

Recommended Budget Fiscal Year 2023-24



**Town of
Manchester, CT**



**TOWN OF MANCHESTER, CONNECTICUT
RECOMMENDED BUDGET
FY 2023/24**

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2023-24 RECOMMENDED BUDGET AT A GLANCE



The Recommended General Fund budget for FY 2023-24 includes the merger of the fire districts into the General Fund, resulting in a net increase of \$12,142,610 or 5.49% compared to the General Fund & South Manchester Fire District FY23 budgets.

38.25
Recommended General Fund Mill Rate

+5.90%
Compared to Current Mill Rate of 36.12 GF + South Manchester Fire

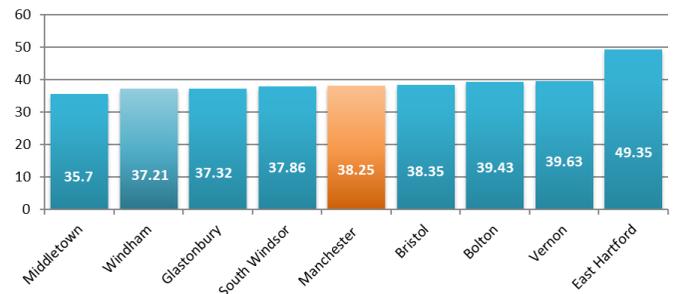
+4.85%
Compared to Current Mill Rate of 36.48 GF + 8th District Tax

General Fund Mill Rate Increases, FY14-FY24



FY23 Adopted mill rate is equalized for a 0.5% growth in Grand List, vs actual growth of 18%. FY24 increase is relative to combined General Fund & South Manchester Fire District mill rates.

Mill Rate Comparison to Nearby/ Comparable Towns



Source: CT Office of Policy & Management FY2022 Mill Rates

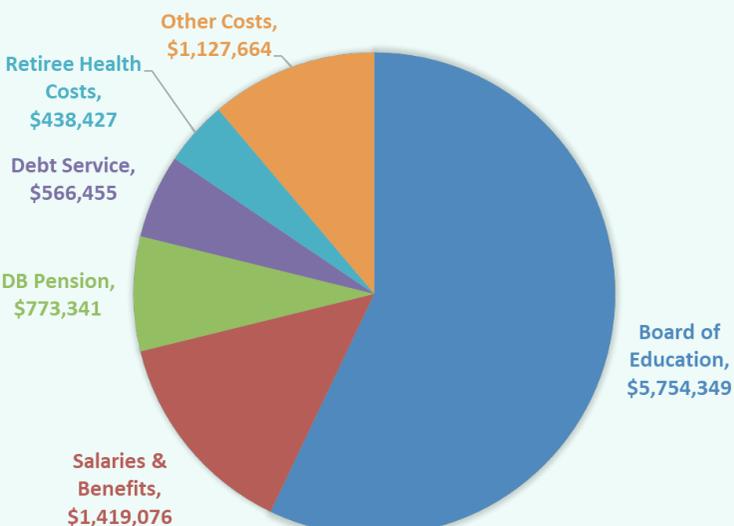
Taxes Paid by All Manchester Residents (General Fund, vs FY23 GF + SMFD)				
Market Value	Assessed at 70%	Current Tax	New Tax	Change in Tax
\$180,000	\$126,000	\$4,551	\$4,820	\$269
\$225,000	\$157,500	\$5,689	\$6,024	\$335
\$325,000	\$227,500	\$8,217	\$8,702	\$485

Water Rate: +8%

Sewer Rate: +8%

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

General Fund Increases (non- Merger Related):



- Education increases by \$5.7M or 4.81%
- Wages and benefits increase based on contractual increases, minimum wage increases, labor market trends, and benefit valuation; health insurance only increases 0.2% as a result of phasing-out of more costly plans.
- Pension and retiree health costs increase significantly based on actuarial analysis of needs & claims history, respectively.
- The budget funds some additional positions, including a patrol officer, facilities maintainer, and reorganizations of multiple part time staff into single full time in Communications and Animal Control.
- The merger adds the full cost of the fire operation to the General Fund and expands the fire operation to cover the entire town.
- This results in a fire budget of \$21,643,533 added to the General Fund, plus \$2,746,457 in other fire-related costs in Finance, Building Maintenance, retiree benefits, and insurance.
- Following the merger, residents in the 8th District will begin to receive charges for sewer service, which had been incorporated into the 8th Utilities property taxes.

March 7, 2023

Honorable Mayor Moran and Board Members:

On the 200th anniversary of our founding, Manchester has much to be proud of as we look back over the past two centuries. Out of a humble and rural past, this community has grown into a thriving, dynamic, diverse, and growing municipality that is an engine of growth for the entire region. Amid significant transformation, the one constant has been the resilience, determination, and kindness of the people of Manchester.

It is on this strong foundation that we look out enthusiastically towards the next two hundred years. While our buildings, streetscapes, and town demographics may change, what hasn't and won't change is the strong sense of civic spirit that anchors our institutions and our people. With these fundamentals we will build on our proud past to create an even more promising future.

It is with optimism that I present the FY2024 budget. This spending plan continues Manchester's proud tradition of being financially sound while providing funds for important programs and services for our great residents.

Before looking forward, however, it is important to take note of the accomplishments of the current fiscal year.

These include:

- Overwhelming support for a referendum to build a 21st Century Library.
- Merging the Town's two fire and public works taxing districts.
- Successful launch of the MPD Civilian Review and Relations Board.
- Increasing diversity of Town staff to better reflect the community it serves.
- Providing support for the Town's most vulnerable populations, and those most marginalized/ impacted by the COVID pandemic.
- Continuing to provide outstanding basic city services to a growing community.

Building on the successes of FY23, the 2024 budget continues the investments in our Town's provision of basic city services and public education, while ensuring the on-going support for the community's most vulnerable populations. Notably, in response to the decision of the Eighth Utilities District to merge services with the Town, this budget will

provide full-time EMS and fire suppression services to the entire Town, enhancing one of the town's most critical functions.

Other notable Investments this budget include:

- Board of Education increases 4.81% or \$5.75 million in Manager's recommended budget, based on the actions of the Board of Education.
- District merger & conversion to Town-wide full time fire service represents largest change in service levels in last 2 decades.
- In response to increasing public safety demands, invests in an additional police patrol officer, while also continuing to fund police transparency initiatives.
- In response to increased usage of our trails and parks, invests in one additional public works maintainer position.
- Funds an enhanced Summer Recreation Outreach program, allowing proactive assistance to help children dealing with the negative socio-economic impacts of COVID.

Other highlights of the FY24 budget:

- Assumes \$1.5M loss in total Motor Vehicle tax cap grant funding payable to Town, per OPM, as well as \$281k reduction to PILOT for non-taxable property.
- Use of Fund Balance reduced from \$2.5M to \$2M based on trends in operating results, to ensure against future loss of net position.
- Fire-related revenues (tax levy, ALS fees & fire marshal permit fees) added to General Fund
- Overall reduction of \$1.4M in non-tax revenue, not incl. use of fund balance

It is important to note that, in comparison to many of our neighboring communities, Manchester town government provides its high level of service at relative low cost.

