municipal election, there was also an effort to expand early voting opportunities, with early voting available between October 20 and November 2. **A total of 3,052 early voting ballots were collected before election day.**

## Land & Vital Records

Land Records such as Deeds, Mortgages, Releases, Liens and Maps dating back to 1823 are recorded in the Town Clerk’s Office and kept as permanent records in both paper and digital forms. In FY25, the Town Clerk’s Office indexed over 6,000 new land records and collected \$1,476,105 in fees.



Vital records such as Birth Certificates, Death Certificates, and Marriage Certificates are recorded in the Town Clerk’s Office and can be obtained by residents for a fee. In FY25 the Town Clerk’s Office processed 2,443 vital records and collected \$231,190 in fees.



# Engineering



The Engineering Division is comprised of five units: Design, Construction Inspection, Survey, Geographic Information System (GIS), and Maps and Records.

Responsibilities include the planning, design, permitting, and/or construction inspection for public infrastructure projects. This includes all road, sidewalk, drainage, traffic signal, water, sanitary sewer, and parks improvement projects. This division is also responsible for the design review and/or construction inspection of private commercial and residential development within the Town, including subdivision and site plans before the Planning and Zoning Commission, building permit plot plans, and any other work within the Town’s right of way by utility companies or private landowners.

- ✓ Road Resurfacing Program (Various Locations)
- ✓ Spruce Street Improvements at Nathan Hale
- ✓ Charter Oak Park West
- ✓ Road Resurfacing @ Housing Authority
- ✓ Keeney Street Sidewalk Installations
- ✓ Safety Improvements (Buckland Street/Tolland Tpke/Adams Street)
- ✓ Union Pond Dam Repairs
- ✓ Prospect Street Sidewalk Installations
- ✓ Downtown Main Street Improvements
- ✓ Jarvis Road Neighborhood Improvements
- ✓ Town Hall Parking Lot Reconstruction
- ✓ Oak Grove Street Reconstruction
- ✓ Rectangular Rapid Flashing Beacon Installations
- ✓ Chestnut Street Neighborhood Improvements
- ✓ Intersection Improvements - Hartford Road at McKee Street
- ✓ Center Springs Park Improvements
- ✓ Hop River Trail Extension
- ✓ Sidewalk Repair Program
- ✓ Pavement Crack Seal Program



Union Pond Dam



Spruce Street @ Nathan Hale



Charter Oak Park West

# Highway/Field Services



The Field Services Department safeguards Manchester’s infrastructure and public spaces including roads, parks, cemeteries, grounds, and the municipal fleet to ensure safety and excellence.

During FY25, the Highway Department prioritized roadside maintenance efforts including storm water system maintenance, vegetation management, litter control, and street sweeping. In addition to roadwork completed through the main paving program, the Department also upgraded the Town's stormwater drainage system and performed minor roadway patching and curb repairs.

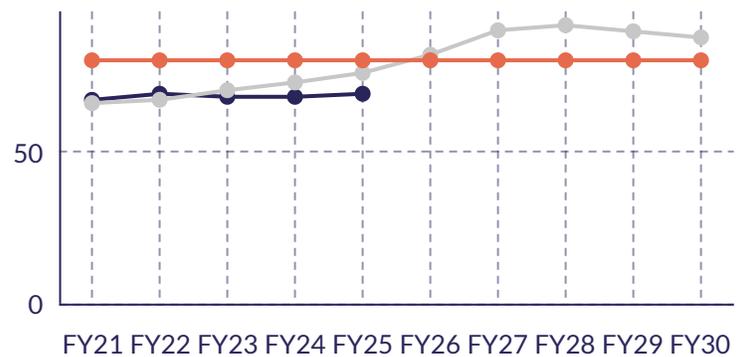
## Drainage Projects

Stormwater drainage projects were completed in several locations, including:

- Bush Hill Road
- Oak Grove Street
- Woodbridge Street @ Parker Street



## Pavement Condition Index (Projection)



● Historical (Actual) PCI   ● Projected PCI   ● Target PCI

The PCI measures the type, extent, and severity of pavement surface distresses (cracks, rutting, etc.) and the smoothness/ride comfort of the road. Scans of the Town's roads are completed annually to achieve ratings for each segment and the road network generally. This projection, completed in 2022, assumes continued funding of the Town's paving program at current levels.

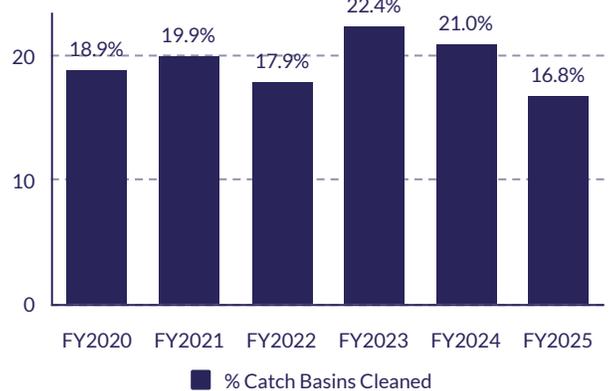
## Leaf Collection

The Town collected just over 26,000 cubic yards of leaves in FY25, marking a 32.1 percent increase over the prior year.

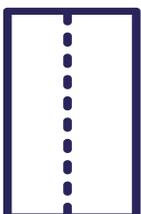
## Catch Basin Repair

The Highway Department completed repairs to catch basins in preparation for 2025 Road Resurfacing Projects. In addition, the Department has increased regular inspections and maintenance of catch basins and culverts to mitigate inundation flooding, a critical function as the region faces more frequent and intense precipitation events.

## Catch Basin Cleaning



Cleaning and repairing catch basins (drains used to catch and redirect surface water runoff) helps to limit the potential for flooding during storms and snow thaws, and prevents large debris from entering the sewer system.



**219 Total Miles of Road Maintained**



# Parks



Responsible for the development and maintenance of parks and facility grounds, athletic fields, and recreational areas (excluding those maintained by the Board of Education), as well as tree care and maintenance along public rights-of-way. The Division also oversees street tree plantings and manages the Memorial Tree Program.

- ✓ 160 Acres of Parks
- ✓ 10 Soccer Fields
- ✓ 31 Ball Fields
- ✓ 2 Football Fields



Center Park Bocce Courts



Munro Park Landscaping



Entrance to The Oak

# Cemetery



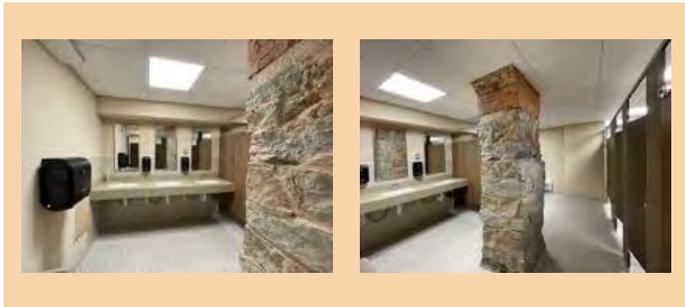
Oversees the development and maintenance of municipal cemeteries within the Town. Essential operations include mowing grass areas, trimming hedges, and providing services necessary for funerals and interments. Cemetery is responsible for maintaining approximately 225 acres of cemetery property.



## Facilities/Building Maintenance



The Division is responsible for designing and specifying Town and Board of Education building projects. Responsibilities also include the oversight of building maintenance staff, assisting with troubleshooting issues for the Board of Education’s maintenance team, and managing architects and construction managers engaged by the Town. Building maintenance staff implement preventive maintenance plans and perform mechanical repairs to buildings, plant equipment, and related systems.



In 2024, Cheney Hall completed a full renovation of its public restroom facilities to modernize the infrastructure and enhance accessibility. The project upgraded layouts to meet ADA standards, replaced outdated plumbing with water-efficient fixtures, and added durable finishes for easier maintenance. Energy-efficient LED lighting and improved ventilation were also installed. These improvements provide patrons with safe, accessible, and sustainable facilities while preserving the historic venue’s character.



The New Manchester Public Library, Manchester's first Net Zero Energy town building, is under construction in January 2025 and will open May 2026. This \$49.5M project includes 69,024 SF of new construction. The library is designed as a 100% electric building, powered by rooftop solar PV panels and conditioned by geothermal energy through heat pumps, achieving an ultra-efficient Energy Use Intensity (EUI) design of less than 20.

## Fleet



The Fleet Maintenance Division is responsible for the comprehensive repair and preventative maintenance of all Town-owned vehicles and equipment. This includes support for critical town departments such as the Water, Sewer, and Sanitation Divisions, the Board of Education, and the Senior Center. In addition, the Division services the vehicles and equipment used by the Police Department and the Fire Department, ensuring operational readiness and safety across all municipal functions. Responsibilities also include scheduling routine maintenance, managing emergency repairs, maintaining detailed service records, and supporting vehicle procurement and replacement planning to maximize fleet efficiency and longevity.

Cost of Outsourced Repairs for Town Fleet Vehicles





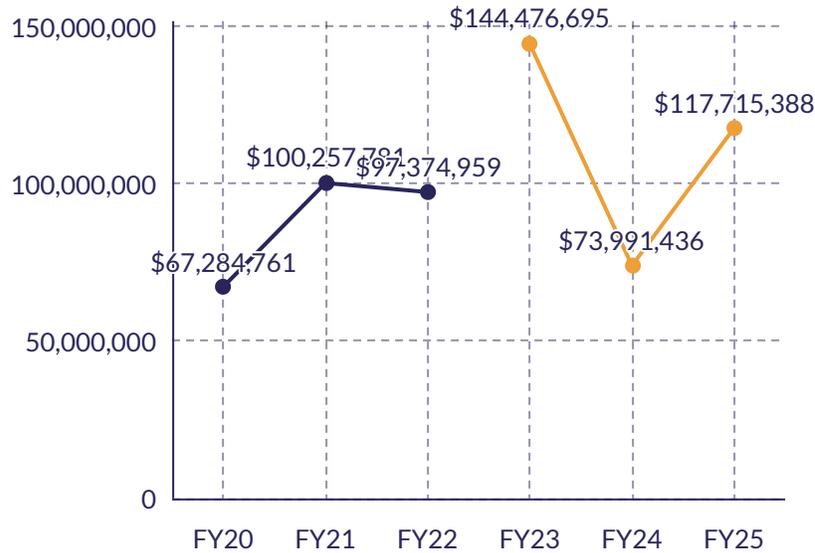
# Building Inspection



The Building Inspection Division is responsible for the protection of residents and visitors to the Town of Manchester, in all public and private structures through its permitting and inspection processes. Areas of inspection include general construction, electric, plumbing, heating/air-conditioning, and fire safety.

The Division strives to provide residents of the Town with the necessary information to successfully complete their construction projects.

## Estimated Permitted Construction Value



● Estimated Value    ● Estimated Value (Updated Methodology)

**NOTE:** Due to the Building Inspection Office's software change eff. FY22, data collection practices changed, making direct comparisons to previous years more challenging for permitted construction value.

## Notable Construction

- 1041 Main Street (new Library)
- Continued development of 30 Bidwell Street
- Continued development of single-family homes on Janice Drive, Bayberry Road, and Rock Ridge
- Continued development of townhomes on Chatsworth Court
- Continued development of Lillian Drive
- 75 Buckland Street (Raising Cane's)
- 301 Chapel Road (Shri Shirdi Sai Temple)

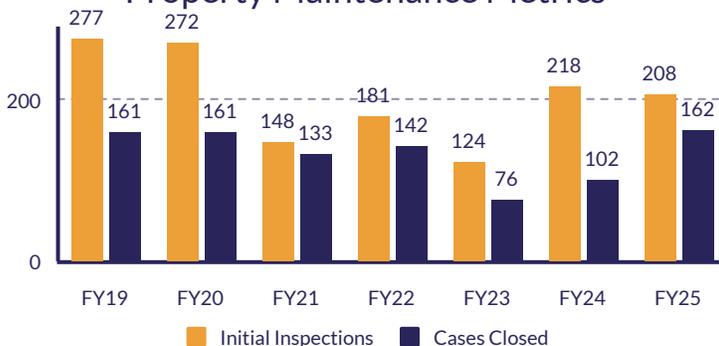
## Property Maintenance

The Manchester Property Maintenance Code complies with the Town of Manchester Ordinance Section 242 and applies to all residential properties and the exterior of commercial properties.

The objective of property maintenance enforcement is to:

- Maintain the stability of housing stock
- Improve the integrity of neighborhoods
- Pursue cases originated by complaints and Town staff's proactive enforcement
- Protect property owners and renters

## Property Maintenance Metrics





# Police Department



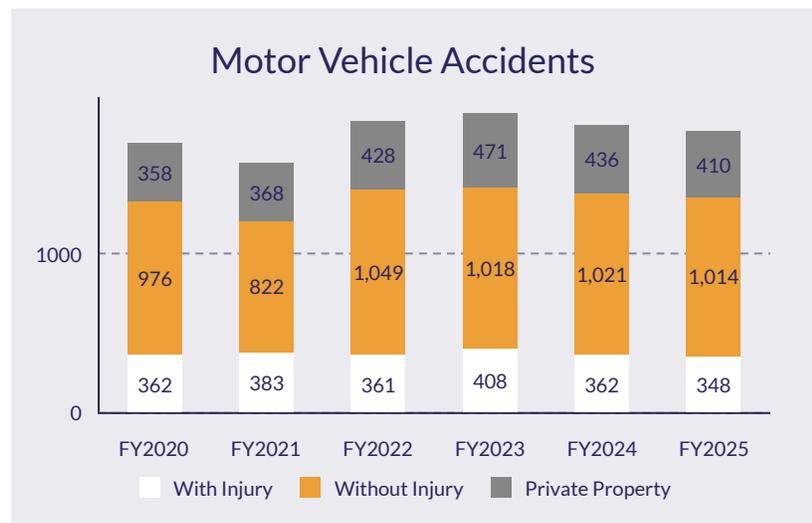
The Manchester Police Department is a nationally accredited law enforcement agency comprised of three divisions: **Field Services, Support Services, and Administrative Services.** Field Services includes Uniformed Patrol and Traffic, Support Services includes General Investigations, Child Investigations,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

## Patrol/Operations

Patrol functions have transitioned back to a more normal routine post-COVID pandemic, with several additions. Operations continue to benefit from an online reporting system for simple and/or minor offenses. This online reporting system allows the public to conveniently file a report for minor incidents that have no suspects or are not necessarily criminal in nature without having to come into the police department.

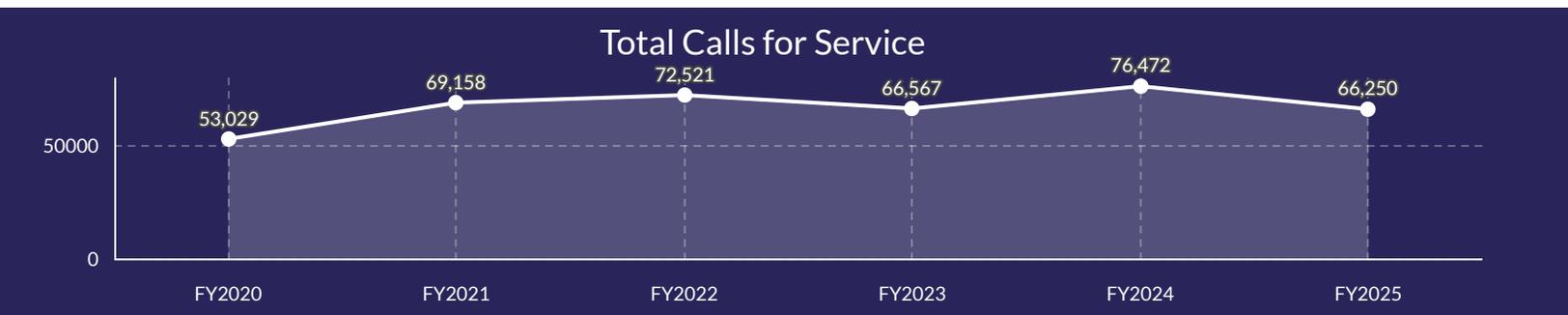
## Traffic Services

The Traffic Services Division responds to routine speeding complaints and investigates serious or fatal motor vehicle collisions. Traffic Services also participates in state and federal grants for enforcement events such as DUI and seat belt spot checks.



## Mental Health

The Department has transitioned from a partnership with Community Health Resources (CHR) to having an in-house, full-time embedded clinician working alongside officers. The clinician responds to full mental health assessments and follows up with residents that experience significant mental health issues. The goal is to bring the appropriate services to individuals that are in need, while at the same time reducing the number of visits from traditional officers from the Patrol Division.





# Police Department

## Investigations Unit

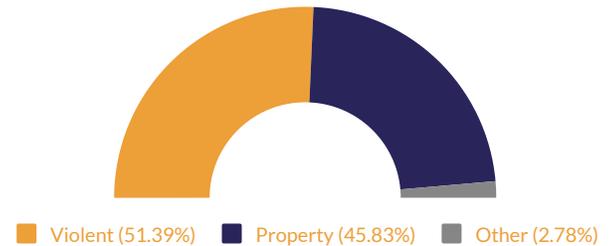
The Investigations Unit continues to clear complex and violent crimes via arrests, by utilizing technology, DNA, social media, and assistance from other Federal, State and local agencies. Overall, during FY25 there were 37 violent and 33 property crime investigations opened.

### Crime Investigations Opened in FY25



## Center for Digital Investigations

Oversees the broader regional CDI Unit, which consists of 10 police agencies with the mission to conduct high-quality, forensically sound investigations by collecting digital evidence to further related criminal investigations. In FY25, CDI examiners completed 380 examinations of devices for: drug offenses, firearms offenses, death investigations, human trafficking, child pornography and other sex offenses.



## OTHER MAJOR HIGHLIGHTS

### DRONE UNIT

The Department's drone unit consists of 4 drones and 6 operators, which are all FAA certified.

The drones have been successfully deployed for search and rescue operations, traffic collisions, CREST operations, drug investigations/surveillance, large events, and to assist other agencies.

### EAST CENTRAL NARCOTICS

The East Central Narcotics Task Force initiated 187 cases, leading to 58 search warrants, 39 arrests by warrant, and 50 warrantless arrests.

The taskforce seized 16 motor vehicles, 10 guns, and \$123,109 in cash.

Drugs seizures during FY25 included 2,259 bags of fentanyl, 21.50 ounces of bulk fentanyl, 219.95 ounces of cocaine and 21.51 ounces of crack cocaine.

### CHILD INVESTIGATIONS

The Department received 87 notifications from CT Department of Children and Families for sexual and child abuse. Of those, 38 were closed, and there are 27 ongoing investigations.

### JUVENILE CASES

There were a total of 58 diversions in FY25, with just 4 non-compliant cases (~7%)

## Fire Department



The members of Manchester’s Fire Department are dedicated to providing the Town’s residents and guests with the finest fire, rescue and EMS services available. Our commitment to professionalism, courage, compassion, and integrity ensures consistent and effective responses to any call for help. The optimal placement of the Department’s fire stations provides for prompt, life-saving resource delivery to all types of emergencies town-wide. In addition to fire, rescue, and Paramedic-level EMS, MFD proudly provides the community with fire prevention, community risk reduction, and public life safety services. In addition, the fire department is responsible for emergency management functions for the town. Responding to nearly 12,000 calls for help each year, the men and women of MFD stand ready to meet their unwavering commitment to the well-being of our community.



The Manchester Fire Department is comprised of **115 authorized uniformed personnel**, which includes Officers, Firefighter/EMTs, Firefighter/Paramedics, Fire Inspectors, as well as a Master Mechanic. In addition to these uniformed personnel, the department includes a civilian support staff consisting of an Assistant Emergency Management Director, an Executive Assistant, and two Clerical Assistants.



The Department operates from **seven fire stations**, strategically located to ensure maximum efficiency in emergency response. It maintains a fleet of five Class A pumpers, two aerial ladder trucks, and two service trucks for UTV delivery. Additionally, the fleet includes two squad vehicles and the Shift Commanders' rapid response vehicle.



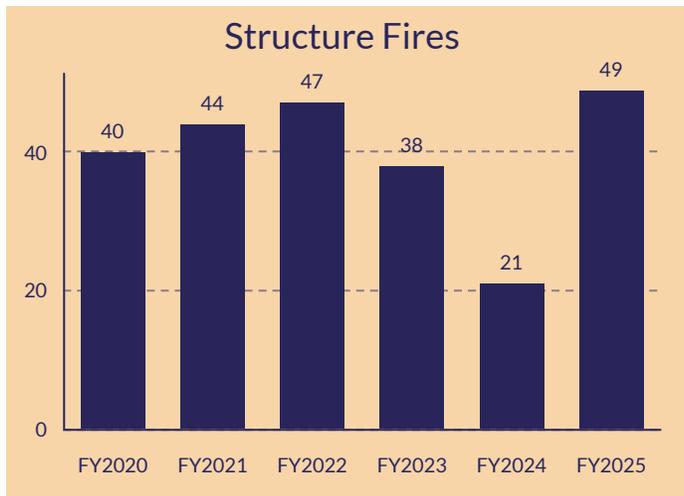


# Fire Department

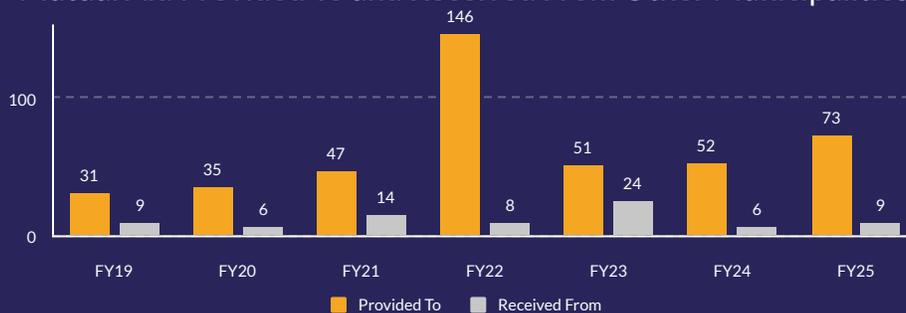
## Fire & Rescue

Fire Department staff hold certifications and expertise in many fire and rescue disciplines, among them confined space rescue, high and low angle rope rescue, cold water rescue, vehicle/machinery rescue, Hazardous Materials operations, pump operations, and advanced aerial operations. Our dedicated members maintain these lifesaving skills through a rigorous internal training regimen overseen by our Training Division, as well as attending outside courses. Major highlights for FY25 included:

- Completed the onboarding, hiring and initial training processes required to address the expansion under the merger with the Eighth Utilities District.
- Completed annual UTV operation course for all members (required since 2017).
- Line members flowed, inspected and marked all (nearly 500) private fire hydrants in Town.
- Provided Fireground Safety and Survival training for all members.
- Utilized an Assistance to Firefighter Grant (AFG) to certify 40 new Rope Rescue Technicians.
- Applied for a 2026 AFG for Confined Space Rescue certifications for new FD members.
- Drafted initial plans for a proposed Fire Department training tower.
- Provided annual Cold Water and Confined Space Rescue refresher training to all members.