Town	Per Capita Tax Levy	Statewide Ranking/169 towns
Glastonbury	\$4,391	20
West Hartford	\$4,149	30
South Windsor	\$3,992	37
Bloomfield	\$3,797	44
Rocky Hill	\$3,485	65
Wethersfield	\$3,451	66
Newington	\$3,438	69
East Hartford	\$2,670	117
Manchester	\$2,648	118

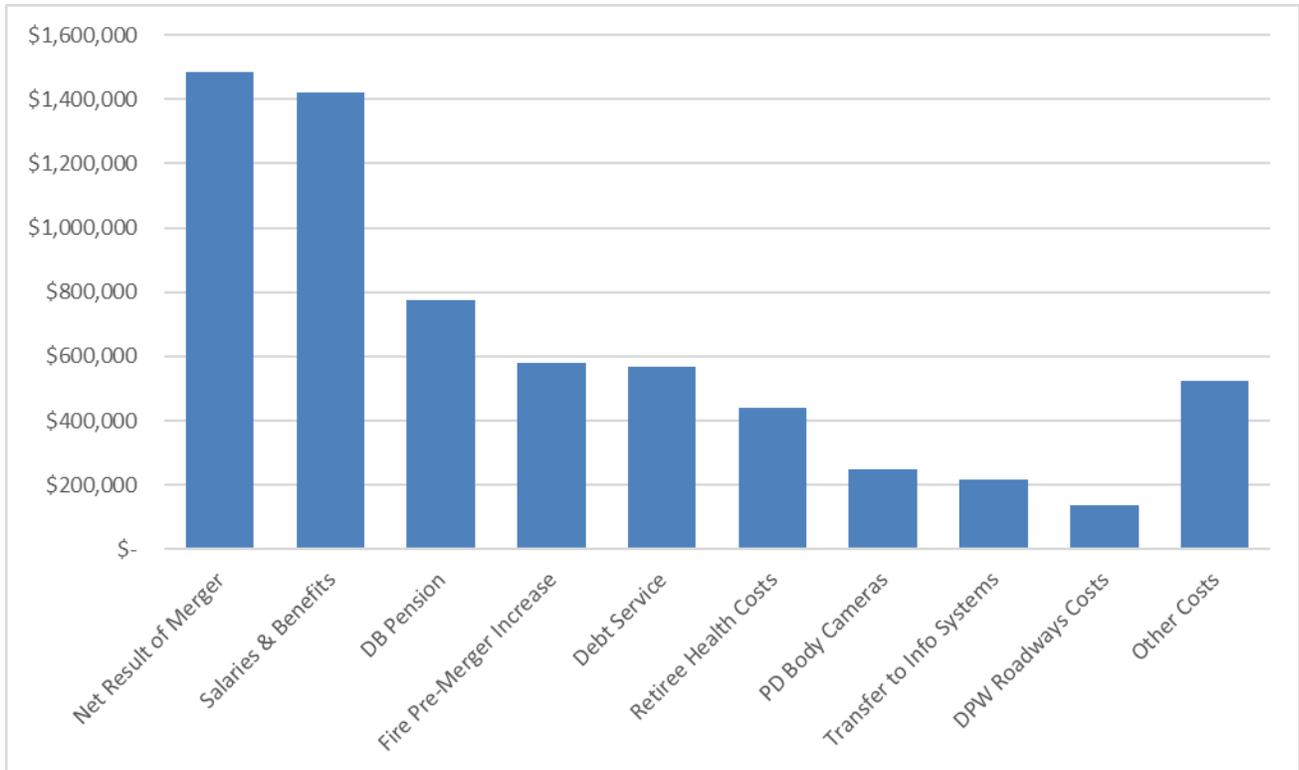
Over the past few budget cycles, and in response to the COVID pandemic, the Town has been able to keep the tax rate stable without impacting operations. The past three budget cycles- which produced 0% mil rate increases in FY21 and FY22, and a very marginal net tax increase for most households post revaluation in FY23- identified most of the expense reductions that don't substantially impact service levels. In today's inflationary environment, however, the lack of additional tax revenue for the past three years has impacted our ability to continue current service levels without raising revenues this year. Moreover, this past year presented the following financial headwinds:

- Increased costs for health care, debt service and our required contributions to the pension fund.
- With several collective bargaining agreements expiring in this era of inflation, wages and benefits will likely increase more than the usual 2% GWI.
- Inflation and supply chain constraints will continue to increase costs of materials, supplies, and contracted services.
- The state grant to fund the loss associated with the motor vehicle tax cap will end, reducing next year's revenue by \$3.3 million.
- State aid is remaining flat, which in a high inflationary environment, represents an actual cut in resources.
- With the announced takeover of Manchester Memorial by Yale-New Haven, we are expected to lose an additional \$2-3 million as those properties move from taxable to exempt status.

Consequently, this budget recommendation contains a 5.9% increase in the mil rate to sustain the Town's existing operations.

The drivers of the expenditure increase are as follows:

Town-Side Cost Drivers:



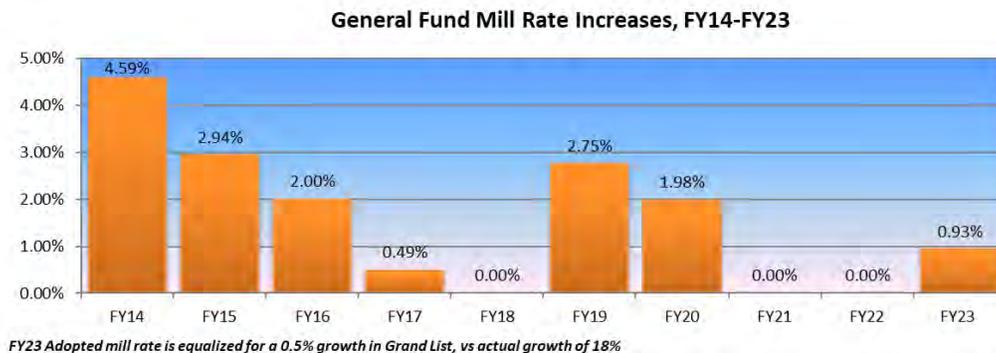
All Cost Drivers:

Board of Education	\$ 5,754,349
Net Result of Merger	\$ 1,484,447
Salaries & Benefits	\$ 1,419,076
DB Pension	\$ 773,341
Fire Pre-Merger FY24 Increase	\$ 578,851
Debt Service	\$ 566,455
Retiree Health Costs	\$ 438,427
PD Body Cameras	\$ 250,000
Transfer to Info Systems	\$ 215,808
DPW Roadways Costs	\$ 138,745
Other Costs	\$ 523,111
TOTAL INCREASE	\$ 12,142,610

The result is a recommended General Fund budget of \$233,191,608. This is an increase of \$12,142,610 or 5.49% over the FY23 General Fund & Fire Fund budgeted expenditures.

Prudent policies by the Board in prior years (negotiating changes to health care plans and investing in energy efficiency projects) have mitigated some of the cost pressures on the expense side of the budget. For example, despite increasing per-unit utility costs, we've been able to hold utility budgets relatively flat due to the implementation of energy-efficient technologies, particularly LED lighting.

Unfortunately, as every resident is acutely aware, the cost of everything- from groceries to gas to consumer items,-has risen dramatically over the last few years. This impacts households, but the inflationary pressures also affect municipal operations as wages, service contracts, supplies, and equipment are also growing in costs. It is for this reason that the Manager's Recommended budget contains a mill rate increase above historical levels.



This Proposed budget requires mill rate of 38.25, an increase of 5.90% compared to FY23 GF + SMFD mill rate, or 4.85% compared to FY23 GF + 8th District mill rate. In absence of the loss of non-tax revenue, the increase would have been 4.98%. As noted earlier, this follows 4 years of increases below 2% and 10 years below 3%, and inflation is at its highest rate in 40 years.

The residential tax impact of this proposal is as follows:

Market Value	Assessed at 70%	Current Tax	New Tax	Change in Tax
\$180,000	\$126,000	\$4,551	\$4,820	\$269
\$225,000	\$157,500	\$5,689	\$6,024	\$335
\$325,000	\$227,500	\$8,217	\$8,702	\$485

Should the Board of Directors wish to limit the tax rate increase, staff is prepared to present service reduction options for consideration. These include reducing public safety staffing, closing recreational facilities and/or libraries, and decreasing the maintenance of our parks, streets, and trails.

In conclusion, it is my pleasure to respectfully submit to you the Town Manager's Proposed Budget for the fiscal year beginning July 1, 2023 and ending June 30, 2024. This annual budget represents a spending plan that fully funds the services that make Manchester a place where people of all ages and backgrounds want to live, work, play, go to school, and raise a family. It invests in education, public safety, social equity, technology, and sustainability, without compromising the quality-of-service residents and businesses expect from their local government. In addition, this budget preserves Manchester's AAA Credit Rating and prioritizing the long-term fiscal health of the Town. It should be noted that several assistance programs are available for Manchester residents, especially those on a fixed income who are most affected to changes in property taxes. These include abatements for Seniors, Disabled Individuals, and Veterans.

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

In the coming weeks, I look forward to hearing more input from residents, businesses and not-for-profit organizations, and the Board, about their priorities for Manchester's future, which I believe this 2024 Recommended Budget reflects.

Respectfully submitted,

Steve Stephanou
Town Manager

EXPENDITURE SUMMARY

	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over Current Adopted	Percent Change
GENERAL GOVERNMENT							
Board of Directors	\$ 293,825.32	\$ 360,588	\$ 361,609	\$ 397,592	\$ -	\$ 37,004	10.26%
Town Manager	\$ 528,500.24	\$ 769,503	\$ 657,713	\$ 801,843	\$ -	\$ 32,340	4.20%
Budget & Research Office	\$ 142,070.57	\$ 258,942	\$ 265,378	\$ 221,030	\$ -	\$ (37,912)	-14.64%
Human Resources	\$ 415,831.22	\$ 423,443	\$ 393,385	\$ 477,457	\$ -	\$ 54,014	12.76%
Customer Service/Info Office	\$ 170,817.43	\$ 174,368	\$ 175,213	\$ 177,914	\$ -	\$ 3,546	2.03%
Finance Admin & Accounting	\$ 830,026.37	\$ 825,457	\$ 838,010	\$ 970,068	\$ -	\$ 144,611	17.52%
Assessment*	\$ 998,704.05	\$ 1,062,942	\$ 855,407	\$ 663,147	\$ -	\$ (399,795)	-37.61%
Collection	\$ -	\$ -	\$ -	\$ 468,886	\$ -	\$ 468,886	
Purchasing	\$ 611,600.13	\$ 651,915	\$ 697,596	\$ 638,581	\$ -	\$ (13,334)	-2.05%
Planning and Economic Devel.	\$ 777,349.73	\$ 821,063	\$ 789,084	\$ 915,079	\$ -	\$ 94,016	11.45%
Town Clerk	\$ 459,466.15	\$ 501,644	\$ 494,819	\$ 546,667	\$ -	\$ 45,023	8.98%
Registrars	\$ 288,380.64	\$ 365,792	\$ 367,914	\$ 368,400	\$ -	\$ 2,608	0.71%
Town Attorney	\$ 444,594.27	\$ 415,459	\$ 443,374	\$ 417,211	\$ -	\$ 1,752	0.42%
Probate Court	\$ 39,911.63	\$ 44,568	\$ 44,359	\$ 46,700	\$ -	\$ 2,132	4.78%
TOTAL	\$ 6,001,077.75	\$ 6,675,684	\$ 6,383,861	\$ 7,110,575	\$ -	\$ 434,891	6.51%
* - Assessment and Collection will be separated into two separate divisions effective 7/1/23. Budget figures for FY2021/22 and FY2022/23 reflect all Assessment and Collections expenses under Assessment. FY2023/24 figures represent costs in the two respective divisions.							
DEPARTMENT OF PUBLIC WORKS							
DPW Administration	\$ 763,975.07	\$ 831,570	\$ 834,275	\$ 867,351	\$ -	\$ 35,781	4.30%
Engineering	\$ 2,276,993.57	\$ 2,366,232	\$ 2,327,175	\$ 2,398,178	\$ -	\$ 31,946	1.35%
Field Services	\$ 6,845,113.01	\$ 7,362,594	\$ 6,869,642	\$ 7,747,111	\$ -	\$ 384,517	5.22%
Facilities	\$ 2,280,625.39	\$ 2,406,684	\$ 2,391,782	\$ 2,712,685	\$ -	\$ 306,001	12.71%
Building Inspection	\$ 962,561.65	\$ 1,015,435	\$ 990,158	\$ 1,033,844	\$ -	\$ 18,409	1.81%
TOTAL	\$ 13,129,268.69	\$ 13,982,515	\$ 13,413,032	\$ 14,759,169	\$ -	\$ 776,654	5.55%
PUBLIC SAFETY							
Police	\$ 21,941,856.03	\$ 23,599,577	\$ 23,670,948	\$ 25,268,155	\$ -	\$ 1,668,578	7.07%
Fire Department*				\$ 21,643,533	\$ -	\$ 21,643,533	
Paramedic Subsidy	\$ 2,586,848.00	\$ 2,855,829	\$ 2,855,829	\$ -	\$ -	\$ (2,855,829)	-100.00%
Emergency Management	\$ 53,000.56	\$ 60,971	\$ 60,971	\$ 60,971	\$ -	\$ -	0.00%
TOTAL	\$ 24,581,704.59	\$ 26,516,377	\$ 26,587,748	\$ 46,972,659	\$ -	\$ 20,456,282	77.15%
* - The Manchester Fire Department was funded through a separate taxing district fund; effective 7/1/23, the Town's two taxing districts have merged and will be funded through the General Fund in FY2023/24.							
DEPARTMENT OF HUMAN SERVICES							
Human Services Administration	\$ 840,935.06	\$ 869,626	\$ 879,399	\$ 902,265	\$ -	\$ 32,639	3.75%
Health	\$ 891,934.15	\$ 992,351	\$ 861,921	\$ 1,035,138	\$ -	\$ 42,787	4.31%
Senior, Adult and Family Services	\$ 668,311.14	\$ 794,113	\$ 738,696	\$ 795,836	\$ -	\$ 1,723	0.22%
Senior Center	\$ 708,766.08	\$ 764,329	\$ 776,790	\$ 856,394	\$ -	\$ 92,065	12.05%
TOTAL	\$ 3,109,946.43	\$ 3,420,419	\$ 3,256,806	\$ 3,589,633	\$ -	\$ 169,214	4.95%
LEISURE SERVICES							
Recreation	\$ 1,989,913.98	\$ 2,233,703	\$ 2,241,016	\$ 2,294,084	\$ -	\$ 60,381	2.70%
Neighborhood & Families	\$ 207,059.39	\$ 241,304	\$ 182,048	\$ 237,567	\$ -	\$ (3,737)	-1.55%
Youth Services Bureau	\$ 670,013.15	\$ 734,688	\$ 695,097	\$ 779,573	\$ -	\$ 44,885	6.11%
Library	\$ 3,172,428.23	\$ 3,422,834	\$ 3,388,734	\$ 3,479,674	\$ -	\$ 56,840	1.66%
TOTAL	\$ 6,039,414.75	\$ 6,632,529	\$ 6,506,895	\$ 6,790,898	\$ -	\$ 158,369	2.39%
FIXED COSTS AND MISCELLANEOUS							
Retired Employee Benefits	\$ 4,855,357.86	\$ 4,996,756	\$ 4,996,986	\$ 6,742,757	\$ -	\$ 1,746,001	34.94%
Interfund Transfers	\$ 7,265,647.00	\$ 4,736,345	\$ 4,992,345	\$ 6,307,743	\$ -	\$ 1,571,398	33.18%
Miscellaneous	\$ 440,134.73	\$ 575,214	\$ 339,722	\$ 555,074	\$ -	\$ (20,140)	-3.50%
Debt Service	\$ 13,228,528.59	\$ 13,849,583	\$ 13,849,583	\$ 14,416,038	\$ -	\$ 566,455	4.09%
TOTAL	\$ 25,789,668.18	\$ 24,157,898	\$ 24,178,636	\$ 28,021,612	\$ -	\$ 3,863,714	15.99%
TOTAL NON-EDUCATIONAL	\$ 78,651,080.39	\$ 81,385,422	\$ 80,326,978	\$ 107,244,546	\$ -	\$ 25,859,124	31.77%