## Mutual Aid Provided To and Received From Other Municipalities



## Fire Department

### Emergency Medical Services (EMS)

The Manchester Fire Department is committed to providing exceptional emergency medical services to those in need. Through a team-based approach, Firefighter/EMTs and Firefighter/Paramedics work side by side to ensure exceptional prehospital care at both the First Responder and Advanced Life Support (Paramedic) levels.

Responding from advantageously situated fire stations, paramedics are rapidly deployed to ensure patients receive timely access to advanced medical care. This coverage allows them to arrive within minutes, delivering critical, lifesaving interventions directly to those in need.

In the past year, the department responded to and provided care for more than 7,200 patients requiring medical intervention. Each patient encounter was met with the highest levels of professionalism and compassion, underscoring the department's unwavering commitment to excellence in emergency medical services.

- Completed a new training suite at Fire Station six (138 Main Street). The training center includes a lecture-style classroom as well as two SIM/breakout training rooms.
- BLS (EMT) education plan was implemented, providing our BLS providers with in-house hands-on learning, which is required for maintaining their Emergency Medical Technician certification and proficiency.
- Implemented in-house "difficult airway" training for all department paramedics, resulting in increased success rates of first-pass intubations.
- Provided clinical sites for our educational partners, provided paramedic students with the opportunity to learn all aspects of paramedicine.
- Manchester received a redesignation as a Heart Safe Community from the state of CT Department of Public Health. This designation is in recognition of the availability of AEDs to be used by the public in public buildings and outdoor recreation spaces, as well as the availability of community-based CPR programs.

### Fire Prevention

The Fire Marshal's Division remains committed to safeguarding our community through a proactive approach to fire prevention, education, and enforcement. Over the past year, we have advanced our mission through focused efforts in Community Risk Reduction, strengthened public relations initiatives, thorough community outreach, and comprehensive fire safety inspections. By identifying hazards, engaging with residents and businesses, and enforcing fire codes, we continue to reduce the risk of fire-related incidents and enhance public safety across our community.

Highlights from FY25 included:

- Promoted and trained 2 full-time fire inspectors
- Continued fire inspection program emphasizing residential and public assembly occupancies
- Working with the fire suppression division, conducted inspections on all private fire hydrants



# Health Department



The Manchester Health Department addresses the health needs of Manchester residents and ensures that they have access to the preventive services required to remain healthy. The Department has three main sections: **Community Health, Environmental Health** and **Emergency Preparedness**, providing a wide range of information and services, such as environmental health inspections, public health educational programs, and senior health screening clinics:



### INSPECTIONS

1,647

Food, Septic, and Other Inspections (+18% from FY24)



### LICENSES

430

Food, Event, Temporary Event Licenses/Permits



### SCREENINGS

904

Participants at Health Screenings



### PROGRAMS

49

Senior Health, Community Health, and Employee Wellness Programs Provided

## Environmental Health

Throughout the year, the Health Department remained steadfast in its core mission of protecting public health and promoting a safe environment for all.

Our dedicated environmental health team continued to ensure the safety of food service establishments, public accommodations, and other licensed facilities across Manchester. Through consistent inspections, proactive education, and diligent enforcement of health codes, we worked to mitigate public health risks, such as foodborne illness and unsanitary conditions. These vital, often behind-the-scenes, activities are fundamental to ensuring that both visitors and residents stay healthy, allowing them to dine, shop, and utilize local services with confidence.

Furthermore, our commitment to public health extended well beyond dining. Our environmental health oversight also included important activities such as the inspection of public swimming pools, ensuring the safety of visitors to recreational areas in the community. Additionally, a critical component of our public protection strategy was our responsive follow-up on all complaints. These complaints range from nuisance pests, unsanitary conditions and other matters that may pose a threat to public health. The department works to follow up quickly on all complaints, allowing us to identify and remediate potential health hazards promptly.

## Community Health/Health Equity

In parallel with our environmental work, our community health team actively addressed the diverse needs of the community. We championed programs such as 'It Takes a Village' which focuses on maternal and child health, ensuring families get a healthy start. Our Community Health nurses expanded outreach to our senior population and connected them with vital wellness resources at the Manchester Senior Center. Another critical function of Health Department efforts continues to be the surveillance of infectious diseases such as Tuberculosis, allowing us to track trends, manage outbreaks, and protect the community from communicable threats. Furthermore, our Health Equity staff continued to lead local efforts in mitigating the devastating effects of the opioid epidemic through prevention initiatives, treatment partnerships, harm reduction strategies and providing leadership in the planning of the strategic use of Opioid Settlement funds that the town has received.

The Health Department continued to demonstrate a commitment to tackling our community's most pressing public health challenges and is proud of its role in maintaining the standards that make our community a safe and welcoming place for everyone.



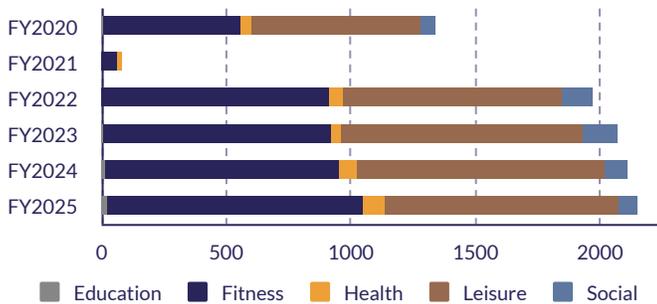
## Senior Center



The Manchester Senior Center promotes socialization, community involvement, independence, and enrichment of the lives of older adults in Manchester. The Center offers a comprehensive array of activities and services to meet the needs and interests of Manchester’s seniors, encourages healthy lifestyles, and supports lifelong learning.

Over the course of the year, the Senior Center continued to prioritize providing a welcoming and supportive environment that allowed participants to connect and engage in a variety of enriching activities. In FY2025, the Senior Center provided over 2,100 classes and 5,600 trips in the Senior Center bus to 1,258 members. The Center’s meals program also provided 22,000 nutritious and professionally prepared meals to participants. Emphasis continued to be placed on helping residents connect with medical providers, screenings, and other health services such as blood pressure screenings. These efforts were instrumental in helping people stay safe, healthy, connected and active in our community.

Classes by Type



Senior Center Members



## Senior, Adult, and Family

SAFS worked with nearly 3000 residents in FY25, from handing a bus pass to a resident needing to get to their new job to assisting a family with securing their monthly rent payment after losing a job. SAFS aims to be an anchor of support for the residents of Manchester. SAFS has connected hundreds of individuals and families to community havens: MACC, 2nd Congregational, Manchester’s DSS, CRT and many more organizations. Through over 20,000 free trips, SAFS has supported older adults and people with disabilities in maintaining their independence—empowering them to arrange their own transportation and travel to medical appointments, shopping, and social or recreational activities.

SAFS has responded to more than 140 referrals from local First Responders citing homelessness, quality of life, living conditions as some of the main concerns. Throughout the last year, SAFS team has worked diligently to connect these individuals to homeless resources, 211, new housing, provide emergency shelter and cleaning assistance, and establish care providers to improve their wellbeing. Senior, Adult & Family Services will continue to serve as change agents through collaboration, advocacy, and resource sharing amongst community partners and residents with compassion, dignity and respect, to enhance quality of life in the town of Manchester.



## Human Services Administration

### *Strengthening Our Community*

Throughout the year, Human Services was dedicated to supporting our community's residents and strengthening the local safety net. Our efforts focused on providing essential services, coordinating vital resources, and fostering community partnerships to address critical needs.

A major priority was addressing homelessness within our community. Human Services worked diligently with our local partners to coordinate and operate the winter warming center, ensuring a safe and warm place for our most vulnerable residents during the coldest winter months.

In addition to this essential work, we continued to manage several key community support programs. These included the Volunteer Income Tax Assistance (VITA) program, and the Senior Volunteer Tax Credit program, both of which provide direct financial relief and support to eligible residents.

Human Services also worked to ensure that some of our youngest residents had the tools to succeed. This year, we partnered with the community to successfully collect and distribute over 300 backpacks filled with supplies to local school children. Furthermore, we provided gift cards to over 200 families, ensuring children could start the school year with the supplies and confidence they needed. Human Services is proud of these efforts and grateful for the community collaboration that makes it possible.

## Leisure, Families, and Recreation



The Department of Leisure, Family, and Recreation recognizes that equitable access to recreation programs is an inherent right to each of our citizens. As such, every effort is made to ensure that the available programs and services enrich our residents both socially and physically, regardless of age, gender, ethnicity, physical ability, sexual orientation, or socioeconomic status. The goal is to continually evolve with the community to best satisfy the needs of both current and future residents.

### Park Development Projects

As a part of the Recreation Division's continued commitment to parks and facilities that are dynamic, thriving, and accessible, several improvements and enhancements took place during FY25. Highlights included a complete renovation to the park and parking areas outside of **Nathan Hale** school, which include landscaping, new parking lots, a water feature, gazebo, street scape, and raised street table to accommodate the Farmers Markets, completion of the skate park, pump track, and turf soccer field at **The Oak** with a grand opening celebration held in September, newly designed and installed wayfinding signage system on the **Cheney Rail Trail**, and a heron sculpture designed and built by local artist Amy Deming that was installed at the **Howroyd Fit Trail** at Union Pond Park.

### Special Events

Community and cultural special events continue to grow in popularity as residents flock to Town events that are accessible, exciting, innovative and family friendly. Some highlights from FY25 included: the 2025 James Dutch Fogarty Independence Day Celebration, held on July 5th, drawing a record-breaking crowd of more than 8,000 attendees. The event featured an impressive lineup that included 11 food trucks, a vibrant kid zone, two live bands, an artisan market, and a spectacular 22-minute fireworks show. CT State Community College once again served as the perfect host venue, providing ample space and a welcoming atmosphere for families and visitors. The 2025 Cruisin' on Main Street Car Show, held on August 4th, included more than 700 cars, drawing a crowd of over 5,000 attendees. Under perfect weather, visitors enjoyed a wide selection of food trucks, live music, and the excitement of award presentations for standout vehicles

### Summer Program Highlights

Summer programming continues to grow with new and innovative ideas to better serve our residents. The Park Ambassador Program had another successful season, hosting seven Friday Night Specials over eight weeks in partnership with ASM, MPD, the Fire Department, the Lutz Museum, and DJ Dale. Each event drew roughly 100 families, showing strong community engagement and enthusiasm. Rec on the Run had an active and successful year, participating in 72 community events and expanding its programming to meet growing community interest serving nearly 150 families each week. Our new Thursday Night Series at Northwest Park was a standout success—ranging from paint nights to open mic events—regularly drawing upwards of 50 families per evening. We also introduced Friday Nights at the Pavilion, added summer camp sessions, reconnected with the Spruce Street Farmers Market, and attended every special event, further strengthening community engagement and providing families with more accessible recreation opportunities throughout the season.





## Neighborhoods & Families

The Office of Neighborhoods & Families serves the needs of Manchester's youth, families, and neighborhoods by coordinating communication among policy-makers, service providers, and the public. The Division creates community partnerships that promote healthy neighborhoods and families.

### Spruce Street & Northwest Farmers Markets

The 2025 Spruce Street and Northwest Park Farmers Market Series featured 22 market days, with 13 markets held on Spruce Street from June 4 through August 27, followed by 9 markets at Northwest Park from September 3 through October 29. The series welcomed a total of 5,475 customers, averaging 303 visitors per week. Across both locations, the markets continued to support food access initiatives, generating \$2,056 in SNAP purchases and an additional \$1,920 through the Double SNAP program.

Through funding from the Youth Commission Mini Grant, the Spruce Street & Northwest Park Farmers Market increased the value of its Power of Produce (P.O.P.) Program vouchers from \$2.00 to \$3.00 and expanded the weekly registration capacity for the Senior P.O.P. Program from 50 to 75 vouchers. As a result, both programs achieved record participation this year, with a total of 2,349 vouchers redeemed, representing \$8,603 in redemptions. This reflects an increase of 670 vouchers compared to the 1,679 vouchers redeemed in the 2024 season, which totaled \$6,532 in redemptions.

Community partners further contributed to market accessibility, providing \$3,930 in Manchester Early Childhood Collaborative incentives and \$3,620 in Manchester Early Learning Center vouchers.

### Community Project and Event Fund

The Neighborhoods and Families Division offered the Community Project & Event Fund (CPEF) for its second year, to support local grassroots and non-profit organizations and their cultural projects, programs, celebrations and commemorations. The Neighborhoods and Families Division requested proposals for funding opportunities of up to \$2,000 per application and a total of \$10,000 in funds were released to qualifying Manchester non-profit community groups, clubs and organizations. Funded projects included: Spinfest, Hispanic Heritage Day, Misters and Blazers, Veteran & Family Picnic, Let's Talk About It, Art with the Ancestors: A Family Celebration of Culture, and CREATE\_SPACE. Additionally, CPEF also backed a diverse slate of cultural events, including the Manchester Latino Affairs Council's Hispanic Heritage Day Celebration and the African American Black Affairs Council's Juneteenth Celebration. Hispanic Heritage Day drew 200 attendees and featured cultural performances and live music, while the Juneteenth Celebration, held at the Mahoney Recreation Center, welcomed roughly 150 participants and showcased a Black business expo, art displays, and cultural performances.

In addition to these events, the Neighborhoods and Families Division hosted a Juneteenth roundtable that brought together about 30 community members and a panel of experts to reflect on and advance Manchester's equity work.

Finally, the Spruce Street & Northwest Park Farmers Market marked Pride Day, Hispanic Heritage Day, and Juneteenth with themed market days featuring coordinated activities and local vendors. These special events drew an average of 300 attendees each.

### ManchesterNOW

A revitalization of the physical program guide took place in FY25 to refocus its efforts towards our Town's robust slate of programs, facilities and upcoming park upgrades. The Department of Leisure, Family and Recreation rebranded Better Manchester to Manchester Now.

# Youth Service Bureau

The Youth Service Bureau serves youth 0-21 years and is one of only several bureaus in the State that operates an Early Childhood Program Center (the Northwest Park Early Childhood Center). In FY25 the YSB provided services to 616 youth.

## Youth Employment

The YSB proudly completed the 2025 Summer Youth Employment Program with all 40 youth successfully completing 120 work hours across the community.

Participants gained valuable real-world experience at worksites throughout the Town of Manchester.

## Summer & School Breaks

This summer, we delivered **nine full-week, full-day programs** for **90 youth**, including a week-long Bird Safari, three culturally themed Girls Weeks, and our longstanding Urban Expeditions program, which helps youth explore everything Manchester has to offer. These programs fostered interpersonal skills, confidence-building, and hands-on learning.

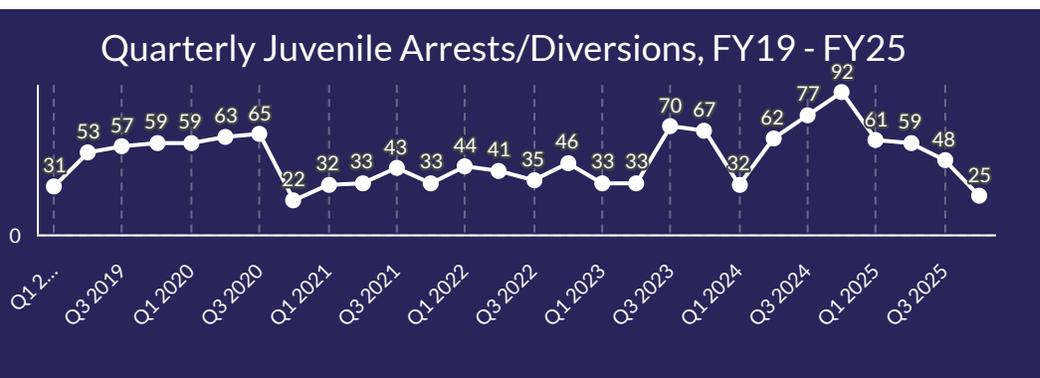


## Summer Camp Scholarships

For more than 25 years, the SBM Charitable Foundation and the Mayor’s Program for Manchester’s Children have generously supported our Summer Camp Scholarship Program. This year, 116 youth were able to attend exciting and enriching summer camps because of this critical funding. Many families shared how meaningful this support was during a challenging year—single parents, grandparents raising grandchildren, a mother of five returning to school, and a father seeking safe, engaging spaces for a child who needed consistent structure. Without these scholarships, many children would not have had access to such joyful and growth-filled experiences. Amid financial uncertainty, health concerns, and the complexities of raising children with special needs, this program continues to provide hope, stability, and opportunities for children to thrive.

## Early Childhood

Northwest Park’s Early Childhood Center was buzzing with activity as preschool children and their parents/guardians participated in a variety of early learning and exploration programs.



The mural at the Northwest Park Early Learning Center.



Library



The Public Library offers services to Manchester in multiple ways: from two separate buildings; from monthly 'bookmobile' deliveries to homebound residents; and by offering extensive ebook and streaming audio collections.

The Manchester Public Library provides books and other materials and services desired by community members in order to meet their needs for information, creative use of leisure time, and life-long education. The library emphasizes individual service -- especially to children and their families -- while serving as a focal point for interaction among diverse community residents of all ages.



760

Total programs offered in FY25



20,942

Total in-person attendance at Library events,



224,599

Number of materials in the collection.



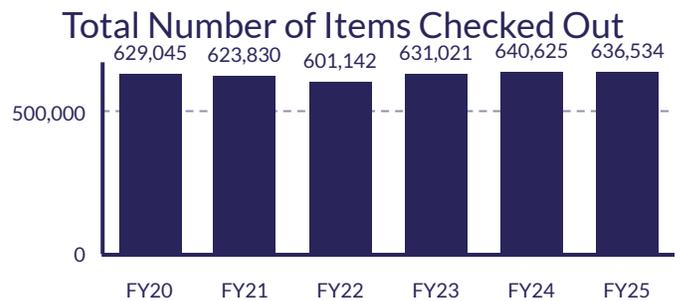
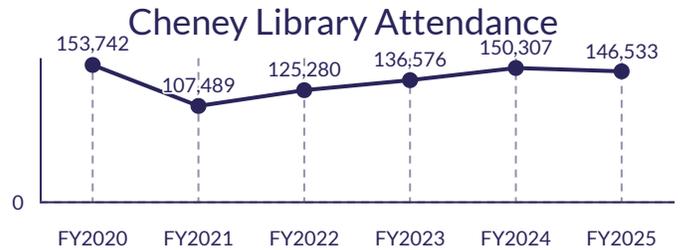
18,661

Number of registered library cardholders (Adult, Teen, and Children).

The 12-person Library Building Committee, appointed by the Board of Directors, worked steadily throughout the fiscal year as construction moved ahead for the new main library building at 1041 Main Street. The architectural firms of HBM of Cleveland, Ohio and Friar Architects of Farmington CT, along with the construction management firm of O&G from Torrington, CT worked together to coordinate a number of subcontractors for this major project. Thanks to a wide variety of funding sources, the building should be energy efficient enough to be designated as a 'net zero' building. The completion date is expected to be about the end of FY 2026.

According to statistics from the Connecticut State Library for Fiscal Year 2024 (newest available data), based on the number of materials loaned annually, Manchester's public library was the fourth busiest in the state, after the towns of Greenwich, West Hartford, and Fairfield. If ebooks are excluded, our library was in second place for the the number of books/physical items loaned, behind only Greenwich. The loaning of books from the public library has been steadily growing in recent years, as has the downloading and streaming of audiobooks, somewhat offsetting the fully expected decline in the loaning of "physical discs:" DVDs plus music and audiobooks on CD. The library's collection of items consists of nearly 200,000 books; over 20,000 audiobooks, music CDs, and DVDs; and thousands of magazines, board games, and other miscellaneous items.

760 programs were offered in the buildings during the fiscal year with a total in-person attendance of 20,942 people.





# Water & Sewer



The Water and Sewer Department is responsible for the operation and maintenance of the water and wastewater systems for the Town of Manchester. The department's mission is to provide the highest possible water quality and customer service at the lowest possible cost, while continuing our commitment to improving the infrastructure and our community's environment.