EXPENDITURE SUMMARY

	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over Current Adopted	Percent Change
EDUCATION							
Board of Education	\$ 116,281,237.00	\$ 119,689,163	\$ 117,774,174	\$ 125,443,512	\$ -	\$ 5,754,349	4.81%
Priv. Sch. Health & Welfare	\$ 410,182.56	\$ 434,928	\$ 426,145	\$ 434,928	\$ -	\$ -	0.00%
Transitional Living Center	\$ 188,821.00	\$ 68,622	\$ 68,622	\$ 68,622	\$ -	\$ -	0.00%
TOTAL	\$ 116,880,240.56	\$ 120,192,713	\$ 118,268,941	\$ 125,947,062	\$ -	\$ 5,754,349	4.79%
GENERAL FUND TOTAL	\$ 195,531,320.95	\$ 201,578,135	\$ 198,595,919	\$ 233,191,608	\$ -	\$ 31,613,473	15.68%
OTHER BUDGETED FUNDS:							
FIRE FUND*	\$ 18,104,225.04	\$ 19,470,863	\$ 19,441,536	\$ -	\$ -	\$ (19,470,863)	-100.00%
INFORMATION SYSTEMS FUND	\$ 2,031,454.50	\$ 2,266,267	\$ 2,069,587	\$ 2,609,427	\$ -	\$ 343,160	15.14%
WATER FUND	\$ 7,869,802.72	\$ 9,005,828	\$ 8,850,721	\$ 10,164,019	\$ -	\$ 1,158,191	12.86%
SEWER FUND	\$ 6,933,256.70	\$ 10,185,014	\$ 10,139,007	\$ 11,533,925	\$ -	\$ 1,348,911	13.24%
SANITATION FUND	\$ 8,316,344.58	\$ 8,049,543	\$ 8,862,429	\$ 8,604,562	\$ -	\$ 555,019	6.90%
GRAND TOTAL	\$ 238,786,404.49	\$ 250,555,650	\$ 247,959,199	\$ 266,103,541	\$ -	\$ 15,547,891	6.21%

*- The Manchester Fire Department was funded through a separate taxing district fund; effective 7/1/23, the Town's two taxing districts have merged and will be funded through the General Fund in FY2023/24.

REVENUE SUMMARY

GENERAL RELATED	Collected 2021/22	Adopted Projection 2022/23	Revised Estimate 2022/23	Manager's Projected 2023/24	Adopted Projection 2023/24	Change Over Current Year
Property Taxes						
Taxes - Current Year Real Estate	\$ 145,427,098.66	\$ 149,700,321	\$ 149,700,321	\$ 165,430,614		\$ 15,730,293
Taxes - Current Year Motor Vehicles				\$ 15,804,255		\$ 15,804,255
Motor Vehicle Supplement	\$ 1,956,497.26	\$ 2,014,500	\$ 2,014,500	\$ 2,014,500		\$ -
Taxes - Prior Years	\$ 2,679,043.01	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000		\$ -
Suspense Collection	\$ 277,163.77	\$ 120,000	\$ 120,000	\$ 200,000		\$ 80,000
Interest and Liens	\$ 1,367,735.24	\$ 1,250,000	\$ 1,250,000	\$ 1,250,000		\$ -
Total	\$ 151,707,537.94	\$ 155,334,821	\$ 155,334,821	\$ 186,949,369	\$ -	\$ 31,614,548
Permits, Licenses, Fees						
Town Clerk Fees	\$ 1,673,393.83	\$ 1,200,000	\$ 1,200,000	\$ 1,300,000		\$ 100,000
Town Clerk Land Record Fees	\$ 18,237.00	\$ 15,000	\$ 15,000	\$ 16,000		\$ 1,000
Citizen Services Fees	\$ 6,615.00	\$ 4,000	\$ 4,000	\$ 4,000		\$ -
Building Inspection	\$ 1,189,763.93	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000		\$ -
Engineering	\$ 550.00	\$ 500	\$ 500	\$ -		\$ (500)
Road Cut Permits	\$ 27,226.00	\$ 20,000	\$ 20,000	\$ 20,000		\$ -
Health	\$ 77,807.20	\$ 74,000	\$ 74,000	\$ 74,000		\$ -
Planning and Zoning	\$ 12,095.00	\$ 12,000	\$ 12,000	\$ 12,000		\$ -
Police - Permits	\$ 49,455.54	\$ 35,000	\$ 35,000	\$ 35,000		\$ -
Bingo Proceeds	\$ 7,925.56	\$ 5,000	\$ 5,000	\$ 5,000		\$ -
Dog Licenses	\$ 11,186.00	\$ 8,000	\$ 8,000	\$ 8,000		\$ -
Dog Warden	\$ 1,656.00	\$ 1,500	\$ 1,500	\$ 1,500		\$ -
Police - Fines	\$ 9,045.00	\$ 10,000	\$ 10,000	\$ 5,000		\$ (5,000)
Library - Fines	\$ 17,543.31	\$ -	\$ 6,400	\$ -		\$ -
Fire Marshal Permits & Charges	\$ -	\$ -	\$ -	\$ 200,000		\$ 200,000
Total	\$ 3,102,499.37	\$ 2,485,000	\$ 2,491,400	\$ 2,780,500	\$ -	\$ 295,500
Charges for Services						
Cemetery Fees	\$ 218,015.00	\$ 225,000	\$ 225,000	\$ 225,000		\$ -
Fleet Maintenance	\$ 105,983.89	\$ 100,000	\$ 100,000	\$ 100,000		\$ -
Grocery Bags	\$ -	\$ 100	\$ 100	\$ -		\$ (100)
Health - Flu Clinic	\$ 616.98	\$ -	\$ -	\$ -		\$ -
Senior Center Activities	\$ 12,885.00	\$ -	\$ 2,325	\$ -		\$ -
Welfare Clients	\$ -	\$ 500	\$ 500	\$ -		\$ (500)
Recreation - General Facility Pass	\$ 25,208.25	\$ -	\$ 12,961	\$ -		\$ -
Recreation - Organized Sports	\$ -	\$ -	\$ -	\$ -		\$ -
Recreation - Aquatics	\$ 32,622.50	\$ -	\$ 7,435	\$ -		\$ -
Recreation - Summer Camp	\$ 122,333.50	\$ 100,000	\$ 100,000	\$ 100,000		\$ -
Advanced Life Support (Ambulance)	\$ -	\$ -	\$ -	\$ 550,000		\$ 550,000
Total	\$ 517,665.12	\$ 425,600	\$ 448,321	\$ 975,000	\$ -	\$ 549,400
State and Federal Grants						
PILOT State Property	\$ 980,303.00	\$ 980,303	\$ 980,303	\$ 699,203		\$ (281,100)
PILOT Tax Exempt Property	\$ -	\$ -	\$ -	\$ -		\$ -
M. Pequot/Mohegan Fund Grant	\$ 412,450.00	\$ 412,450	\$ 412,450	\$ 412,450		\$ -
PILOT - Phone Company	\$ 75,003.96	\$ 85,000	\$ 85,000	\$ 85,000		\$ -
Municipal Stabilization Grant	\$ 780,354.00	\$ 780,354	\$ 780,354	\$ 780,354		\$ -
Veterans Exemption Reimburse	\$ 42,667.59	\$ 50,000	\$ 50,000	\$ 50,000		\$ -
Disability Reimbursement	\$ 8,190.49	\$ 8,000	\$ 8,000	\$ 8,000		\$ -
Controlling Interest Transfer Tax	\$ 6,380.00	\$ 10,000	\$ 10,000	\$ 10,000		\$ -
Town Aid Roads	\$ 643,902.63	\$ 643,903	\$ 643,903	\$ 656,229		\$ 12,326
Municipal Revenue Sharing	\$ -	\$ -	\$ 1,325,000	\$ -		\$ -
Youth Service Bureau	\$ 32,719.00	\$ 32,000	\$ 32,000	\$ 32,000		\$ -
E-911 Dispatch Grant	\$ 118,893.05	\$ 159,000	\$ 159,000	\$ 159,000		\$ -
Health - Per Capita Grant	\$ 111,137.12	\$ 61,000	\$ 115,207	\$ 61,000		\$ -
Library Support/Connecticard	\$ 56,171.00	\$ 30,000	\$ 30,000	\$ 30,000		\$ -
Grant for Municipal Projects	\$ 1,912,643.00	\$ 1,912,643	\$ 1,912,643	\$ 1,912,643		\$ -
MV Tax Cap Transition Grant	\$ -	\$ 1,712,853	\$ 1,712,853	\$ 1,837,016		\$ 124,163
Total	\$ 5,180,814.84	\$ 6,877,506	\$ 8,256,713	\$ 6,732,895	\$ -	\$ (144,611)

REVENUE SUMMARY

GENERAL RELATED	Collected 2021/22	Adopted Projection 2022/23	Revised Estimate 2022/23	Manager's Projected 2023/24	Adopted Projection 2023/24	Change Over Current Year	Percent Change
Income from Assets							
Interest on Investments	\$ (92,254.22)	\$ 600,000	\$ 600,000	\$ 800,000		\$ 200,000	33.33%
Rent	\$ 206,402.19	\$ 200,000	\$ 200,000	\$ 200,000		\$ -	0.00%
Sale of Town-Owned Property	\$ 57,935.89	\$ 130,000	\$ 130,000	\$ 130,000		\$ -	0.00%
Total	\$ 172,083.86	\$ 930,000	\$ 930,000	\$ 1,130,000	\$ -	\$ 200,000	21.51%
Interfund Transfers							
Fire	\$ 344,292.00	\$ 351,178	\$ 351,178	\$ -		\$ (351,178)	-100.00%
Water	\$ 169,916.00	\$ 173,314	\$ 173,314	\$ 178,513		\$ 5,199	3.00%
Sewer	\$ 130,830.00	\$ 133,446	\$ 133,446	\$ 137,449		\$ 4,003	3.00%
Sanitation Fund	\$ 115,253.00	\$ 117,558	\$ 117,558	\$ 121,085		\$ 3,527	3.00%
Trust Funds	\$ 32,000.00	\$ 32,000	\$ 17,000	\$ -		\$ (32,000)	-100.00%
Water/Sewer Transfer for Engin.	\$ 921,091.00	\$ 939,512	\$ 939,512	\$ 967,697		\$ 28,185	3.00%
PILOT Housing Authority	\$ 132,695.07	\$ 105,000	\$ 105,000	\$ 105,000		\$ -	0.00%
PILOT Bennet Housing	\$ 69,022.80	\$ 70,000	\$ 70,000	\$ 70,000		\$ -	0.00%
Total	\$ 1,915,099.87	\$ 1,922,008	\$ 1,907,008	\$ 1,579,744	\$ -	\$ (342,264)	-17.81%
Miscellaneous Income							
Unclassified Revenue	\$ 189,728.80	\$ 100,000	\$ 100,000	\$ 150,000		\$ 50,000	50.00%
Cannabis Tax	\$ -	\$ -	\$ -	\$ 50,000		\$ 50,000	
Camp Kennedy Donations	\$ 450.00	\$ 600	\$ 600	\$ -		\$ (600)	-100.00%
OTB Revenue	\$ 44,569.99	\$ 30,000	\$ 30,000	\$ 40,000		\$ 10,000	33.33%
Citizen Service Sales	\$ 2,591.35	\$ 1,500	\$ 1,500	\$ -		\$ (1,500)	-100.00%
Main Street Banner Sales	\$ 1,250.00	\$ 2,000	\$ 2,000	\$ -		\$ (2,000)	-100.00%
Total	\$ 238,590.14	\$ 134,100	\$ 134,100	\$ 240,000	\$ -	\$ 105,900	78.97%
Total Non-Education	\$ 162,834,291.14	\$ 168,109,035	\$ 169,502,363	\$ 200,387,508	\$ -	\$ 32,278,473	19.20%
EDUCATION RELATED	Collected 2021/22	Adopted Projection 2022/23	Revised Estimate 2022/23	Manager's Projected 2023/24	Adopted Projection 2023/24	Change Over Current Year	Percent Change
Charges for Services							
Tuition - High School	\$ 24,407.42	\$ 200,000	\$ 200,000	\$ 25,000		\$ (175,000)	-87.50%
Total	\$ 24,407.42	\$ 200,000	\$ 200,000	\$ 25,000	\$ -	\$ (175,000)	-87.50%
State and Federal Grants							
General State Aid (ECS)*	\$ 30,550,105.00	\$ 30,619,100	\$ 30,619,100	\$ 30,619,100		\$ -	0.00%
Private School Health & Welfare	\$ 168,145.00	\$ 150,000	\$ 150,000	\$ 160,000		\$ 10,000	6.67%
Total	\$ 30,718,250.00	\$ 30,769,100	\$ 30,769,100	\$ 30,779,100	\$ -	\$ 10,000	0.03%
Total Education Revenue	\$ 30,742,657.42	\$ 30,969,100	\$ 30,969,100	\$ 30,804,100	\$ -	\$ (165,000)	-0.53%
Use of Fund Balance	\$ -	\$ 2,500,000	\$ -	\$ 2,000,000	\$ -	\$ (500,000)	-20.00%
GENERAL FUND TOTAL	\$ 193,576,948.56	\$ 201,578,135	\$ 200,471,463	\$ 233,191,608	\$ -	\$ 31,613,473	15.68%
FIRE FUND	\$ 18,209,053.78	\$ 19,470,863	\$ 19,360,863			\$ (19,470,863)	-100.00%
INFORMATION SYSTEMS FUND	\$ 2,063,205.41	\$ 2,146,955	\$ 2,146,955	\$ 2,509,427		\$ 362,472	16.88%
WATER FUND	\$ 9,197,600.06	\$ 10,048,890	\$ 9,716,329	\$ 10,538,302		\$ 489,412	4.87%
SEWER FUND	\$ 9,801,500.66	\$ 10,181,752	\$ 10,481,069	\$ 11,273,717		\$ 1,091,965	10.72%
SANITATION FUND	\$ 9,742,664.69	\$ 8,731,100	\$ 10,069,642	\$ 9,107,000		\$ 375,900	4.31%
GRAND TOTAL	\$ 242,590,973.16	\$ 252,157,695	\$ 252,246,321	\$ 266,620,054	\$ -	\$ 14,462,359	5.74%

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

AUTHORIZED & FUNDED POSITIONS

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24	Change in Funded Positions
GENERAL GOVERNMENT						
Board of Directors	1.25	1.25	1.25	1.25	1.25	0.00
General Manager	4.25	4.25	3.75	5.25	4.75	1.00
Budget and Research	3.00	3.00	2.00	2.50	1.50	-0.50
Human Resources	4.00	4.00	4.00	4.00	4.00	0.00
Customer Service & Information	1.00	1.00	1.00	1.00	1.00	0.00
Finance Administration & Insurance	1.50	1.50	1.50	2.50	2.50	1.00
Accounting	7.50	7.50	5.50	7.50	5.50	0.00
Assessment/Collection	6.00	6.00	5.00	7.00	5.00	0.00
Collection	4.00	4.00	4.00	4.00	4.00	0.00
Purchasing	4.00	4.00	4.00	4.00	4.00	0.00
Planning and Economic Development	7.00	7.00	7.00	7.00	7.00	0.00
Town Clerk	6.00	6.00	5.00	6.00	5.00	0.00
Registrars of Voters	4.00	4.00	4.00	4.00	4.00	0.00
Town Attorney	2.00	2.00	2.00	2.00	2.00	0.00
Information Systems	14.00	14.00	12.00	14.00	12.00	0.00
Total General Government	69.50	69.50	62.00	72.00	63.50	1.50
PUBLIC WORKS						
Administration	1.95	1.95	1.95	1.95	1.95	0.00
Engineering	23.00	23.00	19.00	23.00	19.00	0.00
Field Services	57.25	57.25	55.25	57.25	56.25	1.00
Facilities Management	8.00	8.00	8.00	8.00	8.00	0.00
Building Inspection	9.00	9.00	8.00	9.00	8.00	0.00
Water	26.65	26.65	26.15	27.15	26.65	0.50
Sewer	25.65	25.65	25.15	28.15	27.65	2.50
Sanitation	13.50	13.50	13.00	14.50	14.00	1.00
Total Public Works	165.00	165.00	156.50	169.00	161.50	5.00
PUBLIC SAFETY						
Police-Sworn Officers	124.00	124.00	117.00	124.00	117.00	0.00
Police-Civilians	37.50	37.50	35.50	37.50	35.50	0.00
Emergency Management	1.00	1.00	1.00	1.00	1.00	0.00
Fire	86.00	87.00	85.50	115.00	114.00	28.50
Total Public Safety	248.50	249.50	239.00	277.50	267.50	28.50
HUMAN SERVICES						
Administration	2.00	2.00	2.00	2.00	2.00	0.00
Health	8.00	9.00	8.66	9.00	9.00	0.34
Senior Center	5.00	5.00	5.00	5.00	5.00	0.00
Senior, Adult and Family Services	5.00	6.00	6.00	6.00	6.00	0.00
Total Human Services	20.00	22.00	21.66	22.00	22.00	0.34
LEISURE SERVICES						
Library	28.00	28.00	25.00	28.00	25.00	0.00
Resource Office for Neigh. and Families	1.00	1.00	1.00	1.00	1.00	0.00
Youth Services	6.50	6.50	6.50	6.50	6.50	0.00
Recreation	9.00	9.00	8.00	9.00	8.00	0.00
Total Leisure Services	44.50	44.50	40.50	44.50	40.50	0.00
TOTAL TOWN EMPLOYEES	547.50	550.50	519.66	585.00	555.00	35.34