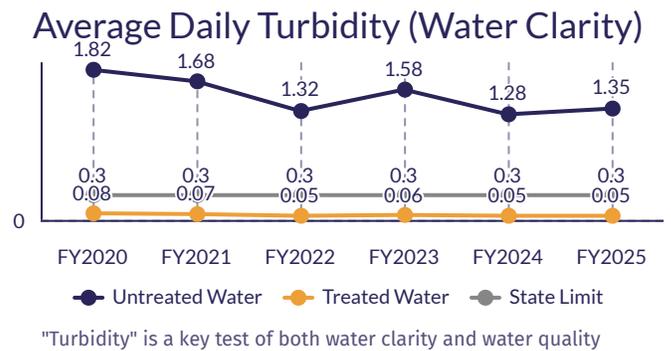
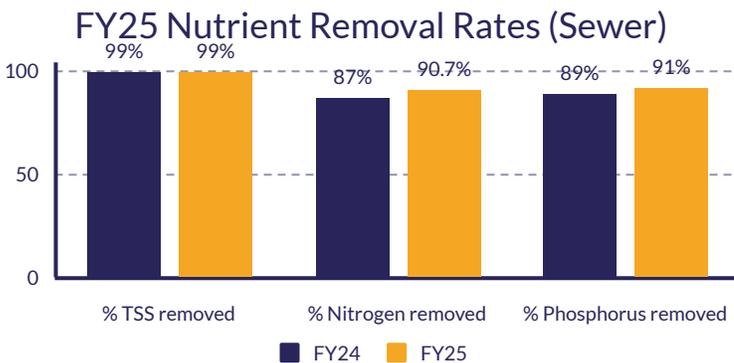
## Customer Service

Our Customer Service Staff serve customers that come to the office with a question or call in. In FY 25 they received about **40** call a day, exchanged **226** water meters, set up **27** brand new water and/or sewer services, and invoiced water and sewer accounts **129,786** times.

Completed 7 water service line replacements through the Community Development Block Grant (CDBG) program to address old lead lines to customers homes.

## Water Treatment

In FY25 the average amount of water treated per day in Manchester was **4,952,335** gallons. Operators are responsible for the maintenance and operation of **10** wells, **5** pump stations, and the Globe Hollow Water Treatment Plant.



## Laboratory Analysis

In FY25 the laboratory tested:

- **13,912** water samples from the Hockanum River Water Pollution Control Facility, an average of **257** per week!
- **26,147** tests on drinking water samples throughout the Town, an average of **502** per week!



# Water & Sewer

## Field Maintenance

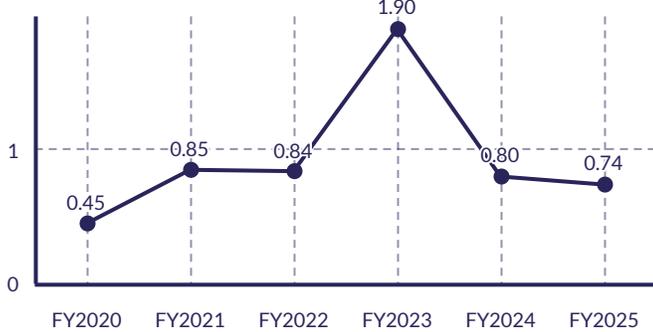
The Field Maintenance division is responsible for the sewer collection and water distribution system. They completed over **250** work orders in FY25.

Beyond responding to emergency repairs, they also assist with snow removal, complete routine maintenance, annual flushing, and customer service.

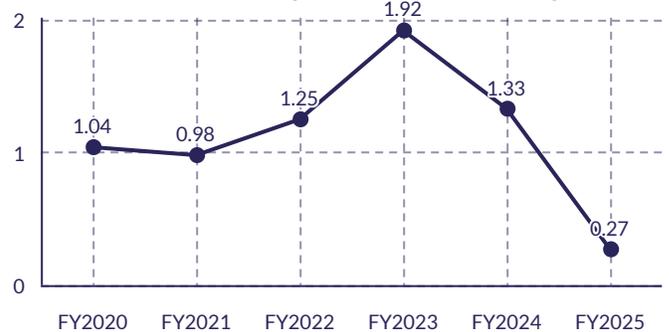
The Transmission and Distribution team is responsible for the maintenance and repair of the water system. The water distribution system consists of **256** miles of water main.

The Town has replaced **3.52** miles of water mains in the last 5 years:

Miles of Sewer Pipe Rehabbed/Replaced



Miles of Water Pipe Rehabbed/Replaced



## Wastewater Treatment

The Hockanum River Water Pollution Control Facility treated **2.044 billion gallons** of waste in FY25. This is an average of **5.6** million gallons a day.

The team started a pilot program at the JC Penney pump station in March of 2025. It consisted of working with a company that developed new technology that they needed to test in the field. At no cost to our residents, we worked with the company to install their new pump. Since the program began, there have been zero blockages at the JCP Pump Station, and the program has been a success.

# Sanitation



The Sanitation Division is responsible for five major service areas:

- Operation of the Town’s Sanitary Landfill, which accepts construction and demolition (C&D) debris and approved special wastes.
- Operation of the Municipal Transfer Station, which accept recyclables, C&D, and municipal solid wastes (MSW).
- Oversight of the residential curbside refuse and recycling collection programs.
- Management of organics programs, including food scraps, brush and clean wood, and leaf composting.
- Operation of the regional CREOC household hazardous waste collection events.

The Division strives to provide these services in an operationally efficient, safe, environmentally protective, regulatorily compliant, and fiscally responsible manner.

## Project Highlights

Significant projects and initiatives conducted by the Sanitation Division during this fiscal year included the following:

- Landfilling in the new expansion area behind Phase One of the mechanically-stabilized earth (MSE) berm wall. Filling in this area has unique operational challenges and Town staff have successfully met these challenges.
- Continuation and expansion of the food scrap collection pilot program at five locations throughout Town. Collected food scraps are delivered to a private facility where they are converted to compost and biogas, a renewable energy source.
- Improvements and repairs continue to be made to the landfill gas (LFG) collection and control system. LFG-related odors have decreased significantly in the past year.
- Contracts have been negotiated for MSW and recyclables curbside collection, MSW and recyclables collection at Town buildings, and disposal / recycling of the collected wastes. These new contracts will help the Town manage the costs associated with these services for the next few years.
- Receipt of a \$4.7 million DEEP Materials Management Infrastructure grant to implement six initiatives to divert more materials from our MSW waste stream and increase recycling.

### Curbside Collection and Disposal Cost



The collection and disposal of MSW and recycling is supported by the Sanitation Fund. The Fund is maintained by fees charged to residents and commercial users of the landfill and transfer station. Due to several factors including the closure of the waste-to-energy plant in Hartford, the cost of disposal has continued to increase. The Sanitation Division is able to secure competitive pricing on disposal by utilizing proactive procurements, and is exploring ways to expand the landfill and generate additional revenue once the landfill closes.



## Board of Education

The Manchester Public School system continues to be a point of pride and a springboard to success for so many.

The district is making progress in a range of areas with an emphasis on the following priorities that have been identified by the Board of Education in conjunction with the superintendent:

- All students in grades PK – 12 will demonstrate strong critical reading, writing, mathematics, and thinking skills.
- All students will attend school regularly and demonstrate appropriate behavior while engaged in school with enhanced monitoring, communication, and support from MPS staff.
- All members of the school community, particularly those from traditionally marginalized groups, are seen, heard, valued, and empowered to work as partners to ensure students are successful.
- All community members will understand and support the work of the Manchester Public Schools.
- All staff members will feel heard, valued, supported, and empowered.

As you will see in the pages that follow, there is substantial 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.

## Mission

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

## Our Board of Education

Manchester Board of Education members are elected biannually for three-year terms. Here are the members currently serving:

- Heather Doucette (D)
- David Eisenthal (D)
- Robert Spada (R)
- Donna Meier (R)
- Elizabeth Mix (D)
- Kwasi Ntem-Mensah (D)
- Michael Orsene (R)
- Chris Pattacini (D)
- Tracy Patterson (D)

## Academics

### Curriculum and Instruction Professional Development

The staff of Manchester Public Schools strive to implement the district's rigorous curricula while continually holding high expectations for all students. The district's professional development opportunities are driven by district data and are planned according to content area, grade level and staff roles. Here's a closer look:



## Board of Education

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

The integration of Science, Technology, Engineering, Art and Mathematics is the heart of STEAM. Students of all grade levels learn in Thinking Classrooms that are built to promote meaningful collaboration, curiosity, and deep thinking. Within these thinking classrooms students engage their curiosity as they analyze, understand and question the world around them as they grow to become confident and capable scientists, mathematicians, engineers, artists, designers, and citizens.

Across our district STEAM teachers are exploring an innovative approach to engineering student success by viewing our teaching practices as a collection of 'recipes'. This analogy helps us deconstruct complex pedagogical methods into replicable, evidence-based ingredients and steps. By standardizing these 'recipes,' we can ensure that every student benefits from consistent, high-quality instruction. For example, a 'recipe' for utilizing IXL might include ingredients such as student manipulatives, tools for scholars to write down their thinking, and a tracking sheet for learners to build agency in monitoring their own progress and growth. These ingredients are coupled with best practices such as when in the instructional block to use IXL to maximize effectiveness, the importance of a PBIS system to recognize student success and growth, and teacher familiarity with the specific skill and its nuances within the IXL platform.

### Humanities

Manchester Public School continues to implement the American Reading Company (ARC) core literacy program, aligned with the Science of Reading and the 'Right to Read' legislation. The 'Right to Read' legislation requires Connecticut school districts to implement at least one of seven evidence-based, state-approved early literacy programs in K-3 classrooms by the 2025 - 2026 school year. Phase one of implementation of the ARC core literacy program began in grades 1 and 2 during the 2024-25 school year. This year implementation is occurring in Kindergarten and grade 3.

This summer, students in grades 5-10 completed reading projects designed to curb summer slide while engaging with meaningful, high-interest texts. At Bennet, the 2023-24 school year featured the Read and Ready Campaign, which fostered reading as a healthy, enriching habit across the community and included students, staff, and families.

Building on that momentum, the campaign evolved into the One Book, One School initiative, launched at the end of last school year. This effort began with summer reading for students entering grades 5 and 6, who read *The Wild Robot Escapes*. In grades 7-10, summer reading was aligned to school-based initiatives and essential questions, ensuring a purposeful approach across content areas.

To further support literacy growth, teachers in grades 5-8, together with the Director of Teaching and Learning, selected the Expeditionary Learning (EL) Curriculum to pilot. This open-source program integrates fiction and nonfiction texts, builds background knowledge, and promotes peer-to-peer engagement while strengthening literacy skills. Now in its third year, the EL pilot has expanded to all students in grades 5-8, with the curriculum prioritizing knowledge building and skill development through grade-level texts and meaningful discourse.

### Career and Technical Education: Business and Community Partnerships

In Manchester, Career and Technical Education (CTE) programs provide over a 1,000 students each year with opportunities to apply academic learning within exploratory or authentic, school-based or external work-based environments. Such experiences allow students to practice and develop hands-on, industry recommended skills that enable them to demonstrate competencies demanded by 21st century employers. We are proud of the many strong partnerships we have with local business and community organizations that make external learning possible for our students.



## Board of Education

Through collaboration with college, business and community partners, numerous external learning opportunities have been available to MHS students including:

- A TRADE internship/structured job shadow experience with the Manchester Department of Public Works
- An Emergency Medical Responder Preparation Training delivered in partnership with Hartford Healthcare
- A CNA preparation program delivered in partnership with Touchpoints of Manchester and Evergreen Healthcare in Stafford
- A manufacturing pre-apprenticeship program approved by the Connecticut Department of Labor in partnership with the Connecticut Center for Advanced Technology and local manufacturers
- A variety of paid and unpaid work-based learning programs at various Manchester employment sites
- Many opportunities to earn FREE college credit for CTE courses taken at Manchester High School at CT State (Manchester Community College), Central Connecticut State University and UConn
- Multiple opportunities for students to earn industry recognized credentials that help ensure employability during and/or after high school, including OSHA, ServSafe and the IRS Volunteer Income Tax Preparation Program

## Social-Emotional Learning

The district recognizes how deeply connected the social and emotional needs of our students are to their academic needs and achievement. Our goal is to support all students through a multi-tiered system of proactive behavior support. This multi-tiered system enables students as they grow and develop in their ability to manage their own feelings, implement strategies when involved in conflicts and develop their ability to communicate with their peers and adults.

## Multilingual Learners (MLLs)

Multilingual Learners (MLs) are students who are developing proficiency in multiple languages. This term is used to recognize the many assets MLs bring to school and to emphasize what they know, rather than what they don't know.

Services to support MLs range from pull-out, push-in support and special education consultation. Services are based on the student's academic profile including, but not limited to, their LAS Links score and IEP when applicable. The LAS Links is an English Language Proficiency Assessment, which measures students' English language proficiency in grades K-12.

## Student Support Services: Pupil Personnel Services

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

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

## Board of Education

Services and support programs provide students with disabilities access to the general education curricula, help to improve their academic achievement, reduce the time they are removed from general education classrooms and increase their time with non-disabled peers. In addition to the related and special education services provided by the district, we also collaborate with external agencies to offer the necessary support for both students with and without disabilities. Over the past three years, the district has partnered with Community Health Resources to deliver in-house therapy options across all K-12 school buildings. This initiative aims to support our students and families by providing therapy services during school hours.

### Key Academic Accomplishments

**Continued focus** on math instruction, specifically Building Thinking Classrooms, vertical surface work, combined with the use of IXL Math, resulting in:

- An increase in students in grades 3-8 at or above grade level on SB Math of 3.5 percentage points in 2024 and 2.7 percentage points (preliminary) in 2025;
- 49% of all students grades 2 -8 are at or above grade level on the IXL diagnostic in 2024-25 compared to 46% in 2023-24 with significant growth (42% of students grades 2 -8 are at or above grade level compared to 36% in 2023-24) among Black students; and
- 55% of all MPS students are at or above the IXL national average, with a normed sample less diverse and wealthier than MPS.

**Implementation of** American Reading Company (ARC), a state-approved core reading program, which required tremendous collaboration across central office administrators, building administrators, literacy coaches, reading specialists, classroom teachers, and support staff in grades 1 and 2 and the EL curriculum, which required similar collaboration in grades 5 - 8.

**Continued work** to improve literacy instruction, including an increased focus on phonics and phonemic awareness, K-3, resulting in:

- An increase in students in grades 3-8 at or above grade level on SB ELA of 2.8 percentage points in 2024 and 4.3 percentage points (preliminary) in 2025 with a large improvement (14 percentage points - preliminary) in Grade 3 and a hold or increasing of the percentage of students at or above grade level in the rough cohorts in grades 4 - 7; and
- The percentage of students meeting or exceeding the grade level goal on the DIBELS Oral Reading Fluency (ORF) (# of words read correctly in one minute) has increased significantly (from 45.90% at or above grade level to 68.88% at or above grade level in grade 1; from 42.50% at or above grade level to 58.92% at or above grade level in grade 2; from 46.0% at or above grade level to 58.70% at or above grade level in grade 3 since 2022-23).

**Continued investment** in STEM instruction PK - 12, funded in large part through the Alliance grant, resulting in:

- An increase in students in grades 3-8 at or above grade level on Next Gen Science of 9.3 percentage points in 2024 and 2.0 percentage points (preliminary) in 2025.

**Consistent effort** to eliminate barriers to access for all students, including leveraging the dual credit expansion grant and increasing the number of course offerings to 48 courses in 2024-25 from 41 in 2023-24, so that all students can obtain college credit while in high school, resulting in:

## Board of Education

- 44.2% of juniors and seniors at Manchester High School achieving either the CCR benchmark on at least one of the following: SAT or ACT or AP or IB; or earning three or more dual enrollment credits, which is equal to the state average;
- 96.1% of juniors and seniors at Manchester High School participating in at least one of the following during high school: 2 courses in AP/IB/dual enrollment, or 2CTE courses in one of 17 career clusters, or 2 workplace experience “courses” in any area compared to the state average of 91.5%;
- Increased enrollment in dual credit courses by 600 seats in 2024-25;
- Diverse groups of students accessing and earning credit in dual-enrollment college credit-bearing courses at MHS; and
- An increase in graduation rates for the district and MHS in released 2023-24 data (MPS to 83.8% and MHS to 84.9%), with a district five-year high for graduation rates of Black students (86.9%).

## Other Accomplishments of Note (Aligned with District Priorities)

**All students will attend school regularly and demonstrate appropriate behavior while engaged in school with enhanced monitoring, communication, and support from MPS staff.**

- Expansion of the use of Yondr pouches as an innovative solution to the distractibility and other issues caused by cell phones to create a phone-free school environment at all schools grades 7 - 12, resulting in 768 fewer referrals through Q3 in 2024-25.
- Reduction in disproportionality of suspensions, specifically students with disabilities, further removing barriers for students, while continuing to offer alternative, less regressive consequences, including Saturday detention and Saturday Catch-up programs for grades 7-12 as well as e-credit and Flight for overaged, under-credited students.

**All members of the school community, particularly those from traditionally marginalized groups, are seen, heard, valued, and empowered to work as partners to ensure students are successful (What should students know and be able to do? How are they doing? How can families help?).**

- Creation of a welcoming and engaging school climate designed to improve attendance, including the ongoing use of Family Resource Centers and the Welcome Center, which collectively have served over 3,000 students and families.
- Effective two-way communication with parents and guardians through Blackboard and social media
- Overall, students report being challenged in class (71%), receiving positive feedback (85%), having adults they can go to for support (80%), and feeling part of the school community (70%).
- Overall, families report their students are being challenged in class (72%), have adults they can go to for support (80%), and feel part of the school community (77%).
- Families also report they have received positive feedback about their students (80%) and know how their students have performed academically (75%).
- Deployment of financial resources and partnerships to support students and families, notably the continued equity work funded through the Nellie Mae Education Foundation and the Hartford Foundation for Public Giving, which allows the district to continue to systematically and intentionally address equity in our school system to ensure we are supporting all students and families.

**All community members will understand and support the work of the Manchester Public Schools.**

- Continued communication efforts to the community at large regarding district success through Facebook and Instagram social media posts on the success stories of students and staff, showcasing the success in academics, athletics and arts among other topics.
- Successful implementation of the Experience Pass pilot for Board members with potential for expansion to other members of the community in collaboration with Board members.

## Board of Education

### All staff members will feel heard, valued, supported, and empowered.

- Hiring data continues to reflect the district's efforts to diversify our staff, with the district now at 22% certified BIPOC staff, nearly double the state average of 12.1%.
- Multiple opportunities for staff to engage and plan the work, including curriculum development teams, summer school planning, professional development and evaluation committee, interview committees, and superintendent advisory meetings, as well as more traditional means, through a strong and healthy relationship with our unions.
- Overall, staff report feeling like a member of the MPS team (76%), feeling supported by district administration (72%), going to and least one member of the school's administrative team if they have a problem (82%) and knowing what is expected of them (95%).
- Staff also feel supported by their colleagues (84%), held accountable by each other (77%) and a part of their school community (79%).

## Our Schools

### Elementary Schools and Preschools

Keeney Elementary reopened in Fall 2024 after an extensive renovation, meaning all elementary students now enjoy 21st Century facilities and resources.

The overhaul of our now-six elementary schools is a commitment to provide appropriate and sustainable educational facilities for the next generation that meets the needs of current and projected enrollment, allows for racial balance, provides equitable access to high quality education, and more. Bowers, Buckley, Waddell, Verplanck and Highland Park have also been renovated recently.

Martin is now the site of a preschool center (for our Integrated Instruction) while the Manchester Preschool Center focuses on Head Start programming.

### Grades 5-12

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

Each grade level is served by two assistant principals and a supportive team of counselors, social workers and school psychologists. The school also boasts elective programs that include a multidimensional musical education program with band, orchestra and chorus as well as smaller ensembles.

Students in Grades 7 and 8 attend Illing Middle School. As at Bennet, each grade level is served by two assistant principals and a team of counselors, social workers and school psychologists who work together to support students. The school also has an extensive extra-curricular program including interscholastic sports.

Manchester High School is a comprehensive high school serving more about 1,700 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 grade 9 students visit the main building regularly for elective classes and more.

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

## Board of Education

The Robertson building, which had been used as 'swing space' during renovations over the past few years, is now home to Manchester Middle Academy (which had been housed in the Washington School building). MMA serves students in grade 5-8.

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

Bentley, an alternative program housed in a wing of Manchester High School, serves students in Grades 9-12 and Manchester Middle Academy, which opened in the fall 2018, serves students in Grades 5-8. Staff in each school use positive behavioral environments and instructional practices that emphasize authentic hands-on applications with embedded critical thinking skills.

## Adult & 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 Program
- National External Diploma
- English as a Second Language
- Citizenship

Students are supported by teachers, tutors, case managers, and counselors. Classes and courses are delivered throughout town. With our Career Navigator, students have opportunities for career shadowing, externships and internships. The department also has a robust non-credit continuing education lineup, with courses in pottery, photography, world languages, creative arts, children's basketball and more.

## Athletics & Extracurricular Activities

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

Manchester High School sponsors 45 clubs to meet the interests of students. The variety of clubs range from the Math Team to the MHS Drill Team and Connecticut's only public school Hand Bell Choir. School cultures encourage learning experiences that connect or make an impact on the community.

Illing Middle School also offers 24 clubs and interscholastic sports including cross country, boys and girls soccer, boys and girls basketball, track, wrestling, softball, baseball, cheerleading and unified teams.

Our music program partnered with the MHS Marching Band to allow our students to take part during the football games and other events throughout the year. Illing also has a pep band that performs during basketball games.



## Board of Education

Popular among elementary students is the Little Manchester Road Race, which since 2019 has been held at MHS.

### Notable Achievements

The 2024-25 school year was memorable as the Manchester High School boys basketball team won its first state championship in 87 years and the MHS girls won the first-ever CIAC-sponsored flag football title

## Buildings & Grounds

The Building and Grounds Department is responsible for cleaning and maintaining Manchester Public Schools buildings. There are 68 custodians and 17 tradespeople including carpenters, painters, groundskeepers, plumbers, electricians and heating/cooling mechanics. The department has 4 supervisors; who oversee the cleaning and maintenance of our schools. The largest is Manchester High School, where as many as 18 custodians work two shifts together to 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.

## Equity & Diversity

Using the district's 5 Equity Elements framework, we center the experiences of students and staff across races, genders, abilities, first languages, and sexual orientations to better understand what each school community needs to thrive.

The district's equity work focuses on creating opportunities in the following areas:

- Professional Learning for All Staff – Building shared knowledge and skills to support equity in practice.
- School Equity Teams – Establishing dedicated teams in each school to lead and sustain equity efforts.
- Affinity Groups – Providing spaces where students and staff can connect through shared identities and experiences.
- Equity Read-Alouds – Using diverse experiences to promote inclusion, representation, and dialogue.
- Data Mining – Analyzing outcomes to identify and address inequities.

## Family Partnership & Student 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 ( in collaboration with MELC), enhance family relationships and so much more.

Manchester Public Schools offer Family Resource Centers (FRCs) at each of its six 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 playgroups. Funding for the program comes mostly from the district's Alliance Grant, from the Hartford Foundation for Public Giving and from Title I.

The district has Student Engagement Specialists at each of its six elementary schools and at Bennet, Illing, and MHS. Our success in fulfilling our mission hinges on positive and healthy community and family relationships. In delivering our services, we work closely with families, schools, social service agencies, and our community partners to offer resources and support for the entire family that aid in reducing the risk of chronic absence.



## Board of Education

### Finance & Management

The Finance and Management Department comprises budgeting, accounts payable, grants, payroll, and project accounting. During the budget development process every school submits a budget requesting materials and staffing for educational improvement. Central office staff reviews requests to ensure the distribution of resources in an equitable fashion. A variety of grants are also secured to provide additional funding to improve student achievement. Parameters established by equity and specific to class size, free and reduced lunch statistics and staffing are taken into consideration to disperse funds equitably to ensure structures necessary for providing quality programming for all students. The 2025-26 school budget is \$127,522,231; that represents a 1.32 percent increase over the 2024-25 budget, which was \$125,861,316.

### Food Services

All students in the district receive free breakfast and lunch through the federal Community Eligibility Provision, which is part of the National School Lunch Program and allows qualifying schools and districts to serve breakfast and lunch at no cost to all enrolled students without collecting household applications.

The district's Food Service Department is a self-operated and self-funded entity and not part of the Board of Education Budget. The department has 62 food service employees with the majority of the staff local residents who have students enrolled in or have graduated from Manchester Public Schools. Meals must meet all federal and state nutritional standards and the meal pattern focuses on foods that are whole grain rich, high in nutrients, low in sugar and low in saturated fats.

### School Climate

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

Restorative practices are centered on all community members building meaningful relationships to establish and nurture school and classroom communities while also using those relationships to restore and manage conflict when tension arises. The concept gives insight into the fact that people are happier when they learn how to restore relationships in a collaborative effort as opposed to it being done for them or to them. We believe in an approach that combines high expectations and structure with high levels of care and support for all students.

### Talent Management

The district recognizes the value in providing students opportunities to interact with staff from different racial, ethnic and economic backgrounds. The district works to actively increase the percentage of staff from minority groups by encouraging their applications, hiring and retention.

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



## Board of Education

**Recruitment and University Partnerships:** PK-12 screening and hiring practices of certified staff driven by an analysis of current MUNIS data on our educational workforce. Talent gaps identified drive recruitment efforts at both in- and out-of-state opportunities. Branding and marketing broaden the presence of MPS in the larger community.

**Retention:** Strategic efforts to provide career advancement opportunities to certified staff.

**Evaluation & Feedback:** Systemic opportunities to provide feedback and support on identified strength and growth areas; developing a standard of performance that is inclusive of best practices, in the four domains of planning/preparation, instruction, climate and professionalism.

**Professional Learning:** New faculty career development in the first three years of teaching in an expanded TEAM program; professional development that fosters growth in collaborative practices, time management, mindset, and maintaining high expectations of all students.

**Data Collection/Management/Analysis:** Decision-making regarding all aspects of the program through the analysis of Applitrack, MUNIS, Protraxx, Employee feedback data.

**Performance Management:** Administrative response to certified staff concerns, requiring investigation, resolution, and remediation. Performance-Based Incentives: district-wide ON TARGET recognition program devised to acknowledge both certified and non-certified staff for espousing the core beliefs of Collaboration, Creativity, Courage, and Excellence.

## Transportation

The district contracts with First Student to provide safe school bus transportation for approximately 4,600 Manchester students each day (including students who attend public, parochial, charter and technical schools). Per 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. The district uses a bus tracking and parent communication app that lets them track where their child's bus is in real-time and has a multi-stop view for multiple students on different buses.



# General Fund & Balance Sheet

## General Fund

RSI-1

**TOWN OF MANCHESTER, CONNECTICUT  
GENERAL FUND  
SCHEDULE OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES  
BUDGET AND ACTUAL  
YEAR ENDED JUNE 30, 2025  
(NON-GAAP BUDGETARY BASIS)  
(IN THOUSANDS)**

	General Fund			Variance Positive (Negative)
	Original Budget	Revised Budget	Actual	
<b>REVENUES</b>				
Property Taxes, Interest and Lien Fees	\$ 191,240	\$ 191,240	\$ 184,392	\$ (6,848)
Intergovernmental Revenue	39,100	39,100	39,674	574
Investment and Interest Income	800	800	1,234	434
Licenses, Permits, and Fines	3,216	3,216	3,180	(36)
Charges for Goods and Services	1,761	1,761	2,015	254
Other	1,107	1,107	1,016	(91)
Total Revenues	<u>237,224</u>	<u>237,224</u>	<u>231,511</u>	<u>(5,713)</u>
<b>EXPENDITURES</b>				
Current:				
General Government	7,938	7,939	7,460	479
Public Works	15,929	16,057	14,878	1,179
Public Safety	41,463	42,021	39,554	2,467
Human Services	3,747	3,753	3,583	170
Leisure Services	7,325	7,325	6,807	518
Employee Benefits	15,210	15,210	14,972	238
Education	126,365	126,365	126,461	(96)
Internal Service Fund Charges	3,945	3,949	3,950	(1)
Other	200	200	40	160
Debt Service	16,318	16,318	16,319	(1)
Capital Outlay	2,686	5,086	5,086	-
Total Expenditures	<u>241,126</u>	<u>244,223</u>	<u>239,110</u>	<u>5,113</u>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	(3,902)	(6,999)	(7,599)	(600)
<b>OTHER FINANCING SOURCES (USES)</b>				
Transfers In	1,766	1,766	1,759	(7)
Transfers Out	(364)	(364)	(364)	-
Total Other Financing Sources (Uses)	<u>1,402</u>	<u>1,402</u>	<u>1,395</u>	<u>(7)</u>
<b>NET CHANGE IN FUND BALANCES</b>	<u>\$ (2,500)</u>	<u>\$ (5,597)</u>	(6,204)	<u>\$ (607)</u>
Fund Balances - Beginning of Year			38,403	
<b>FUND BALANCES - END OF YEAR</b>			<u>\$ 32,199</u>	



# General Fund & Balance Sheet

## Balance Sheet

EXHIBIT III

**TOWN OF MANCHESTER, CONNECTICUT  
BALANCE SHEET  
GOVERNMENTAL FUNDS  
JUNE 30, 2025  
(IN THOUSANDS)**

	General	Capital Projects	ARPA COVID Fund	Education Special Grants Fund	Nonmajor Governmental Funds	Total Governmental Funds
<b>ASSETS</b>						
Cash and Cash Equivalents	\$ 1,213	\$ 36,582	\$ -	\$ -	\$ 10,562	\$ 48,357
Investments	14,863	-	4,351	-	8,620	27,834
Receivables, Net	8,423	58,560	-	720	1,691	69,394
Supplies	-	-	-	-	97	97
Due from Fiduciary Funds	71,065	-	-	-	-	71,065
Other Assets	101	-	1,197	-	2	1,300
<b>Total Assets</b>	<b>\$ 95,665</b>	<b>\$ 95,142</b>	<b>\$ 5,548</b>	<b>\$ 720</b>	<b>\$ 20,972</b>	<b>\$ 218,047</b>
<b>LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND FUND BALANCES</b>						
<b>LIABILITIES</b>						
Accounts and Other Payables	\$ 6,076	\$ 6,902	\$ 709	\$ 346	\$ 706	\$ 14,739
Accrued Liabilities	2,001	-	-	-	19	2,020
Intergovernmental Payables	29	-	-	-	-	29
Interfund Payables	40,320	60,112	1,061	118	195	101,806
Unearned Revenue	53	824	3,113	234	1,042	5,266
<b>Total Liabilities</b>	<b>48,479</b>	<b>67,838</b>	<b>4,883</b>	<b>698</b>	<b>1,962</b>	<b>123,860</b>
<b>DEFERRED INFLOWS OF RESOURCES</b>						
Unavailable Revenue - Property Taxes	4,550	-	-	-	-	4,550
Unavailable Revenue - Sewer Assessments	217	-	-	-	-	217
Unavailable Revenue - Loans Receivable	-	-	-	-	22	22
Unavailable Revenue - Grants Receivable	-	57,846	-	-	-	57,846
Unavailable Revenue - Lease Receivable	2,350	669	-	-	-	3,019
Advance Property Tax Collections	6,663	-	-	-	-	6,663
<b>Total Deferred Inflows of Resources</b>	<b>13,780</b>	<b>58,515</b>	<b>-</b>	<b>-</b>	<b>22</b>	<b>72,317</b>
<b>FUND BALANCES</b>						
Nonspendable	101	-	1,197	-	99	1,397
Restricted	-	18,366	-	22	12,969	31,357
Committed	1,181	-	-	-	5,878	7,059
Assigned	5,263	-	-	-	-	5,263
Unassigned	26,861	(49,577)	(532)	-	42	(23,206)
<b>Total Fund Balances</b>	<b>33,406</b>	<b>(31,211)</b>	<b>665</b>	<b>22</b>	<b>18,988</b>	<b>21,870</b>
<b>Total Liabilities, Deferred Inflows of Resources, and Fund Balances</b>	<b>\$ 95,665</b>	<b>\$ 95,142</b>	<b>\$ 5,548</b>	<b>\$ 720</b>	<b>\$ 20,972</b>	<b>\$ 218,047</b>

See accompanying Notes to Financial Statements.



## Department Contacts (Email)

Department	Official	Email Address
Animal Control	Eleese Polek-McConnel	poleke@manchesterct.gov
Assessment	Tami Nomack	tnomack@manchesterct.gov
Board of Directors	Jay Moran, Mayor	directors@manchesterct.gov
Budget & Research	Brian Wolverton	bwolverton@manchesterct.gov
Building Inspection	James Roy	jroy@manchesterct.gov
Cemetery	John Gorman	jgorman@manchesterct.gov
Customer Service	Jessica Bonilla	jbonilla@manchesterct.gov
Communications	Michelle Doyle	mdoyle@manchesterct.gov
Emergency Management	Don Janelle	djanelle@manchesterct.gov
Engineering	Jeff LaMalva	jlamalva@manchesterct.gov
Facilities/Building Maintenance	Chris Till	ctill@manchesterct.gov
Finance	Kimberly Lord	klord@manchesterct.gov
Fire	Chief Daniel French	dfrench@manchesterct.gov
Town Manager	Steve Stephanou	sstephanou@manchesterct.gov
Health	Joel Cox	jcox@manchesterct.gov
Highway	Mark Rizzo	mrizzo@manchesterct.gov
Human Resources	Tricia Catania	tcatania@manchesterct.gov
Human Services	Joel Cox	jcox@manchesterct.gov
Information Systems	Karen Freund	kfreund@manchesterct.gov
Library	Doug McDonough	dmcdonough@manchesterct.gov
Parks	Rob Topliff	rtopliff@manchesterct.gov
Planning & Econ. Development	Gary Anderson	ganderson@manchesterct.gov
Police	Chief William Darby	darbyw@manchesterct.gov
Probate Court	Judge Michael Darby	mdarby@ctprobate.gov
Public Schools	Matthew Geary	mgeary@mpspride.org
Public Works	Mark Rizzo	mrizzo@manchesterct.gov
Recreation	Chris Silver	csilver@manchesterct.gov



## Department Contacts (Email)

Department	Official	Email Address
Registrar	Timothy Becker/James Stevenson	tbecker@manchesterct.gov / jstevenson@manchesterct.gov
Sanitation	Scott Atkin	satkin@manchesterct.gov
Senior Center	Eileen Faust	efaust@manchesterct.gov
Tax Collector	Kelly Fleitas	kfleitas@manchesterct.gov
Town Attorney	Grace Richards	grichards@manchesterct.gov
Town Clerk	Maria Cruz	mcruz@manchesterct.gov
Water & Sewer	Shannon Miles	smiles@manchesterct.gov
Youth Services	Heather Wlochowski	heatherw@manchesterct.gov
Zoning Enforcement	James Davis	jdavis@manchesterct.gov



# Strategic Goals



## Effective Governance

- Maintain Excellence in the delivery of public services
- while employing a high-performing workforce
- dedicated to transparency and customer service.



## Safe Community

- Provide excellent emergency services that addresses
- the health and safety needs of residents and visitors.



## Healthy Community & Environment

- Promote a healthy community and environment for
- residents and visitors.



## Dependable Infrastructure

- Actively maintain public infrastructure and facilities
- in order to extend its useful life and meet the needs
- of residents.



## Vibrant Economy

- Provide the conditions for a stable tax base,
- economic activity, and employment opportunities
- for residents, and provide commercial opportunities
- for the region.



## Supportive Social Services

- Promote the health and well-being of Manchester
- residents through the provision of supportive social
- services.

## Strategic Goals



### Quality Parks & Leisure Services

- Enhance the quality of life for all by providing
- comprehensive recreation programming and
- safe, attractive, and well maintained parks and
- recreation facilities.



### Diversity, Equity, and Inclusion

- Celebrate and prioritize diversity, equity and
- inclusion in the provision of Town services,
- programs, and operations.



### Financial Stability

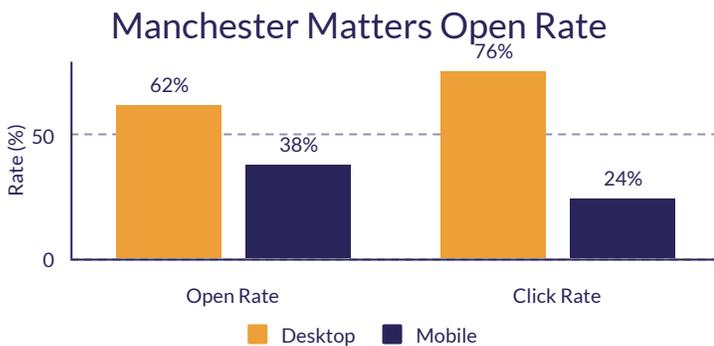
- Exercise prudent and proactive financial
- management, planning, and budgetary control.
- Committed to high-level credit ratings and
- sustainable delivery of core services.



# Effective Governance

Maintain excellence in the delivery of public services while employing a high-performing workforce dedicated to transparency and customer service.

## Digital Communications



The Town conducts consistent outreach during the year, a crucial step in ensuring that all residents maintain equal access to municipal programs, services, and events. In addition, the efforts of the Town's Customer Service staff contribute to increasing transparency and driving citizen engagement, both essential components of any effective local government.

Through the use of social media, a digital magazine/newsletter ("Manchester Matters"), and an online forum ("Your Voice Matters"), residents are kept up to date on the latest programs, services, and events provided by the Town. The Town's digital newsletter maintained an above-industry average open rate in FY25, meaning that not only is the information reaching a wide audience (over 5,000 subscribers), but recipients are reading and engaging with the content on a regular basis. For additional resident engagement on specific projects, the Your Voice Matters platform was utilized to keep residents informed on progress

**54%** "Manchester Matters" Email Newsletter Open Rate, 18% Higher than Industry Average

Social Media Follower Growth

**+1,300 Followers**

Across all social media platforms (compared to an increase of 953 in FY24).

Video & Graphics

**14,400**

Average number of views over a 90-day period for social channels that utilize video and/or graphics

Town Website Hits

**1,500,000**

Almost 200,000 more website hits than in FY23, when the Town's website was redeveloped.

Manchester Matters

**+19%**

Click-to-open rate of the Manchester Matters newsletter

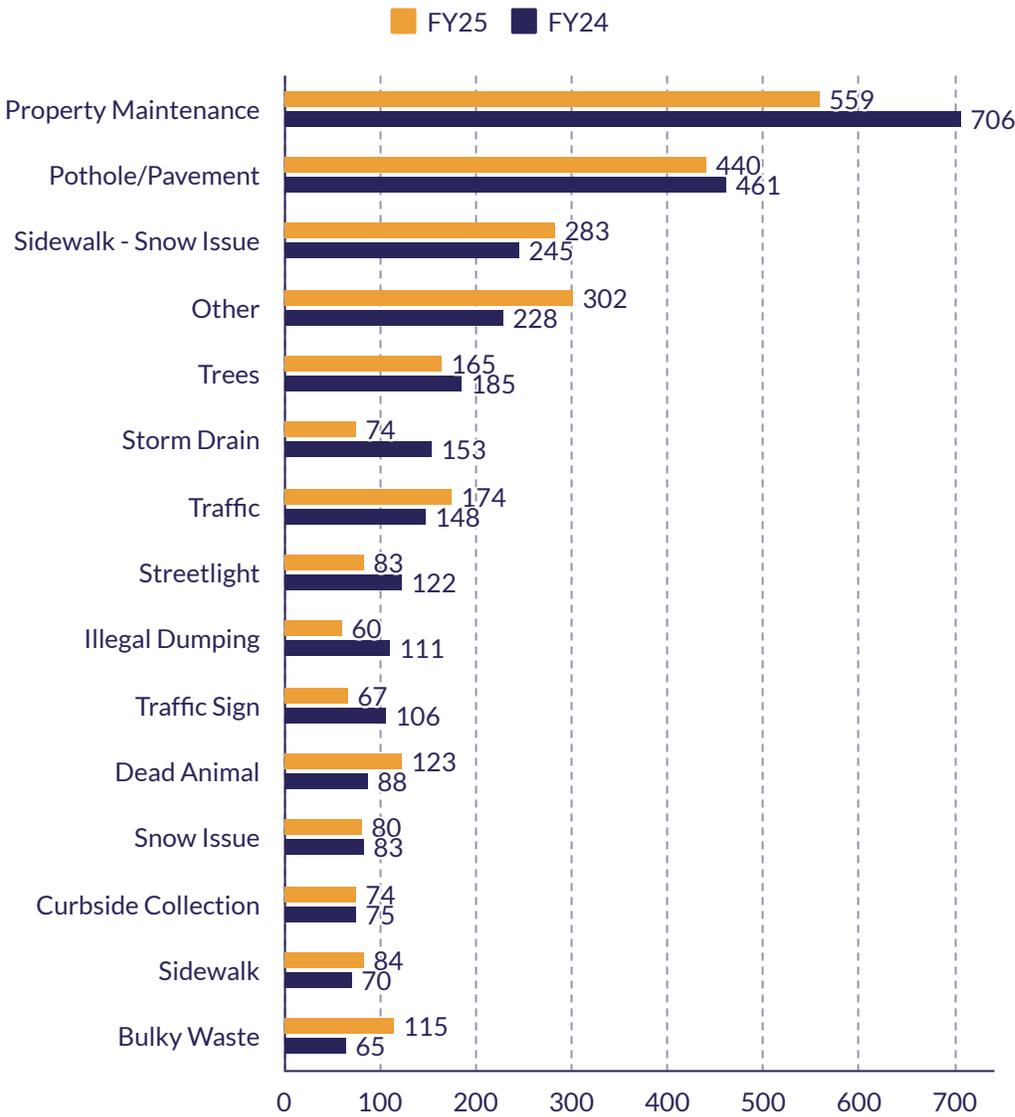
and solicit feedback on projects such as the construction of the new Library, the Downtown Improvements Project, and Manchester NEXT implementation.

In addition to content and communications generated by the Town, timely responses to resident inquiries and concerns is another way the Town demonstrated a commitment to effective governance in FY25. The Mark-It system (accessible via the Town's website) allows Manchester residents to quickly and easily geolocate a wide variety of issues such as potholes, bulky waste violations, broken or damaged streetlights, and more, which are then triaged and sent to the appropriate department for assessment and resolution.