MILL RATE CALCULATION

GENERAL FUND

Motor Vehicles

A.	Motor Vehicle Mill Rate Cap, per State Statute		32.46
B.	Motor Vehicle Grand List	\$	497,836,202
C.	Adjusted Motor Vehicle Grand List based on 97.8% collection & adjustment rate (Item B Amount x 97.8%)	\$	486,883,806

THEREFORE, 1 MILL (MV) = \$486,884

D.	Item A, MV mill rate	32.46	15,804,255
	multiplied by mill value	\$486,884	
	equals MV Tax Levy		

Real Estate & Personal Property

A.	Adjusted Net Taxable Assessment for Real Estate & Personal Property		\$4,422,470,540
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THEREFORE, 1 MILL = \$4,422,471

B.	Tax Dollars Required	\$	165,430,614
C.	To allow for approximately 97.8% collection rate, mill rate should be calculated on a higher requirement; divide Item B by 97.8%		\$169,151,957
D.	Item C Amount,	\$169,151,957	38.25
	divided by mill value	\$4,422,471	
	equals mill rate		

SPECIAL TAXING DISTRICT

A.	Net Taxable Assessment		\$29,134,383
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THEREFORE, 1 MILL = \$29,134

B.	Tax Dollars Required		\$83,674
C.	Item B Amount,	\$83,674	2.87
	divided by mill value	\$29,134	
	equals mill rate		

Citizen's Guide to the Budget

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

Introduction to the Town of Manchester, Connecticut



"The City of Village Charm"

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

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

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

MANCHESTER'S BOARD OF Directors & General Manager



Jessee Muñiz Poland
Director

Jacqueline Crespan
Director

Peter Conyers
Director

**Pamela
Floyd-Cranford**
Director

Dennis Schain
Director

Zachary Reichelt
Director

Timothy Bergin
Director

Sarah Jones
Director

Jay Moran
Mayor

Stephen Stephanou
General Manager

Form of Government

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

THE TOWN OF MANCHESTER

Organization

General Fund

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



Enterprise Funds

The Water, Sewer & Sanitation Funds are enterprise funds that operate from user charges. All of these funds are overseen by the Board of Directors & General Manager.

UNDERSTANDING THE

Funds and Funding

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



FOLLOWING THE Budget Process

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



2023 Key Dates

March 7th: General Manager presents Recommended Budget to the Board of Directors

Budget Workshops:

March 8th: Education (session 1)

March 9th: General Gov, Human Services

March 15th: Public Works

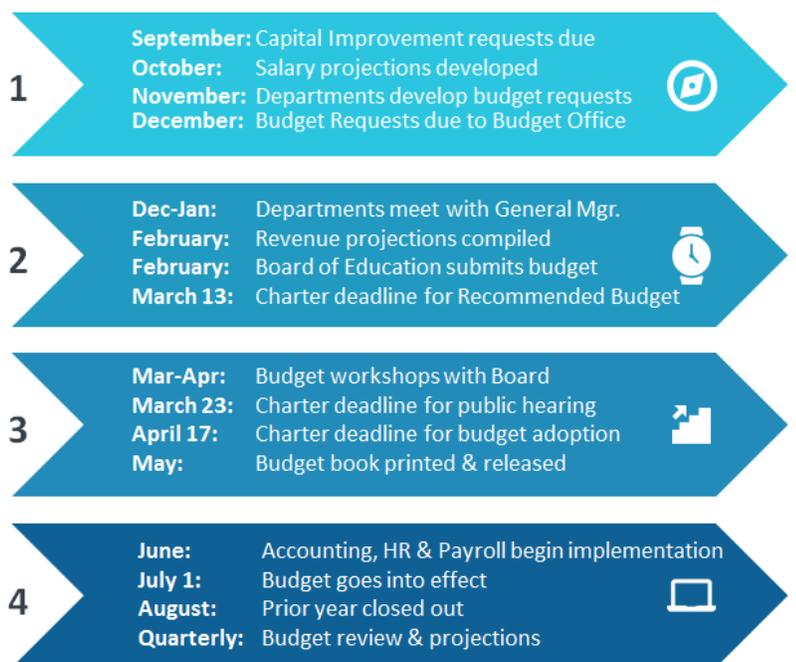
March 21st: Public Safety

March 22nd: Education (session 2), Leisure Services

March 23rd: Water & Sewer

March 14th: Public Hearing

April 11: Budget adoption



READING THE Budget Book

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

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

1. Introduction
Go here for a quick summary of the budget and a statement from the General Manager to the Board & residents summarizing the proposal

2. Citizen's Guide to the Budget
Go here to learn the basics about Manchester, the Town government, and the budget

3. Financial Overview
Go here to gain a deeper understanding of the Town's finances and the budget proposal

4. Goals & Performance Measures
Go here to learn more about the Town's strategic priorities, data on what the Town is doing, and how well it is achieving its objectives

5. Department Budget Detail
Go here for detailed information about department budgets, staffing levels & goals

6. Six Year Capital Improvement Program
Go here for detail about the major projects & one-time expenses planned or anticipated over the next six years

7. Tables & Appendices
Go here for comprehensive tables of budgets & staffing, budget policies, Town statistics & demographics, and other reference & technical information

WAYS TO

Get Involved



Attend a Public Hearing

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



Send an Email or Letter

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



Volunteer

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

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



Use Online Tools

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

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



Social Media

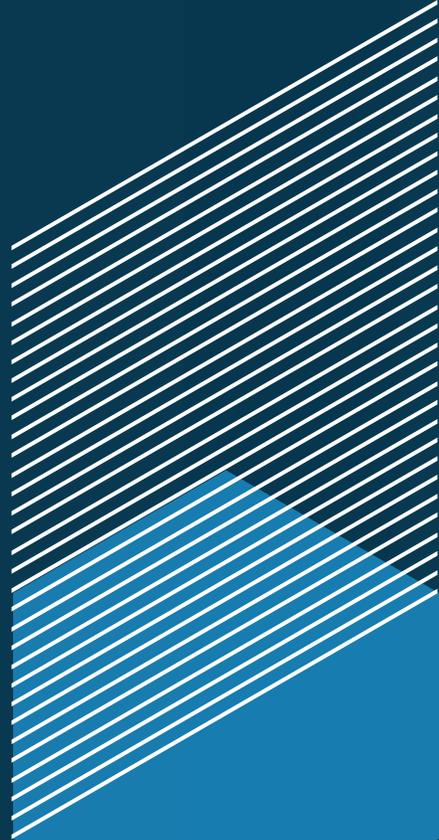
Follow Manchester at Facebook or Twitter to get news, ask questions & interact with Town staff & other residents



Vote at Elections & Referenda

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

Financial Overview

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

Projections



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

General Fund



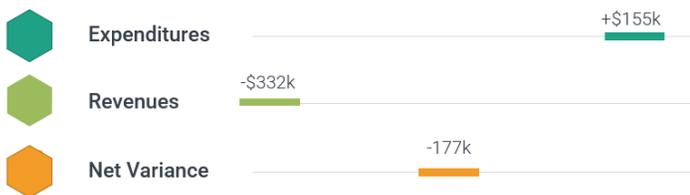
Full time position vacancies are the main contributors to the projected expenditure savings. On the revenue side, \$1.3M in unplanned State revenue sharing has been received. A positive net variance of around \$4.4M is projected, which would result in an increase of \$2M in fund balance.

Fire Fund

Staff turnover & vacancies will generate expenditure savings, but overtime expenses are trending high which will offset much of those savings. The Fire Fund is projected to end the year close to budgeted levels.