# Effective Governance

Number of Mark-Its Addressed by Town Staff (FY24 v. FY25)

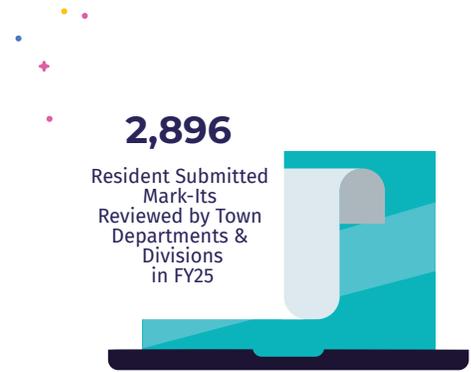


## Top 10 Mark-It Categories (Compared to Place on FY24 List)

1. Property Maintenance
2. Pothole/Pavement
3. Other (+1 place over prior year)
4. Sidewalk - Snow Issue (-1)
5. Traffic Issues
6. Trees
7. Dead Animal (+4)
8. Bulky Waste Violation (+7)
9. Sidewalk - General (+3)
10. Streetlight (-2)

### Out of the Top 10 from FY24:

13. Storm Drain (-6)
15. Traffic Sign (-5)
16. Illegal Dumping (-7)



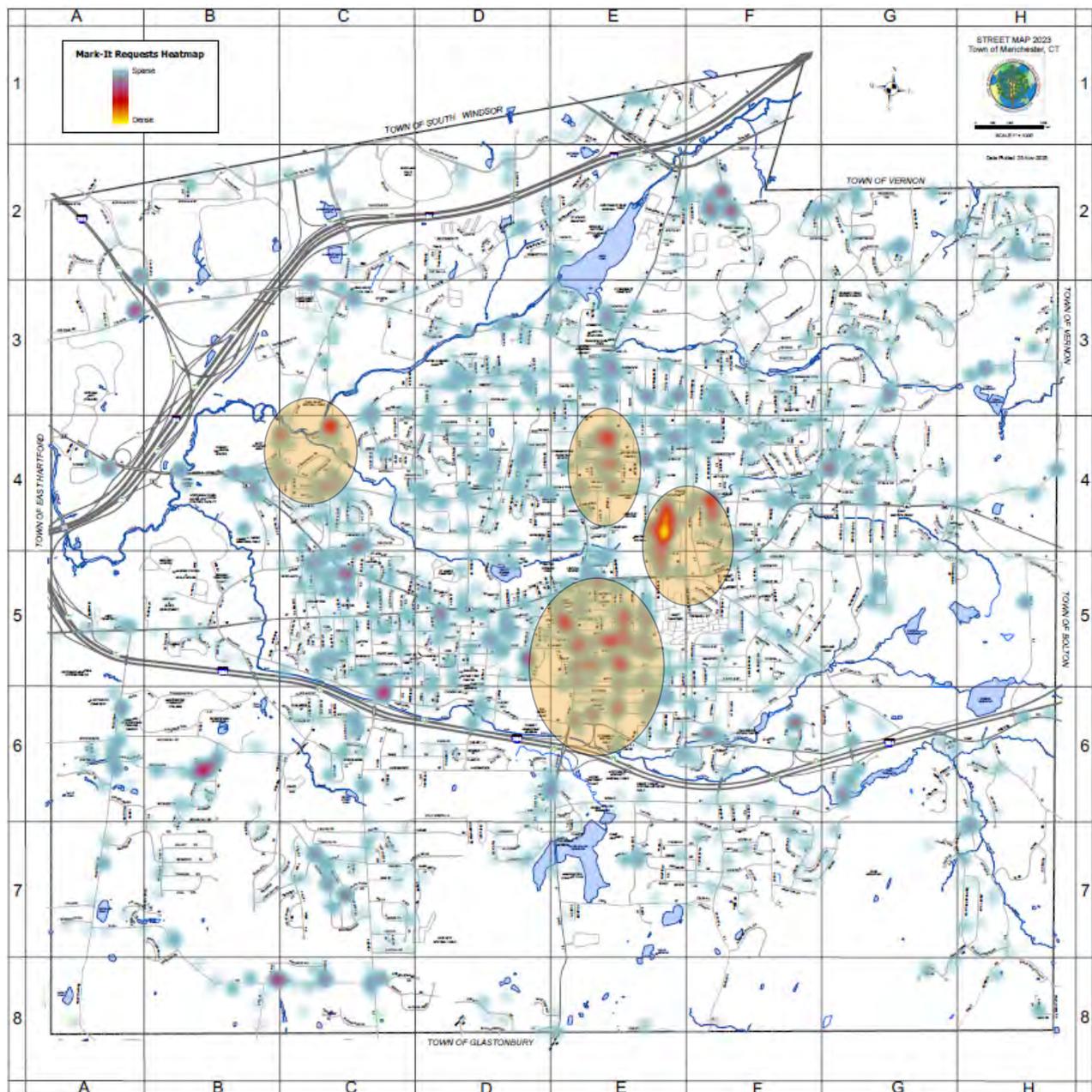
Not listed (FY25 counts): Curb (52), Playground/Sports Fields (47), Leaves (67), Graffiti (9), Ball Fields (10), Sanitary Sewer (14), Drinking Water (3), Trail Maintenance (11)

The number and type of Mark-Its submitted by Manchester residents in FY25 were similar to those submitted in the prior year, with a majority of submissions relating to property maintenance complaints, the condition of roads and sidewalks, and street and traffic signals.



# Effective Governance

The locations of all Mark-It requests submitted in FY25 are displayed via the heat map below. The distribution follows an expected pattern of clustering around some of the highest-trafficked areas of Town, including the Main Street corridor and nearby neighborhoods, the Manchester High School/Police Department neighborhood, the northern end of Main Street, and Hilliard Street areas. In general, however, the relatively even distribution of requests submitted via the Mark-It system points to wide use by Manchester residents, and data like this will continue to be utilized by departments to proactively address the issues that are most directly impacting residents.

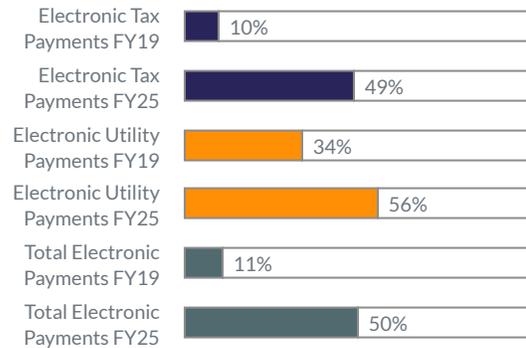
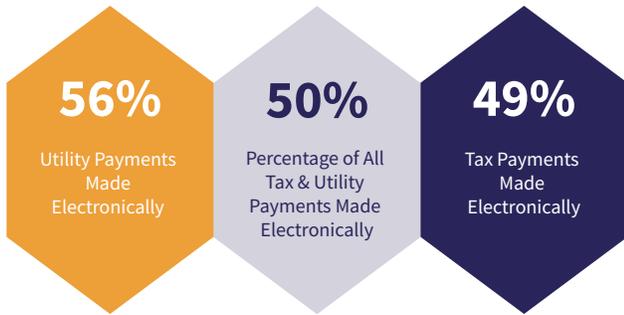


Heat map of all Mark-It requests from FY25



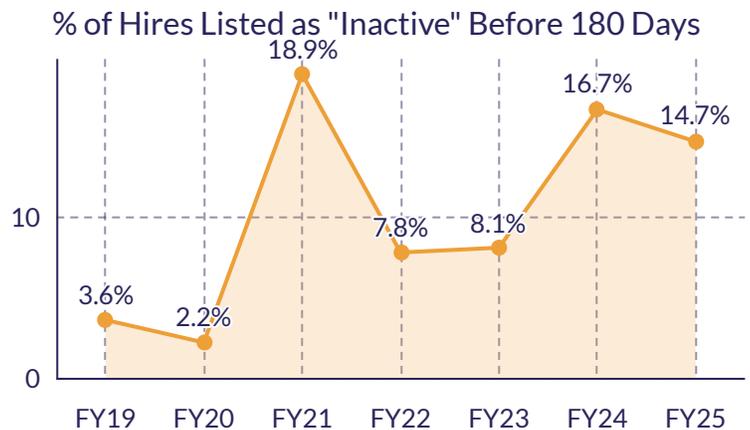
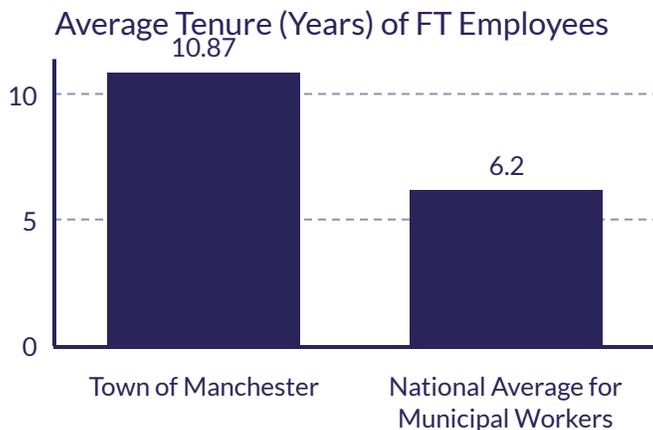
# Effective Governance

The Town of Manchester also operates with the understanding that effective governance depends on the widest possible accessibility of essential Town services. For example, in order to accommodate residents and provide a higher standard of customer service, the Town offers online options for tax and utility payments, the use of which has increased by almost 40% since FY19:



The Town, along with many municipalities across the State and country, continues to navigate a challenging labor market, which has made recruiting and retaining employees difficult. While Manchester's current full-time employee profile is above the national average for tenure for municipal workers, it is also true that the percentage of new hires from FY25 that did not reach their 180-day milestone remained elevated for the second year in a row, though a slight improvement was realized.

The Human Resources department, utilizing a new hiring software, will continue to work towards building and maintaining a workforce of qualified and committed staff who are able to deliver the highest level of services possible to residents. Additional information regarding the demographic makeup of the Town's workforce can be found within the "Diversity, Equity, and Inclusion" section of this report.



# Safe Community

Provide excellent emergency services, and address the health and safety needs of residents and visitors.

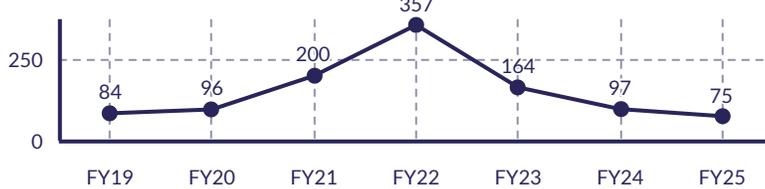
## Motor Vehicle Crime Reduction Trends



Thefts of Motor Vehicles



Thefts of Motor Vehicle Parts



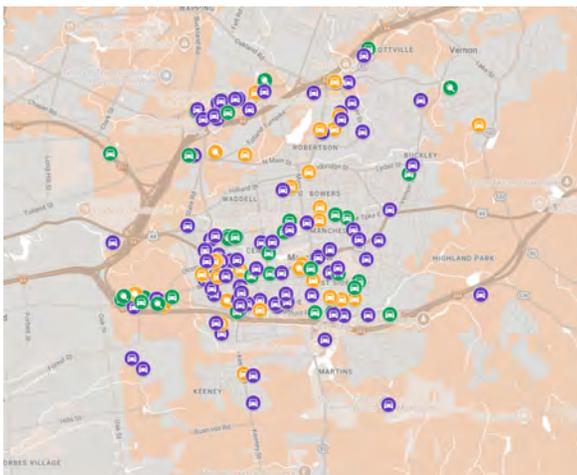
Thefts from Motor Vehicles



Total calls for service to the Manchester Police Department in FY25 decreased from the number received in FY24 to 66,720 ( - 12.7%), but remained above the annual average observed during the period between FY18 and FY24 ( + 5.8%).

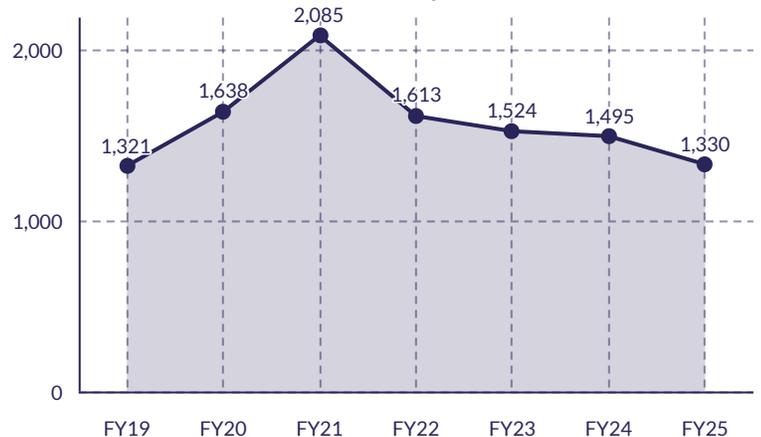
The number of Group A crimes also continued to decrease in FY25, down 11% from FY24. Decreases in instances of Burglary, MV Theft, and Other Larceny-related crimes drove that trend.

Also, the downward trend in motor-vehicle related crimes (thefts of vehicles, from vehicles, and of vehicle parts) initiated by the Town's involvement in the Greater Hartford Auto Theft Task Force continued in FY25, with levels of those crimes remaining well below their FY21/FY22 peaks.



**Auto Theft Map:** This map illustrates the location of auto thefts that took place in Manchester during the second half of FY25. Instances of theft are clustered in many of the highest-trafficked and most densely populated areas of Town (such as the Buckland area and Main St. neighborhoods).

Total Part I/Group A Crimes



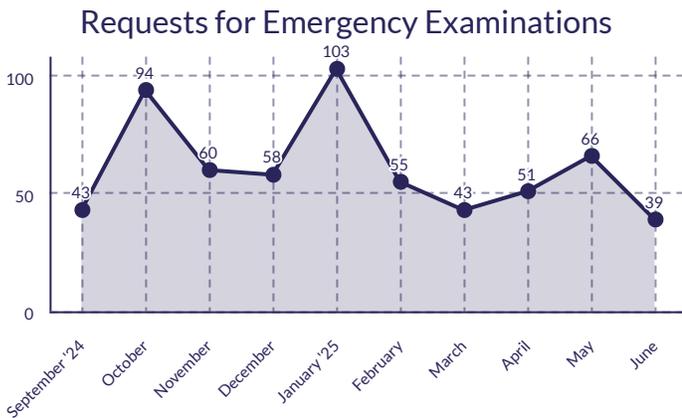
**Total Group A Crimes:** Group A Crimes refer to a classification of more serious offenses used in the National Incident-Based Reporting System (NIBRS), a national database, that includes Assault, Burglary, Homicide, Drug Offenses, and others.

# Embedded Social Worker

In response to the Connecticut General Assembly passing its 2021 law on police accountability (Public Act 20-1 “An Act Concerning Police Accountability”) which encouraged all police departments in the State to explore the use of social workers on calls for assistance, the Town of Manchester entered into a partnership with Community Health Resources (CHR) in March of 2022 utilizing federal ARPA funds to support an embedded social work clinician within the Department.

This position, which was formally absorbed into the Police Department's regular operating budget beginning in September 2024 as a full-time member of staff, now enables the Department to more immediately and compassionately address calls for service that involve homelessness, substance abuse, or other mental health-related episodes.

The embedded social work clinician responds to requests from officers and others for emergency examinations, and facilitates wrap around care with other external stakeholders such as DCF, the Town's diversion programs, conservators, and family members, among others. The Town will continue to track the progress of this new initiative in the coming months and years, and will use the data collected to improve proactive social services offered to residents.

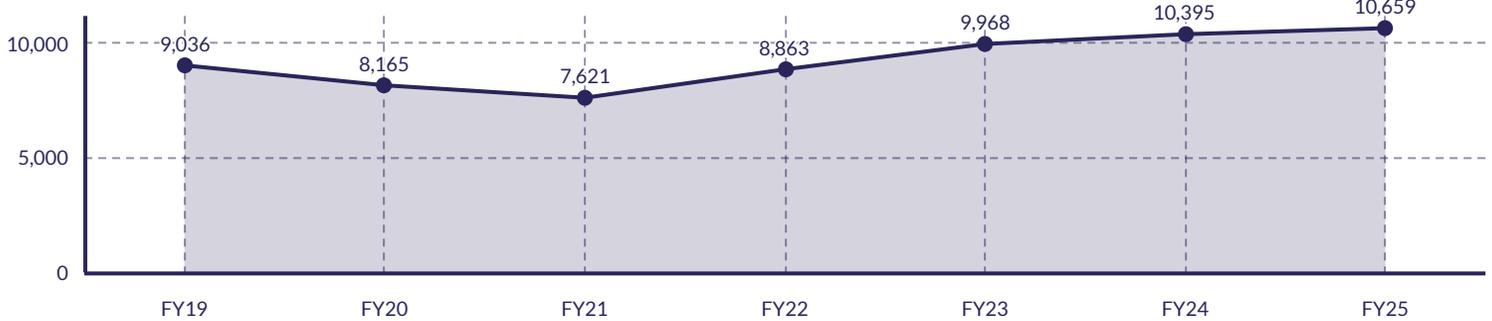


The number of incidents responded to by the Manchester Fire Department reached a new high in FY25 since performance measure record keeping began in FY09, representing a 2.5% increase over the prior year. Even with the increased call volume, the Department was able to maintain low turnout and travel times, with roughly 70% of all incidents resulting in a turnout time of under two minutes, and 60% of incidents with travel times of under four minutes. These response figures are likely conservative estimates, as they do not account for various incident or response types that may require different levels of urgency, or any simultaneous demands on department personnel and resources that may be occurring, thereby inflating both metrics.



# Safe Community

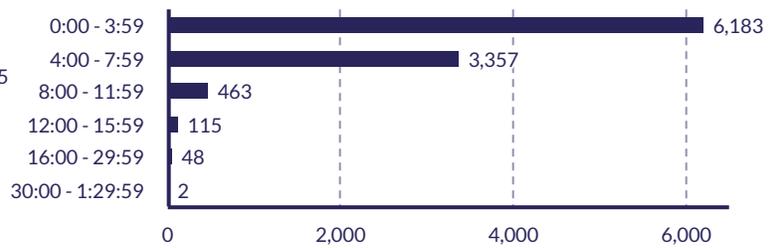
Manchester FD - Annual Incidents (FY19 - FY25)



FY25 Fire Turnout Times



FY25 Fire Travel Times

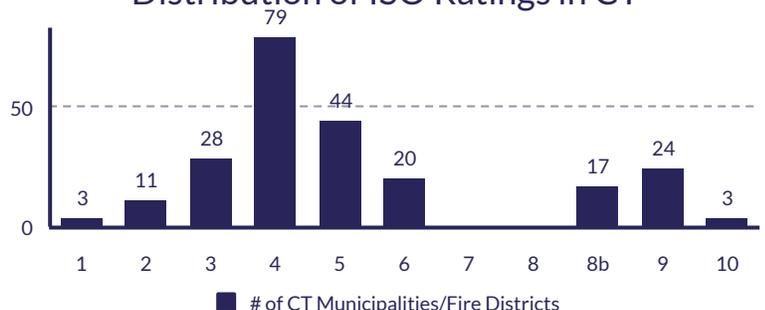


Maintaining excellent travel and turnout times and other fire response metrics not only enhances the safety of residents, but also improves the Town's ISO (Insurance Services Office) rating, which can impact the insurance premiums that local residents and businesses pay.

The ISO fire rating is a score assigned to departments based on several factors, including response times, staff training, equipment and vehicle maintenance, and others. The rating is one way to compare fire protection and suppression capabilities across municipal and state boundaries. The Town of Manchester was recently awarded a rating of 2 (1 being the highest possible score and 10 being the lowest), meaning that the MFD demonstrated "strong fire protection systems, good infrastructure, and solid training". For context, before this most recent evaluation, the MFD was rated a 3/10, and the 8th District (pre-merger) was a 4/10.

Only approximately 5% of all assessed communities attain a rating of 2 or higher, with the State's distribution of ISO scores represented graphically here:

Distribution of ISO Ratings in CT

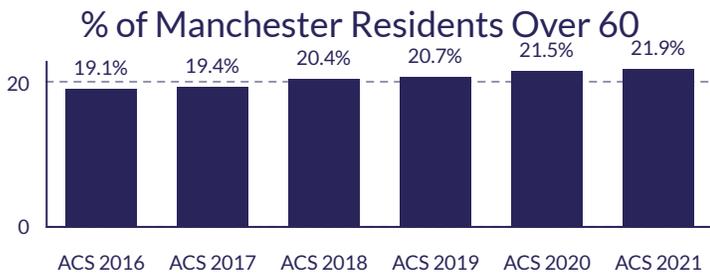


Source: www.ISOmitigation.com, "Facts and Figures about PPC Codes around the Country"

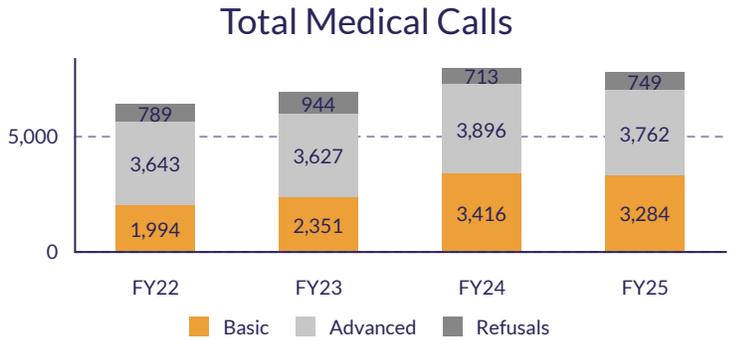
# Safe Community

In addition to fire suppression, MFD also provides a high standard of emergency medical care to the Manchester community. The shifting demographics of the Town is one driving force behind the increase in the number of medical calls fielded by the department dating back several years.

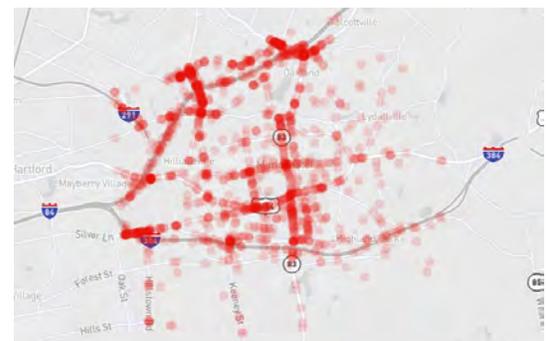
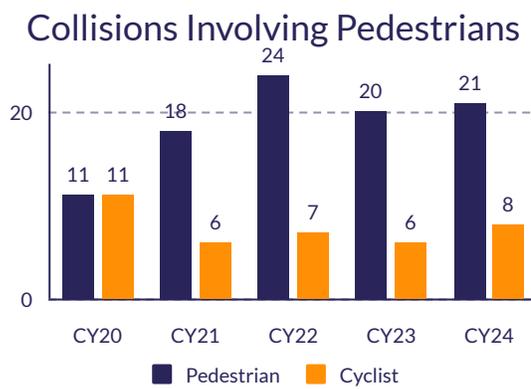
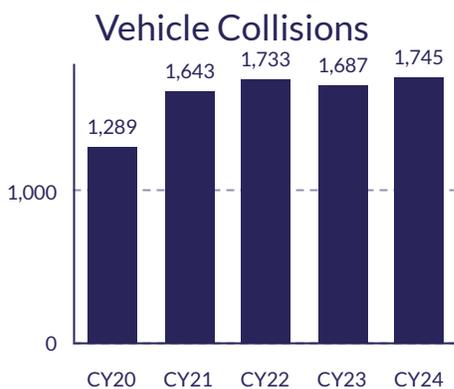
Roughly 60% of EMS patients served by the Manchester Fire Department in FY25 were over the age of 55. This, coupled with the fact that Manchester's overall resident profile continues to age, means that EMS services will only become increasingly burdened in future years. The MFD will work closely with other Town departments to address the medical needs of the community's most vulnerable residents within its current staffing configuration.