Water Fund



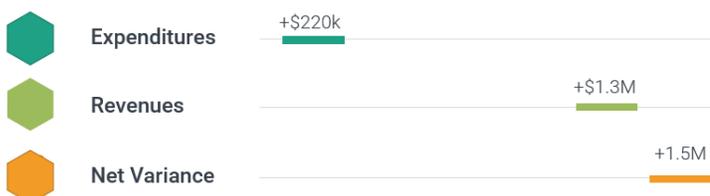
High chemical and electrical costs are offset by vacancy savings and use of ARPA. Revenue is trending low, and a small negative net result is expected

Sewer Fund

The Sewer fund is also facing inflated cost pressures but revenues are trending high and vacancy savings & ARPA are providing an offset, so a positive variance is projected.



Sanitation Fund



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

BUDGET YEAR- GENERAL FUND

Expenditure Summary

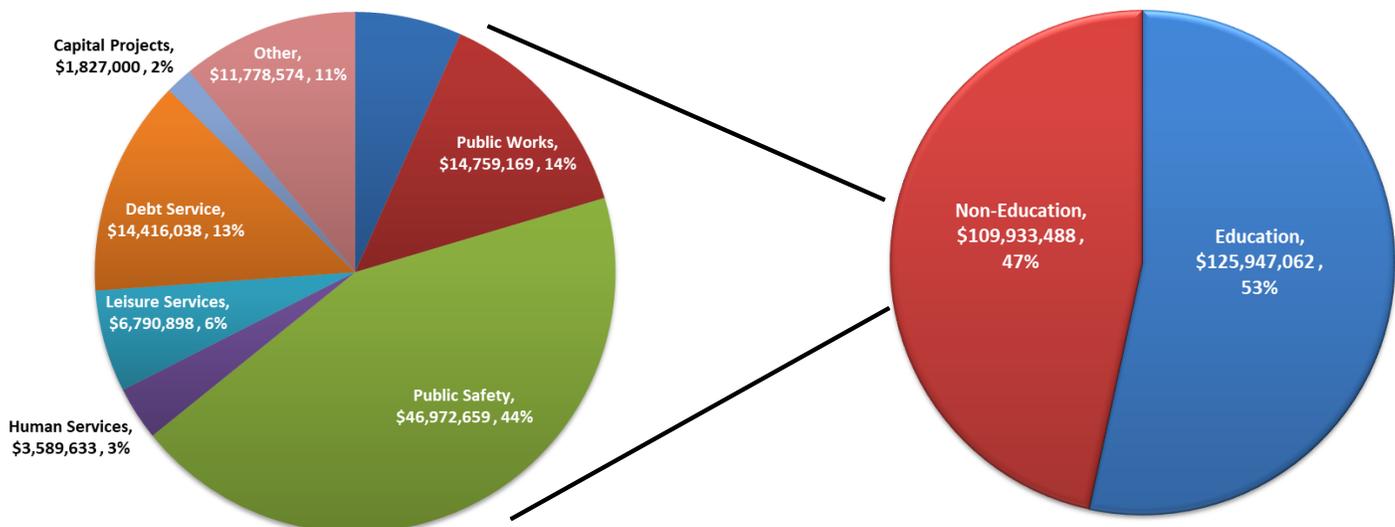
The following table provides a breakdown of the Recommended budget by major categories

	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Increase	Percent Increase
Town-Side Operations	\$ 52,861,412.21	\$ 57,227,524	\$ 56,148,343	\$ 59,994,552	\$ -	\$ 2,767,028	4.84%
Capital & Non-Operating	\$ 12,561,139.59	\$ 10,308,315	\$ 10,329,053	\$ 11,299,795	\$ -	\$ 991,480	9.62%
Fire Department & Merger Net Result				\$ 21,534,161		\$ 21,534,161	N/A
SUBTOTAL- TOWN	\$ 65,422,551.80	\$ 67,535,839	\$ 66,477,395	\$ 92,828,508	\$ -	\$ 25,292,669	37.45%
Board of Education	\$ 116,281,237.00	\$ 119,689,163	\$ 117,774,174	\$ 125,443,512	\$ -	\$ 5,754,349	4.81%
Other Education-Related Costs	\$ 599,003.56	\$ 503,550	\$ 494,767	\$ 503,550	\$ -	\$ -	0.00%
SUBTOTAL- EDUCATION	\$ 116,880,240.56	\$ 120,192,713	\$ 118,268,941	\$ 125,947,062	\$ -	\$ 5,754,349	4.79%
DEBT SERVICE	\$ 13,228,528.59	\$ 13,849,583	\$ 13,849,583	\$ 14,416,038	\$ -	\$ 566,455	4.09%
FIRE FUND (merged into GF eff. 7/1/23)	\$ 18,104,225.04	\$ 19,470,863	\$ 19,441,536	\$ -	\$ -	\$ (19,470,863)	-100.00%
TOTAL COMBINED GENERAL + FIRE FUND	\$ 213,635,545.99	\$ 221,048,998	\$ 218,037,455	\$ 233,191,608	\$ -	\$ 12,142,610	5.49%

The FY2023/24 Recommended budget includes a **\$12.1M increase, or 5.49%**, over the current year. Of that, \$5.7M represents increases to the Board of Education budget, \$1.4M in increases are directly related to the merger of the Town's two Fire districts and the expansion of the former 8th Utilities District to a full-time 24-hour operation, \$1.4M in increases to salaries and benefits, \$773k in DB pension cost increases, \$566k increase to debt service, and \$438k increase to retiree health. The budget also includes \$250,000 for enhanced police accountability through improved body-cam management systems, \$215k increase to IT costs to cover the new Town-wide computer operating system, and \$139k in inflation of roadways maintenance costs.

5.49%

Increase in General Fund expenditures compared to FY23 General Fund + Fire Fund



BUDGET YEAR- GENERAL FUND

Cost Drivers

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

-Fixed Miscellaneous: reflects a shift of many costs previously budgeted in Fire, as well as increases in pension, retiree health, Fire Department liability insurance, and debt service.

-Public Works: includes increases to roadway maintenance costs, net of a proposed use of \$150k current year savings to offset inflation in road salt costs.

	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over Current Adopted	Percent Change
GENERAL GOVERNMENT	\$ 6,001,077.75	\$ 6,675,684	\$ 6,383,861	\$ 7,110,575	\$ -	\$ 434,891	6.51%
PUBLIC WORKS	\$ 13,129,268.69	\$ 13,982,515	\$ 13,413,032	\$ 14,759,169	\$ -	\$ 776,654	5.55%
PUBLIC SAFETY	\$ 42,685,929.63	\$ 45,987,240	\$ 46,029,284	\$ 46,972,659	\$ -	\$ 985,419	2.14%
HUMAN SERVICES	\$ 3,109,946.43	\$ 3,420,419	\$ 3,256,806	\$ 3,589,633	\$ -	\$ 169,214	4.95%
LEISURE SERVICES	\$ 6,039,414.75	\$ 6,632,529	\$ 6,506,895	\$ 6,790,898	\$ -	\$ 158,369	2.39%
FIXED/MISC	\$ 25,789,668.18	\$ 24,157,898	\$ 24,178,636	\$ 28,021,612	\$ -	\$ 3,863,714	15.99%
EDUCATION	\$ 116,880,240.56	\$ 120,192,713	\$ 118,268,941	\$ 125,947,062	\$ -	\$ 5,754,349	4.79%
TOTAL GENERAL FUND	\$ 213,635,545.99	\$ 221,048,998	\$ 218,037,455	\$ 233,191,608	\$ -	\$ 12,142,610	5.49%



Full & Part Time Wages

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



Fire Service Expansion

Adds 16 full time firefighters to the existing 12 full time 8th district firefighters, in addition to the transfer of other existing 8th District staff to Town employment.



Tax District Merger

A number of costs previously budgeted in the Fire District budgets will now be budgeted in various places in the General Fund, including facilities, insurance, and retiree benefits.



Fire Capital

This proposal assumes Fire Department capital costs and interfund debts will be covered with net reserves transferred from the districts to the General Fund.