**Note:** Based on the Town's population and demographics, a 1% increase corresponds to approximately 600 individuals.



A safe community is not only safe from crime, fire, and other major catastrophes, but also creates and maintains safe conditions for pedestrians, cyclists, and motorists in transit. While vehicle collisions were suppressed in calendar year 2020 (likely due to less traffic during a period of stricter COVID-19 restrictions), accidents and pedestrian-involved collisions have stabilized at pre-pandemic levels since, according to data from the Connecticut Crash Data Repository. The Town will continue to work towards making its roads and streets safer for all modes of transportation, with continued investments in traffic and pedestrian safety, through significant capital improvement plan projects like recently enhanced pedestrian crossings and installed sidewalk extensions in several key neighborhoods.

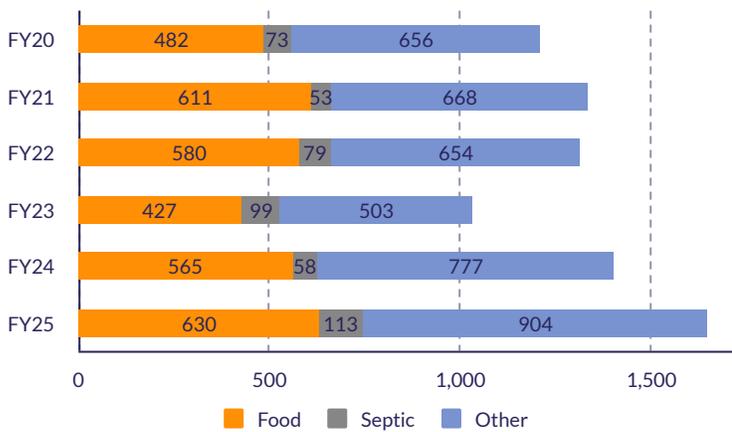


Map from the UCONN Crash Data Repository that shows the most frequent locations of accidents in calendar year 2024.

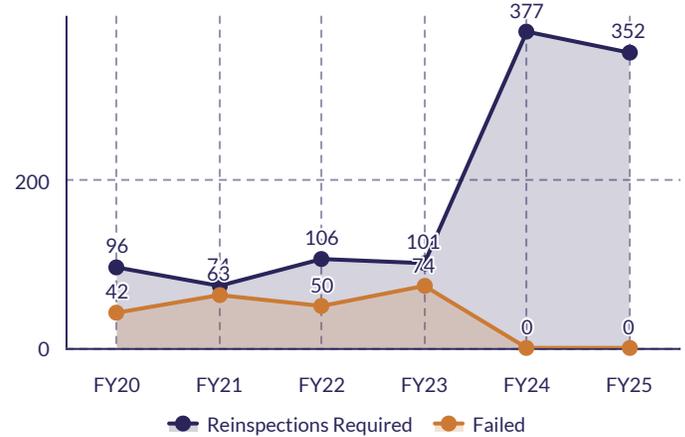
# Healthy Community & Environment

Promote a healthy community and environment for residents and visitors.

Health Department Inspections



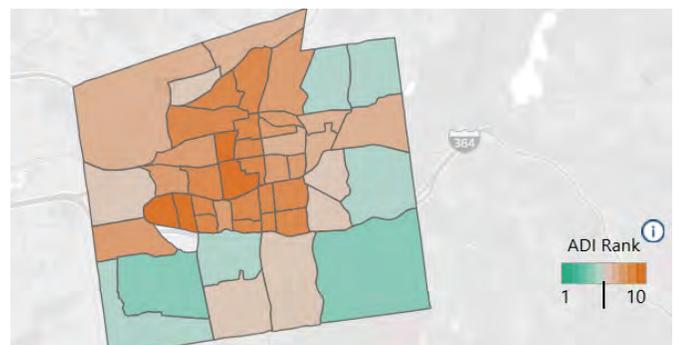
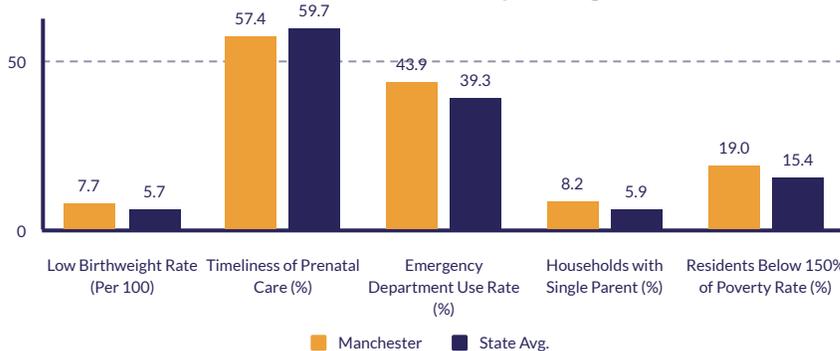
Food Code Compliance Rate



Keeping residents healthy and safe from disease and illness is one of the most important functions of any local government. The Town of Manchester's Health Department staff conducted over 1,600 inspections in FY25, an 18% increase over the previous year. Inspections and permit plan reviews are conducted for things like restaurant compliance with the FDA food code, septic system installation, replacement, and repair, cosmetology and massage therapy businesses, building permits, and health code-related complaints from the public, among others. The Department also oversees the licensing and permitting process for restaurants, food trucks, and other temporary permits, tracks instances of lead exposure, and provides educational programs and screenings to the general public and Town staff.

The Health Department also creates and manages innovative programs aimed at addressing the impacts of health equity factors and trends that have historically been considered beyond the immediate control of local governments. For example, the "It Takes a Village" postpartum support program seeks to increase connectivity and networks for expectant mothers culturally, emotionally, and financially.

Selected Socioeconomic Factors Impacting Maternal Health



The Area Deprivation Index (ADI) assesses overall socioeconomic disadvantage in neighborhoods. This map shows Manchester's ADI, which highlights the Town's potential need for resources and/or interventions.

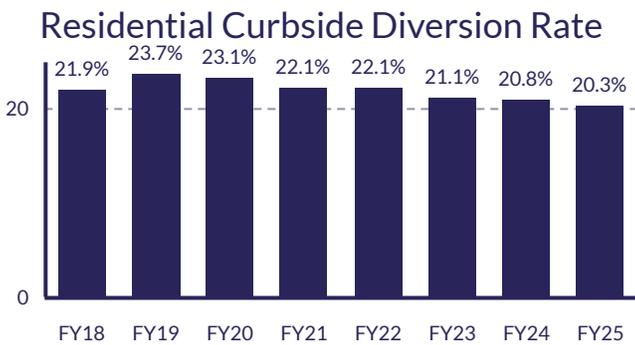
Source: CT Health Equity Dashboards (<https://portal.ct.gov/healthscorect/connecticut-health-equity-dashboards>)



# Healthy Community & Environment

The wraparound support provided by It Takes a Village (in the form of vouchers for services, financial support, mentorship, and education to address challenges such as isolation and loneliness, financial stress, and lack of support during the postpartum period) aims to address many of the social determinants of health that currently exist in Town. The Health Department and its Health Equity Team are working towards a future where Manchester is a town that develops and supports happy and thriving families.

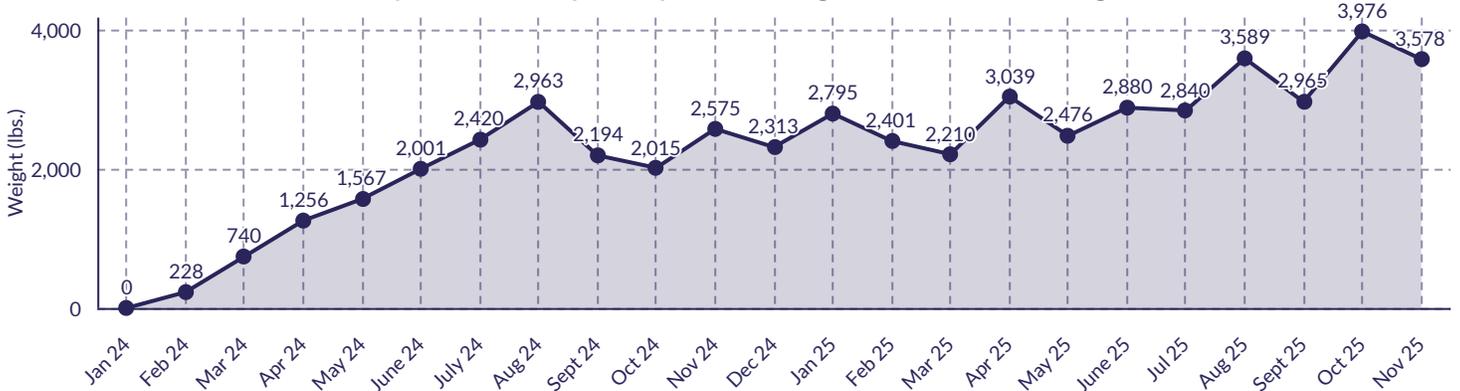
Part of creating and maintaining a healthy community also includes a continued emphasis on protecting the natural environment. One way in which the Town can advance that goal is through the promotion and support of community-wide recycling and diversion programs. Policies and programs



that encourage residents to divert traditional recyclables (plastics, paper/cardboard, glass, etc.) and food waste from the main Municipal Solid Waste (MSW) stream will lead to less severe environmental impacts stemming from the Town's trash collection, transportation, and disposal operations. According to the US EPA, food waste (14.6%) and yard trimmings (13.5%) make up roughly 28% of all MSW.

Therefore, if Manchester residents removed half of the expected amount of food waste from the MSW stream (7%, or the equivalent of 910 tons annually), the emission of over 500 metric tons of CO2 could be avoided. Since the start of the Food Scrap Drop-Off pilot program in 2024, residents have continued to utilize the food waste drop off locations, with the drop-off model for food scraps becoming a regional success story, with other municipalities replicating the Manchester program within their own operations.

**Monthly Food Scrap Drop-Off Weight from Pilot Program**





# Healthy Community & Environment

Another way in which the Town works to protect the environment on a wider scale is through energy efficiency upgrades and enhancements at municipal facilities. Reducing energy bills via capital improvement projects produces both financial and environmental benefits. Recently, motion-sensitive LED interior lights were installed at many Town facilities, and currently over 97% of the Town's streetlights have been replaced with higher efficiency LED bulbs after the conclusion of a multi-year replacement program:

Streetlights - Electricity Consumption

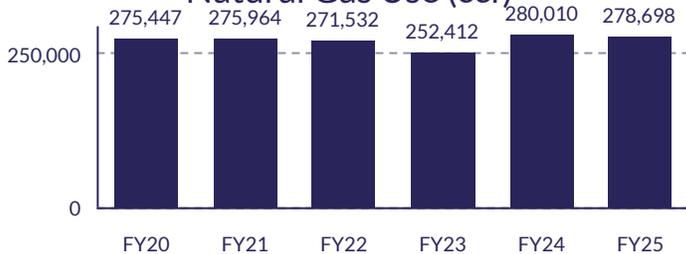


**NOTE:** This chart displays the Town's actual electricity consumption attributable to streetlights, compared to the annual average consumption (2,300,000 kWh) assuming no LED upgrades. Using that baseline, the Town's annual average consumption has been between 10 - 16% lower than would have been anticipated, equating a roughly \$63,000 annual savings based on 2025 supply and transport rates.

Electricity Use (kWh)



Natural Gas Use (ccf)



Heating Oil Use (gal.)



The Town utilizes several platforms to track and analyze utility bill data across hundreds of meters and dozens of buildings. A variety of factors—international conflicts, utility bill surcharges, and the increasing regularity of extreme temperatures—have inflated utility costs over the past several years. The Town closely monitors these impacts so that energy efficiency improvements and renewable energy projects (like local solar installations and participation in State net metering programs) can be targeted to the facilities and utility accounts that will have the largest impact for taxpayers.

In FY25, total electricity consumption (Town & Board of Education) decreased by 5.6% from FY24, natural gas consumption remained level, and heating oil consumption increased by 10%. Some year-to-year variance is expected due to long-term building closures for maintenance or renovation, weather trends, and other factors.

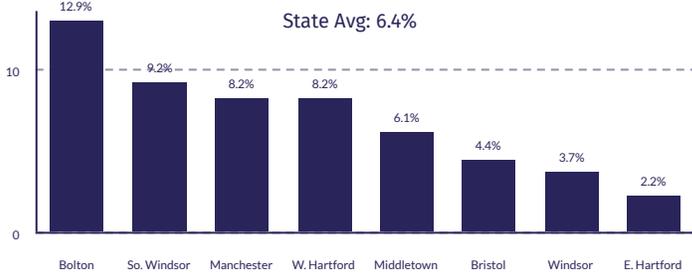
# Healthy Community & Environment

Based on data made available by CT PACE's Clean Energy Action Center, Manchester compares favorably to similar municipalities regarding the amount of renewable and energy efficiency projects taking place within the Town's borders. The charts to the right include all types of installations and deployments: both municipal and private/residential projects.

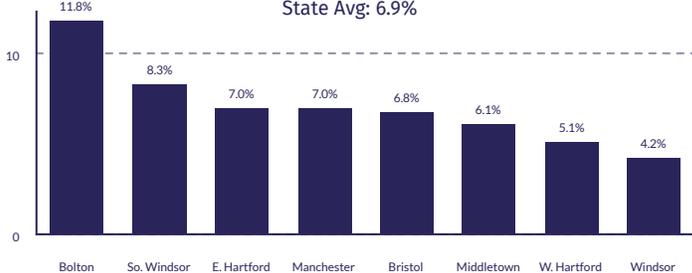
As of 2025, 8.2% of all buildings located in Manchester are utilizing heat pumps (compared to the State average of 6.4%), and 7% of the total energy consumed in Town is produced by solar arrays (compared to the State average of 6.9%).

According to EnergizeCT, the number of solar installations had been steadily rising in Manchester until a slight decrease in calendar year 2024, however Manchester's installation numbers have been inside the top 10 in the State each year since 2022.

**Percent of Town's Buildings Utilizing Heat Pumps**



**Percent of Town's Energy Produced by Solar**



**Total Solar Installations (Manchester)**



# Dependable Infrastructure

**Actively maintain public infrastructure and facilities in order to extend its useful life and meet the needs of residents.**

The Field Services Division within the Department of Public Works is responsible for the maintenance of the Town's 218 miles of road.

For years the Town has utilized street scanning technology to calculate the pavement condition index (PCI) for individual street segments and for the Town as a whole. Knowing precisely where the most repair-worthy roads are located enables Town leadership and staff to direct paving and maintenance efforts for a more efficient use of capital improvement funds.

The results of this technology and subsequent planning efforts have been clear: the percentage of roadways classified as "serious" and "very poor" was reduced significantly between FY25 and FY25. Quality roads contribute to road and driver safety, and prevent the need for premature vehicle maintenance for both municipally and privately-owned vehicles.

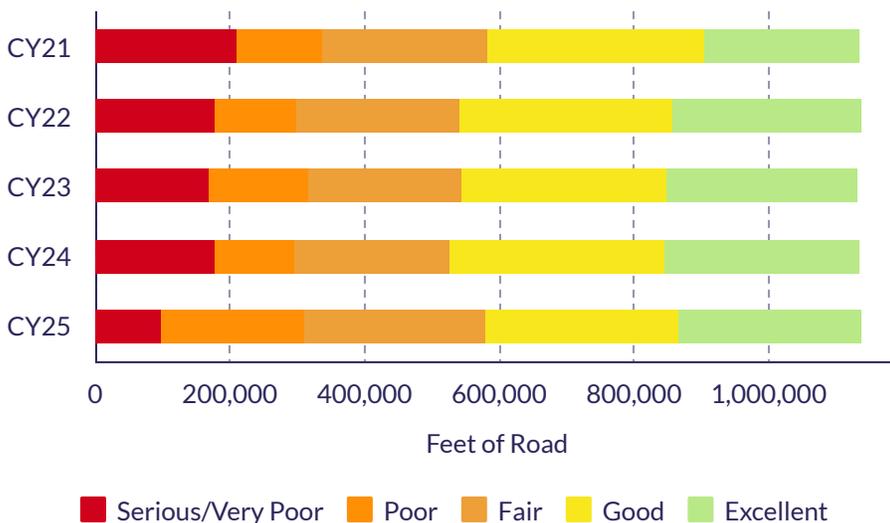
**46%**

The Town's annual paving program has led to **improved road quality** as measured by street scanning software: the length of road considered to be in "serious" or "very poor" condition **decreased** in 2025 by more than 81,708 ft. (15.3 mi.) from the data generated from the 2024 scans.



**Current Overall Pavement Condition Index for Manchester**

## Townwide Pavement Condition Index (PCI)



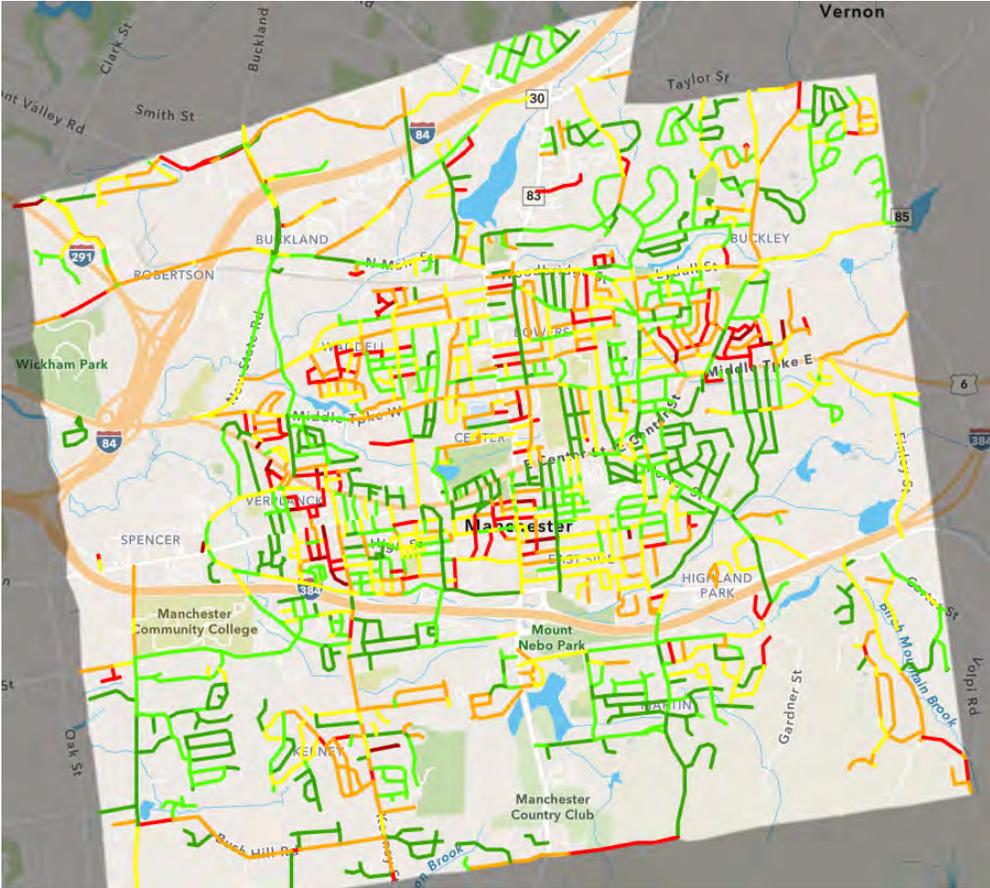
Example of a road in "Serious" condition from the Town's street scanning platform



Example of a road in "Excellent" condition from the Town's street scanning platform



# Dependable Infrastructure



Complete inventory of the Town's roads with a Pavement Condition Index overlay for each street segment.

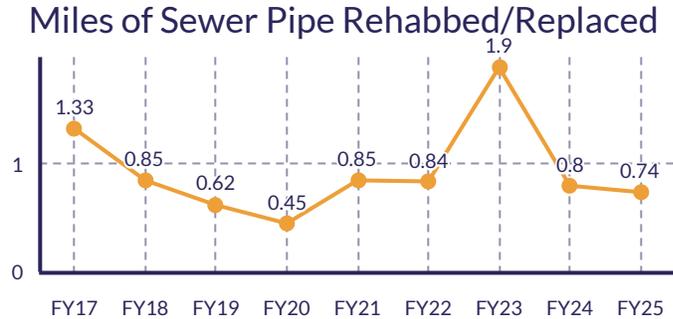
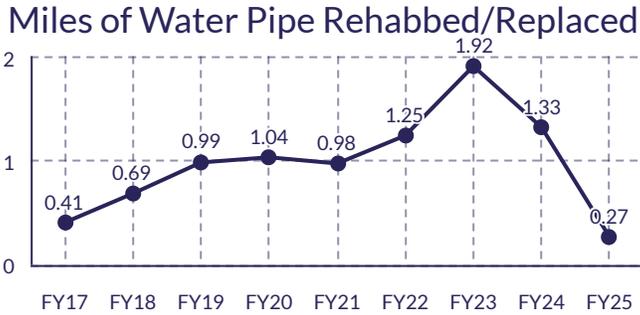
In addition to repairing and replacing roads, the regular replacement of older water and sewer mains helps to maintain the Town's water quality, increases flow for fire protection, and minimizes service interruptions from water main breaks and sewer backups.

In Manchester, many water and sewer pipes were installed 50 to 100 years ago. While some pipes can safely stay in service for over 100 years, older pipes can lead to increased water loss and more costly water main breaks and emergency expenses if not replaced.



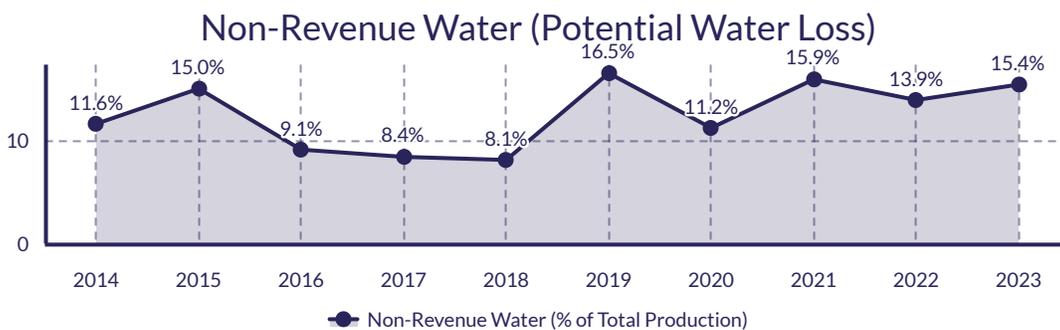


# Dependable Infrastructure



The planned replacement of the Town’s aging water and sewer pipes increased significantly between FY22 - FY24 due in part to funding from the American Rescue Plan Act (ARPA) and the Town securing \$1.8m from the EPA's Community Grant Program, the latter of which provided support for a neighborhood-wide infrastructure project in the Chestnut Street and Linden Street area.

According to the American Society of Civil Engineers' *2025 Report Card for America's Infrastructure*, "over half of the nation’s public water systems have identified rehabilitation and replacement of aging infrastructure as their most critical challenge," and Manchester is no exception. Manchester's water and sewer infrastructure mirrors the following national trends: aging infrastructure results in water loss through breaks and leaks (and therefore potential revenue loss), and nearly 1/5 of installed water mains in the US have "exceeded their useful lives".



**NOTE:** This figure takes into consideration anticipated non-revenue water, such as the amount of water used in firefighting and firefighting training, bottling station use, and backwash at the water treatment plant, among other activities. Updated calculations for 2024 and 2025 are upcoming.

The Water and Sewer Department will look to expand the annual pipe replacement budget and program in the coming years, supported by the pursuit of several US EPA grant opportunities. The Town will also ensure that the rate structure for water and sewer service matches the demonstrated need for replacing the aging infrastructure.

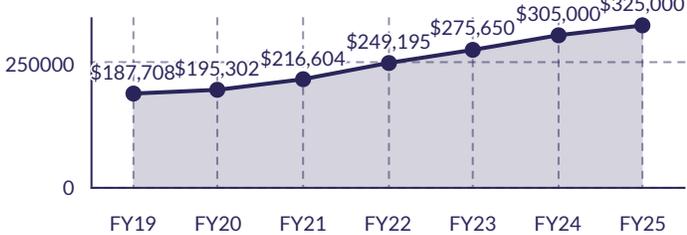


# Vibrant Economy

**Provide the conditions for a stable tax base, economic activity, and employment opportunities for residents, and provide commercial opportunities for the region.**

The COVID-19 pandemic complicated the economic picture in Manchester and the State in general, with some effects of the pandemic continuing to be felt. For example, as of FY25, the median sale price for a single-family home in Manchester has increased by over 70% since FY19, reflecting both an increased desire of individuals and families to live in Manchester due to the local amenities and ongoing development, but also a scarcity of available housing to meet that demand. In addition, the Town continues to monitor and respond to the elevated number of evictions and instances of homelessness that increased during and following the pandemic.

**Median Single-Family House Sale Price**



Source: Multiple Listing Service (MLS), Rolling 12-Month

**Eviction Filings**

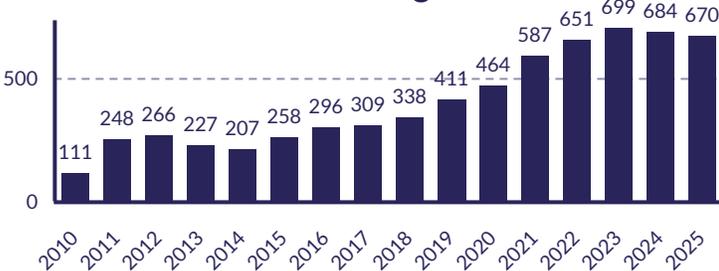


Source: CT Data Collaborative & CT Fair Housing Center

The Town's recently updated Plan of Conservation and Development, *Manchester NEXT*, contains additional data on Manchester's employment, housing, and other economic indicators, as well as clear recommendations that, when implemented, will help the Town reach its wider economic goals, such as:

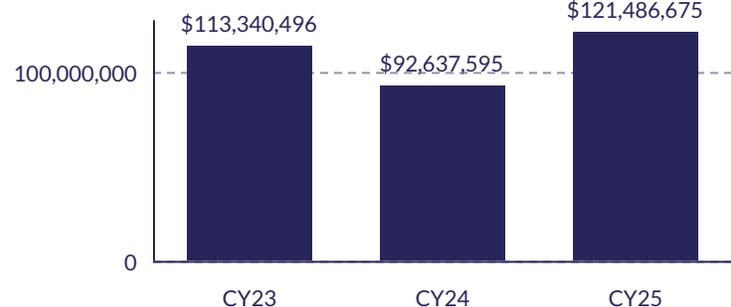
- Contemplate prioritizing the addition of new retail and restaurant businesses over service-oriented businesses Downtown to increase foot traffic.
- Invest in connections to adjacent neighborhoods.
- Continue to aid property owners looking to make repairs or rehabilitate existing housing for low and moderate-income residents and families
- Strengthen neighborhoods and expand housing choices through an increased mix of uses, diversified housing choices, and the concentration of more housing within mixed-use areas

**New Business Registrations**



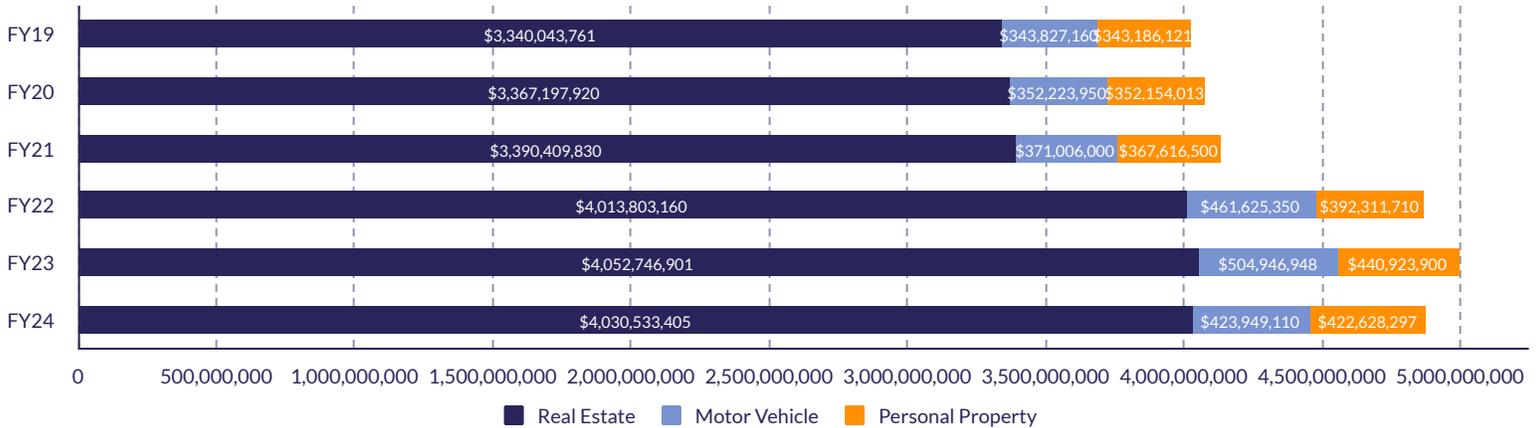
Source: CT Sec. of State

**Valuation of Commercial Permits Issued**



# Vibrant Economy

Net Grand List After Exemptions



NOTE: Net Grand List figures are pre-BAA appeals and adjustments.

## From the Town's Annual Comprehensive Financial Report (ACFR)

### Economic Factors Facing Manchester



#### Economic Strengths

- A diverse Grand List that includes residential, commercial, industrial, and mixed-use property.
- Strategic redevelopment and private investment activity in targeted areas, such as the Parkade redevelopment, Main Street revitalization, and Spruce Street mixed-use initiatives.
- Healthy commercial activity supported by the Town's location and access to transportation.
- Strong budgetary performance over recent years, supporting adequate reserves and financial flexibility.



#### Challenges

- The Shoppes at Buckland Hills continues to face structural market challenges common to retail centers nationwide. While valuation disputes have been resolved, long-term revenue stability remains uncertain.
- Prospect Medical Holdings' bankruptcy delayed the receipt of property taxes from Manchester Memorial Hospital.
- Rising healthcare, energy, and long-term pension costs continue to pressure municipal budgets.
- Labor market constraints remain a challenge for recruitment and retention of municipal staff.



# Supportive Social Services

**Promote the health and well-being of Manchester residents through the provision of supportive social services.**

The Human Services and Leisure, Family, and Recreation Departments provide enrichment activities for all Manchester residents, as well as vital support for those in need and experiencing a crisis.

Most direct financial support from the Town to residents in need is managed by Senior, Adult, and Family Services (SAFS), which in FY25 administered over \$1.7 million in financial assistance to residents, including rental and housing assistance, energy assistance, and other emergency support. That total amount was lower than in the prior year (FY24) due to the anticipated end of federal ARPA funding, a significant proportion of which went towards housing assistance support. In addition to the financial benefits disbursed, SAFS also coordinates logistical support for Manchester residents via transportation, relocation, and meal programs.

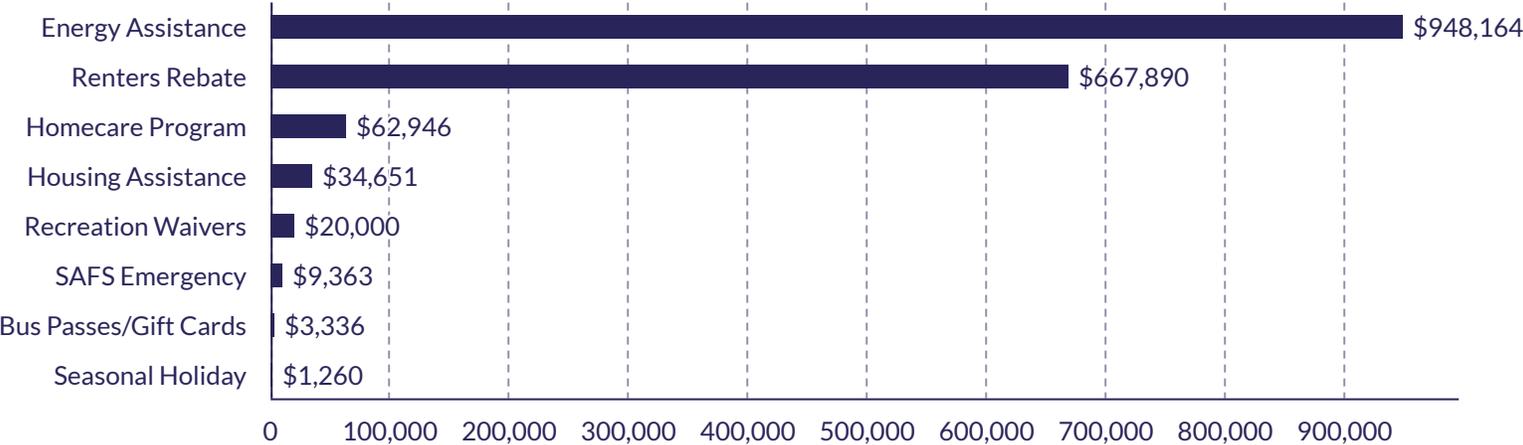
Providing such services ensures that Manchester continues to be a welcoming place for all individuals and households, regardless of socioeconomic status.



In FY25, the number of households returned to permanent, affordable housing within 60 days of a dislocating event was:

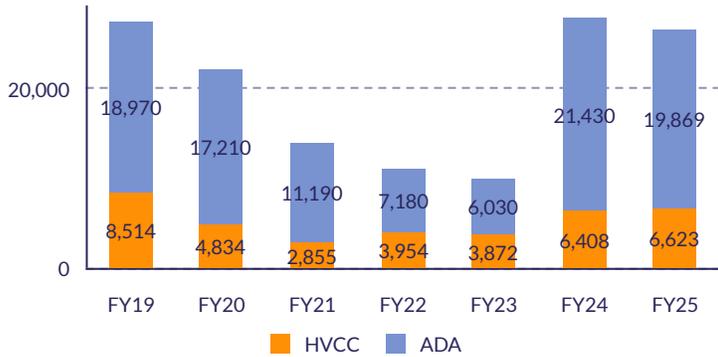
# 88%

FY25 Financial Assistance Programs

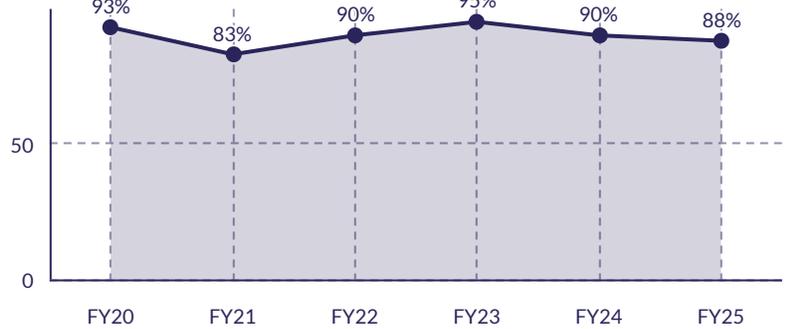


# Supportive Human Services

**SAFS Transportation Program: Trips Provided**

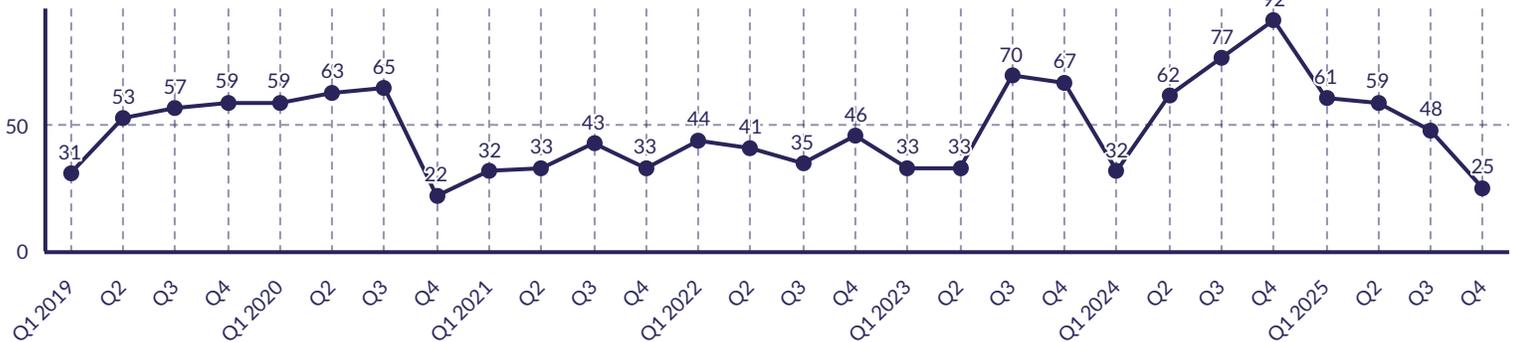


**Dislocated Households, Percent Returned to Permanent, Affordable Housing within 60 Days**



COVID-related restrictions on Dial-a-Ride vehicles led to a reduction in the number of rides provided by that program during and immediately after FY20. Free ADA rides (funded by the State's Department of Transportation) also reduced the number of trips offered and paid for by the Town. However, in FY24 the number of trips returned to pre-COVID levels, and remained elevated in FY25. The continued provision of transportation for low income and disabled residents is crucial and provides independence, empowering residents to work, access healthcare, and enjoy local amenities.

**Juvenile Diversions (Per Quarter, FY18 - FY25)**



In 2025, the Town of Manchester transitioned from a Juvenile Review Board model to a Youth Diversion Team (YDT) approach, which offers a community-based alternative for addressing youth behavior without formal involvement in the juvenile justice system. Youth referred to the YDT participate in a structured process that includes meeting with trained YDT staff and community members, reflecting on the impact of their actions, and collaboratively developing an individualized plan to repair harm. Youth are also connected to supportive services, such as counseling, mentoring, or employment-related programming, based on their identified needs. Current trends identified by the Town's Diversion Coordinator include:

- An increase in serious charges referred from Juvenile Court such as attempted motor vehicle theft

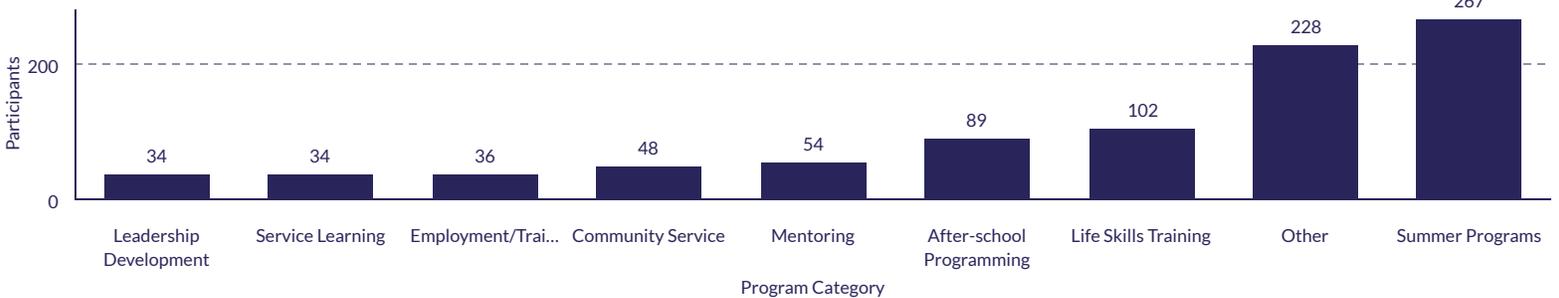


# Supportive Human Services

- School-based incidents (fighting, bus-related behavior) continue to make up a large portion of referrals
- Referrals related to social media and technology are increasing (online threats, bullying)
- Longer case durations due to the complexity of youth needs and service waitlists

The Town also provides programs directed towards young people, with the Youth Service Bureau providing youth of various ages with intellectual stimulation, social outlets, and diversionary programming aimed at increasing protective factors that support healthy youth development and reduce risk behaviors.

YSB Youth Development Program Participation by Category - FY25



## Manchester Senior Center

Membership



Meals Served



The Manchester Senior Center provides physical, educational, and other wellness programs to the Town's older adult population. While it can be difficult to precisely quantify the emotional and mental benefits that seniors receive from the Center's programming, the rebound in membership and continued participation in programs after COVID-19 restrictions lifted offers some indication of how important these services are to those that access them.

In addition, the provision of meals (including delivery service) for seniors at the Center increased during the peak of the COVID-19 pandemic, and remained above pre-pandemic levels since FY21, suggesting that healthy meals for seniors remains an important need in the community.

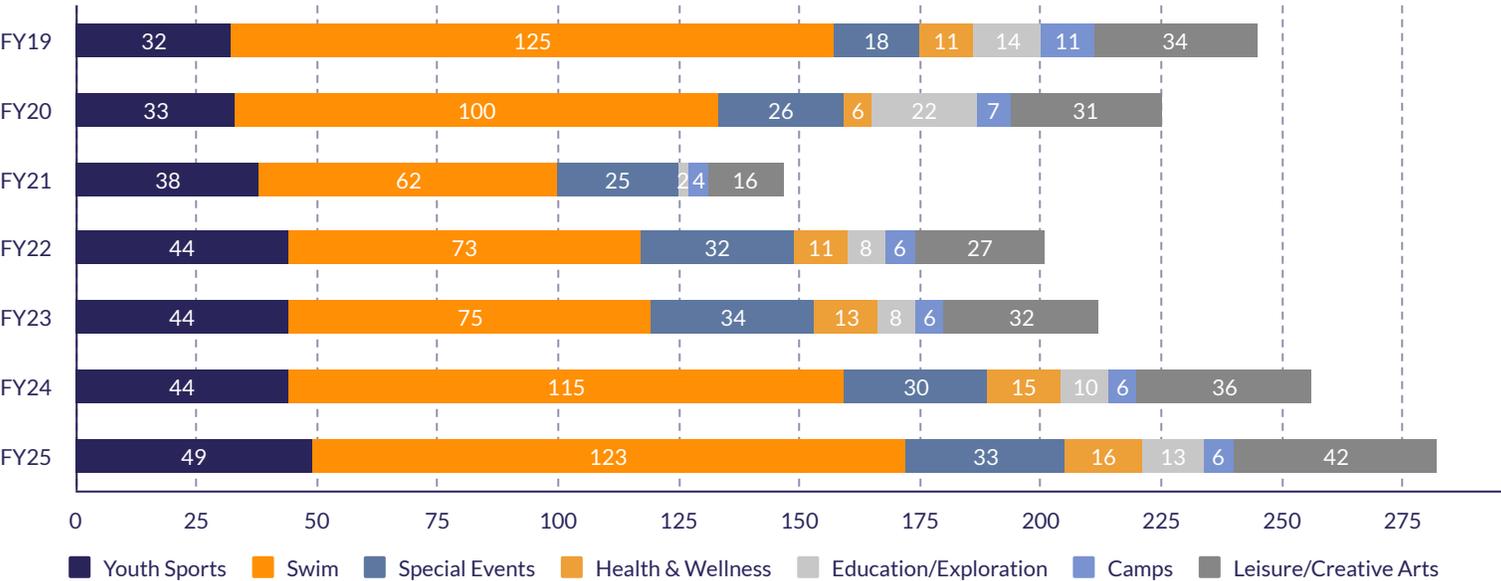
The Town, through the newly created Senior Center Task force, will continue to explore options to bring the facility up to a standard that would allow for possible expansion in membership, programs, and services.

# Quality Parks & Leisure Services

**Enhance the quality of life for all by providing comprehensive recreation programming and safe, attractive, and well maintained parks and recreation facilities.**

Recreation programs were some of the most impacted by the restrictions implemented due to the COVID-19 pandemic, but have rebounded to pre-pandemic levels in recent years. Not only do recreation programs offer an opportunity for youth to socialize and learn during the summer months outside of school, but such programs can also provide tangible public health benefits. For example, Manchester Recreation continues to prioritize swimming lessons for youth, as drowning is the second-leading cause of accidental death for children under the age of 14 in the United States. Research has shown that formal swimming lessons can potentially reduce the risk of childhood drowning by 88%.

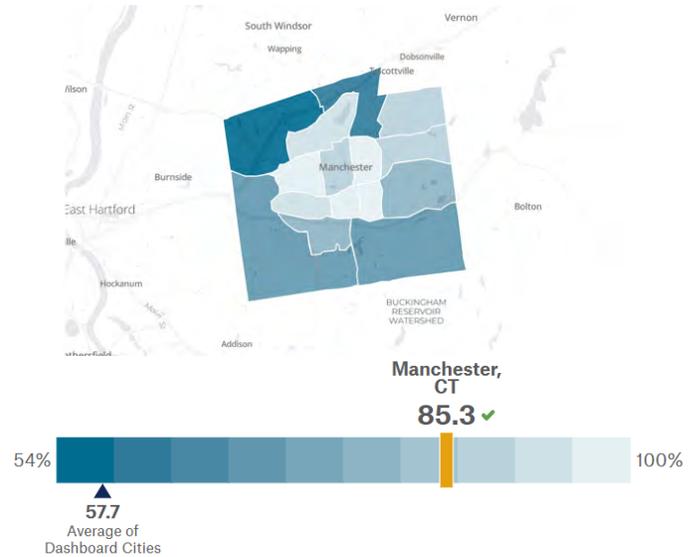
Youth Program Offerings, FY18 - FY25



Programs and facilities can also impact broader health trends within a community. According to the CT Office of Health Strategy, in data from 2022 Manchester ranked higher than the State average in rates of depression, obesity, and other key health indicators. Increasing community-wide access to recreation programs, expanding municipal green and open space, and improving connectivity between neighborhoods and recreational opportunities can drive positive health changes and begin to reverse such trends.

# Quality Parks & Leisure Services

Research conducted and compiled by the National Recreation and Park Association suggests that "children with access to parks and facilities have shown decreased prevalence of obesity compared to children without access" and "physician-diagnosed depression was 33 percent higher in residential areas with the fewest green spaces compared to the neighborhoods with the most." The Town's commitment to providing high-quality and accessible recreational opportunities (such as the recent upgrades to Charter Oak Park) will likely have wide-ranging and long-lasting positive benefits for the community.

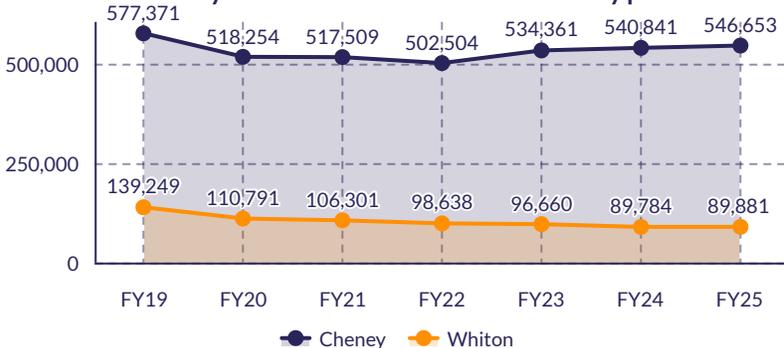


**NOTE:** This map displays the proportion of residents in Manchester who live within a 10-minute walk of a park/green space (publicly-owned local, State, national parks, school parks, and/or private parks that are open to the public)

In addition, the Manchester Public Library continues to be an important resource for residents, even as libraries are made to adapt to a changing media landscape. While circulation figures and attendance numbers hit their lowest points since FY19 in FY22, a rebound was observed in FY23 at Mary Cheney, with annual growth each year since. Manchester's libraries also loaned more per capita than many municipalities of similar populations in the State. The library's maintenance of attractive materials and programs play a crucial role in helping to expose residents to diverse ideas, and reflect the Town's demographics.

The new Manchester Public Library, scheduled to open in 2026, will not only benefit residents, but will continue to attract visitors to Manchester. Manchester's libraries already lend materials to non-residents at a high rate, ranking among the top 20 municipalities in the State for per capita lending to non-residents, and a new, modern library will only further attract both residents and visitors alike.

**Library Circulation - All Media Types**



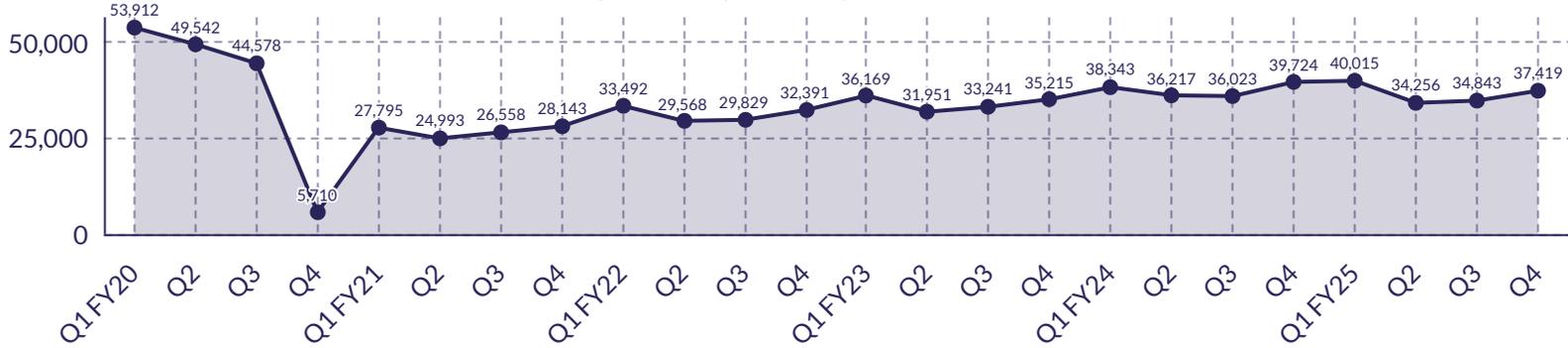
**Circulation Per Capita - FY2025**





# Quality Parks & Leisure Services

Mary Cheney Library Attendance

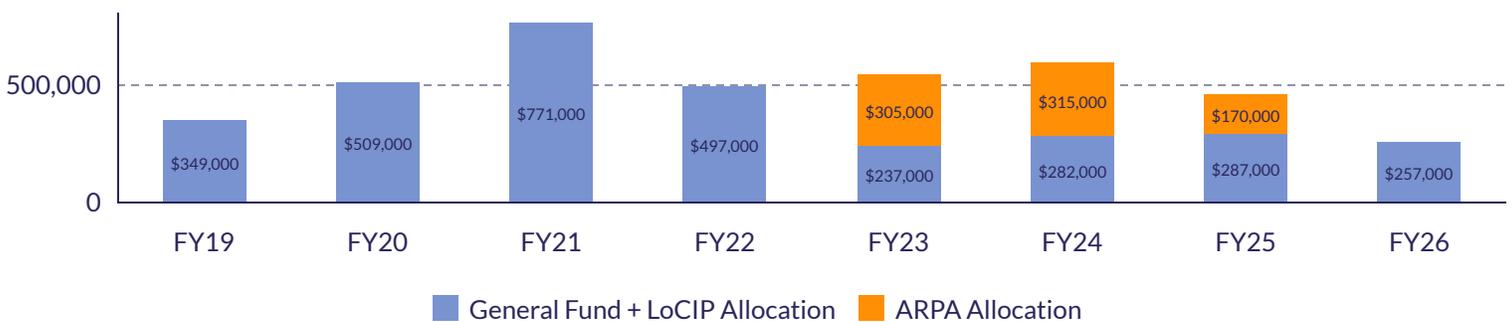


In order to maintain the infrastructure that supports the wide variety of recreational activities available to Manchester residents, significant investment is required. The recommended CIP amount for FY26 maintains the Town's historically high level of funding for parks, athletic fields, public pools, and other recreational facilities.

In recent years, and specifically the amounts allocated between FY23 and FY25, federal funding from the American Rescue Plan Act (ARPA) was utilized to bolster these efforts without a relative tax increase. In addition to the Town's CIP that is adopted annually through the budget process, there have been other large capital investments made, **which are not captured in the chart below**. Recent examples include \$4.2m for Charter Oak Park West ("The Oak") and \$1.9m for the Nathan Hale/Spruce Street Pocket Park, both of which were partially funded via ARPA.

More information and photos regarding specific projects that were funded and completed through the Town's Capital Improvement Plan can be found in the FY25 Annual Report section of this document and online.

Parks & Recreation CIP Allocation by Year



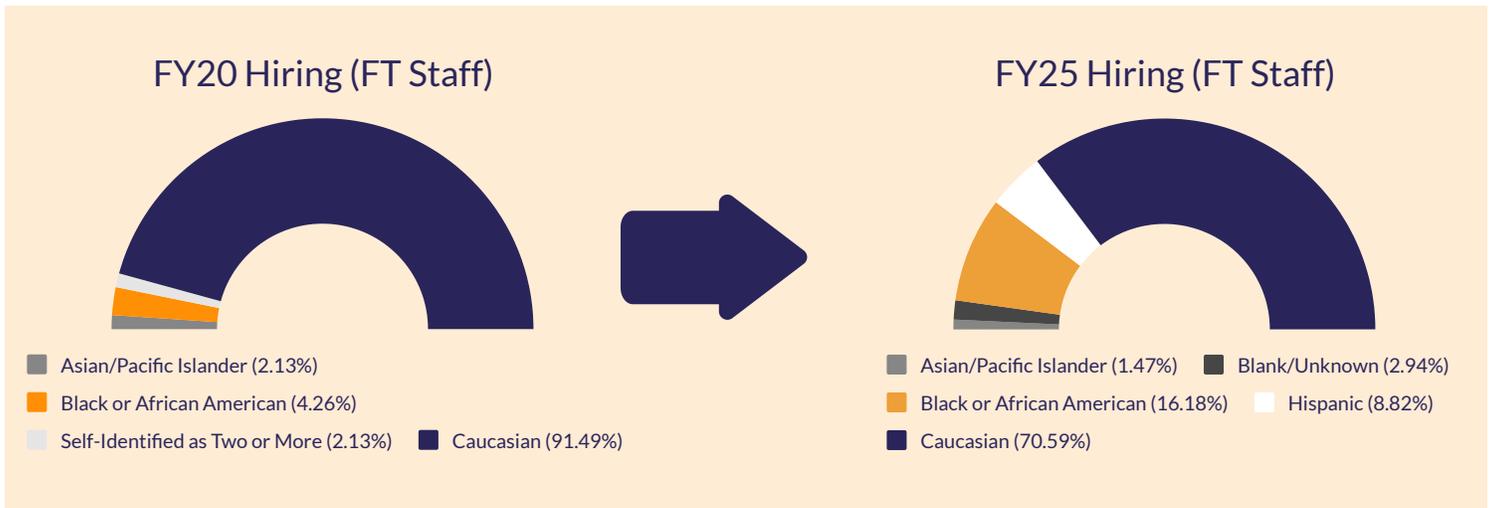


# Diversity, Equity, and Inclusion

## Celebrate diversity, equity and inclusion.

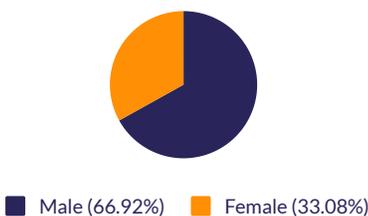
A municipal workforce that does not closely reflect the resident population may have a more difficult time understanding and responding to the needs of the community. Especially in a Town with quickly shifting demographics such as Manchester (the percent of census respondents identifying as "white alone" decreased from 66% of the population in 2010 to 55% in 2022 per US Census data), it is critical to strive for as representative and diverse a staff as possible. The Human Resources Department, along with the Town Manager's Office, have made great strides in this area, with new hires in FY25 continuing to more closely mirror the Town's overall demographic profile.

When accompanied by additional equity-focused policies and practices, prioritizing diversity of all kinds can result in an increase in trust among historically marginalized communities.

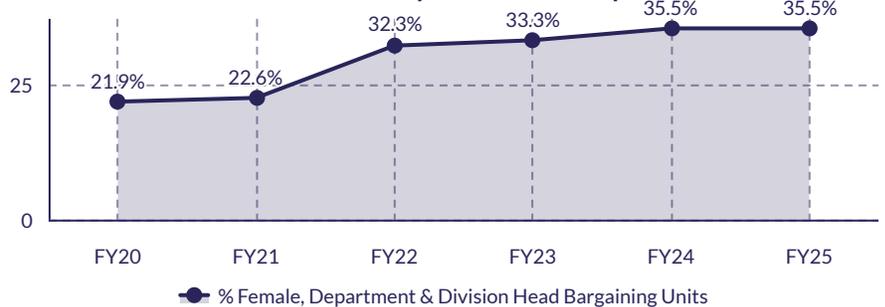


Race and ethnicity are not the only indicators of a diverse workforce, and the Town has made great progress improving gender diversity as well, with a major increase in the percentage of women holding leadership roles. During FY20 and FY21, roughly 22% of Department and Division Head Bargaining Unit members were women, but that figure has increased to over 35% in FY25.

Gender Diversity FY25 FT Employees



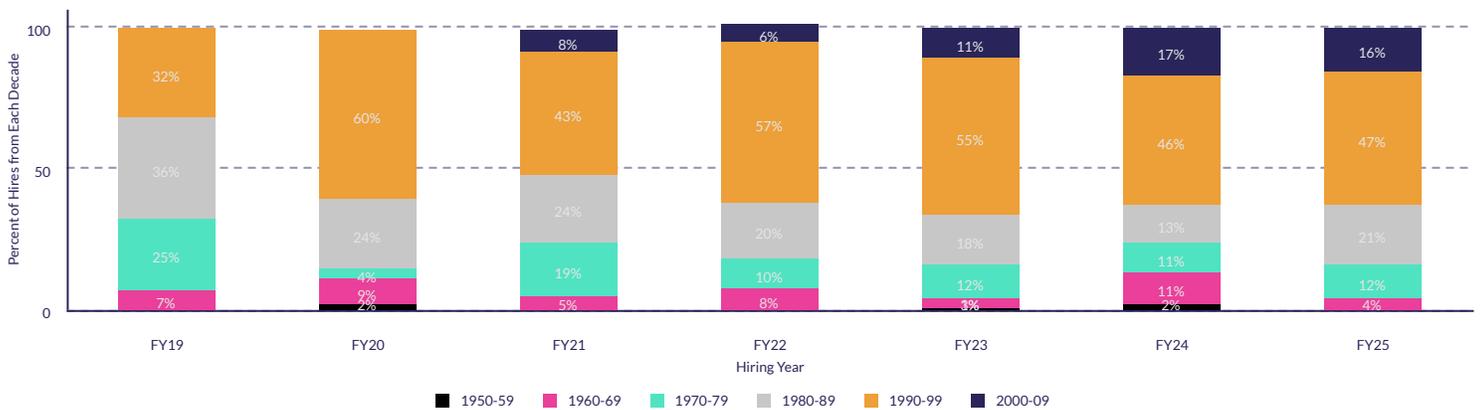
Gender Diversity - Leadership Roles



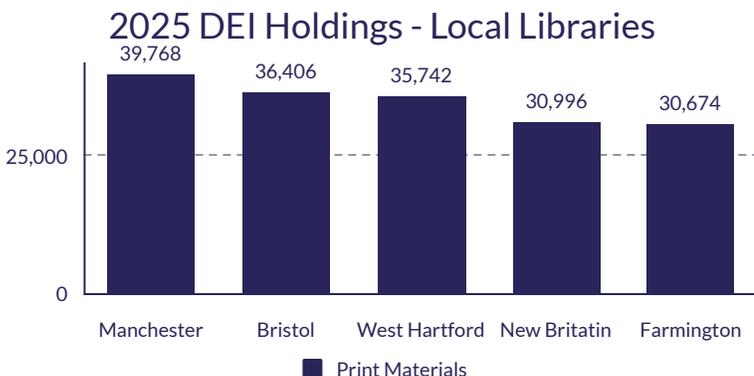
# Diversity, Equity, and Inclusion

The introduction of younger employees into the Town's workforce is another noticeable demographic shift, with over half of active full-time employees having been born in 1980 or later. The percentage of new hires in a given year who were born in 1990 or more recently has increased from 32% in FY19 to over 60% in FY25. The Town will continue to provide opportunities for flexible work arrangements that appeal to a younger workforce, including the recent establishment of the Alternate Work Week program, which is currently utilized by a significant portion of eligible full-time employees.

Full-Time Hiring Cohorts by Birth Decade



While hiring and recruitment practices can improve workforce diversity, there are additional ways by which the Town continues to signal its commitment to diversity and inclusion. For example, the Manchester Library participates in a regular analysis of its inventory through a partnership with the regional library association, and it ranked first in the area with the highest number of "DEI holdings" of any surrounding municipality that participated in the study. While the methodology of the analysis (utilizing titles and keywords from books and other materials) is simplistic, the exercise is one example of how Manchester is a leader in inclusionary practices, and will utilize all available measures and data collection methods to maintain accountability.



**21.5%**  
of Manchester residents over the age of 5 **speak a language other than English** at home.

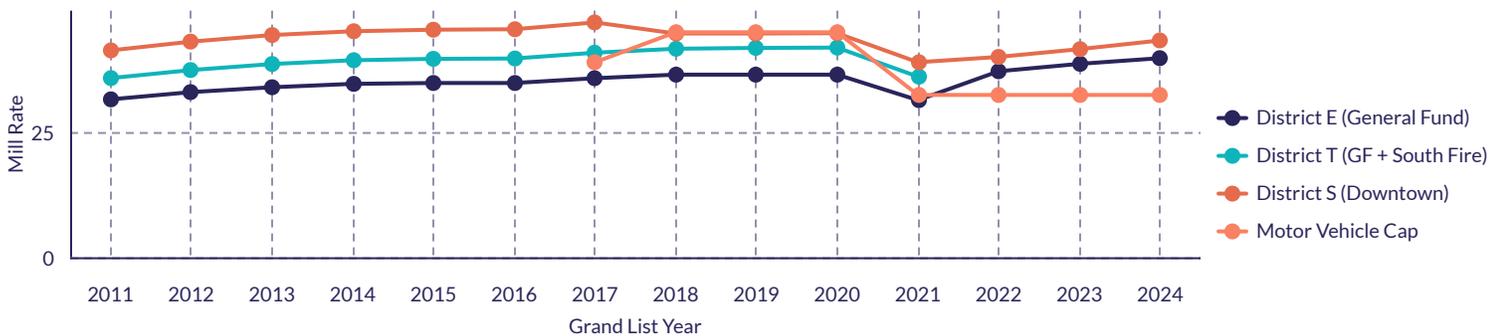
# Financial Stability

**Exercise prudent and proactive financial management, planning, and budgetary control. Committed to high-level credit ratings and sustainable delivery of core services.**

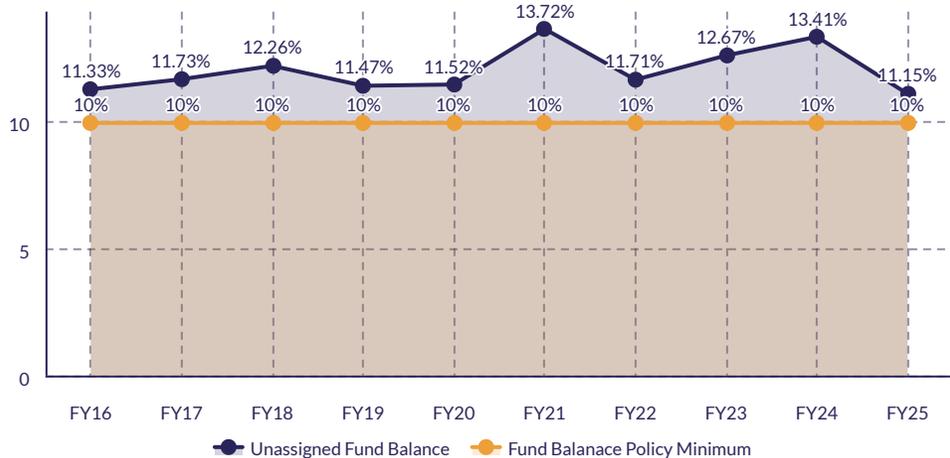
In order to provide the services outlined in the preceding sections of this report, the Town must first maintain effective fiscal and budgetary control. The work of the Finance Department and Budget Office in FY25 led to a relatively minimal mill rate increase while not compromising on service delivery and necessary enhancements to infrastructure and programming. As part of the annual budget process, cost saving measures are regularly explored and implemented, and the prudent management of State aid, American Rescue Plan Act (ARPA) funding, and other funds received from the Federal Government and other outside sources has been critical.

Recognition of the Town's positive overall financial outlook comes in several forms, including general obligation bond ratings. Manchester has consistently maintained high bond ratings, which serve as the Town's official credit rating. Current ratings indicate that Manchester presents a minimal credit risk, and enables the Town to issue long-term debt at low borrowing costs, which it does to finance large capital projects. In addition, a healthy and consistent unassigned fund balance ensures that the Town is not at risk of encountering a cash-flow issue.

Mill Rate - All Districts



General Fund - Unassigned Fund Balance



**AA+**  
S&P General  
Obligation Bond  
Rating

**AA+**  
Fitch General  
Obligation Bond  
Rating