Pension & Retiree Health

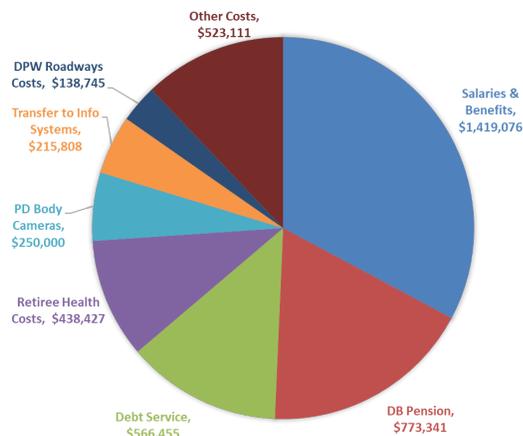
These costs increase as a result of actuarial analysis of the Town's reserves and investments.



Debt Service

New bonds were issued in 2023 to cover costs relating to school construction, public works infrastructure, historic preservation, and library pre-construction costs.

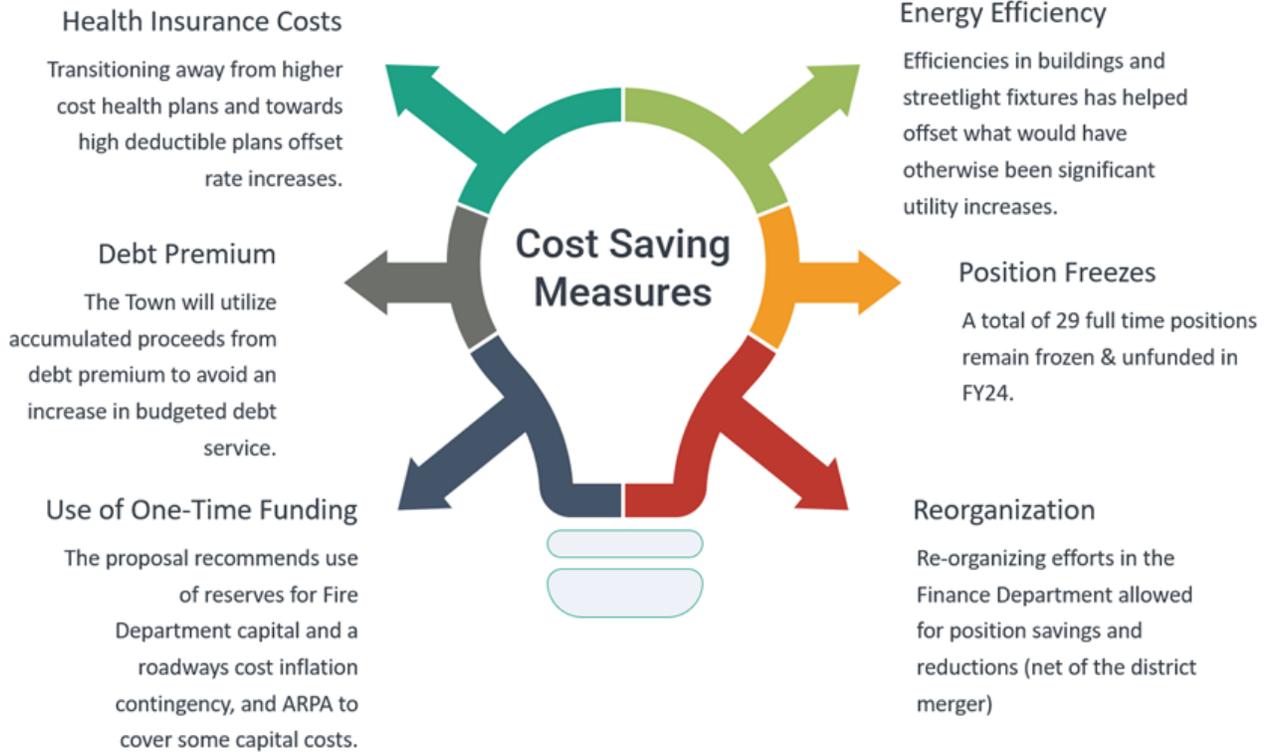
General Fund (non-Education) Significant Increases, Net of Merger:



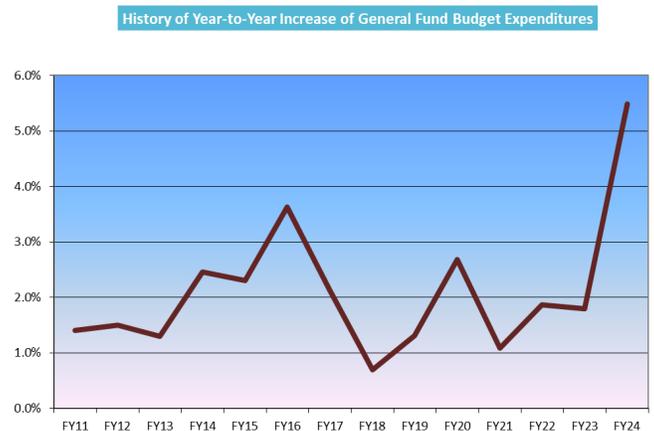
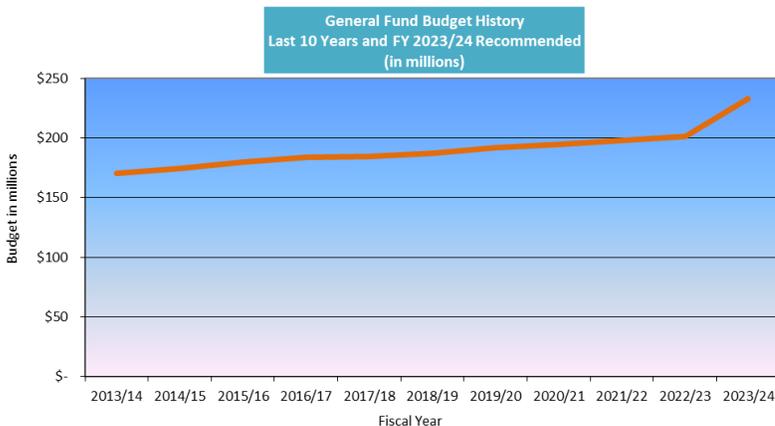
BUDGET YEAR- GENERAL FUND

Cost Saving Measures

Every year, the budget & management team and directors take every effort to identify cost-saving measures to minimize tax increases to the residents of Manchester. Cost-saving measures incorporated into the FY2023/24 budget include the following:



Cost saving measures have been sought out every year to keep year-to-year increases in expenditures as minimal as possible while still providing quality services to its residents. The following graphs depict General Fund expenditures and percent increases to expenditures in recent history; the graph to the left shows the total General Fund increasing as a result of merging with the Fire Fund, while the graph on the right indicates year-to-year increase compared to the current year combined General Fund & Fire Fund budgets.



BUDGET YEAR- OTHER FUNDS

Expenditure Summary

The following table provides a breakdown of the FY24 Recommended budget for major budgeted funds besides the General Fund:

	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over Current Adopted	Percent Change
OTHER BUDGETED FUNDS:							
FIRE FUND	\$ 18,104,225.04	\$ 19,470,863.00	\$ 19,441,535.96	\$ -	\$ -	\$ (19,470,863)	-100.00%
INFORMATION SYSTEMS FUND	\$ 2,031,454.50	\$ 2,266,267	\$ 2,069,587	\$ 2,609,427	\$ -	\$ 343,160	15.14%
WATER FUND	\$ 7,869,802.72	\$ 9,005,828	\$ 8,850,721	\$ 10,164,019	\$ -	\$ 1,158,191	12.86%
SEWER FUND	\$ 6,933,256.70	\$ 10,185,014	\$ 10,139,007	\$ 11,533,925	\$ -	\$ 1,348,911	13.24%
SANITATION FUND	\$ 8,316,344.58	\$ 8,049,543	\$ 8,862,429	\$ 8,604,562	\$ -	\$ 555,019	6.90%



The Fire Fund merges with the General Fund in FY24 and ceases to be a separate Town fund. Fire costs are now reflected in Public Safety, as well as some costs in Fixed/Miscellaneous and Building Maintenance.



The FY24 IS budget increases to reflect the full annual cost for the Town's MS365 operating system, which was covered with federal ARPA grant funds in the current year.



Increase is largely driven by change in how financing costs for notes are budgeted. Net of this, costs increase 7.24% as a result of cost inflation and new infrastructure loans.



Increase is largely driven by change in how financing costs for notes are budgeted. Net of this, costs increase 8.86% as a result of cost inflation and additional staffing relating to the 8th District merger.



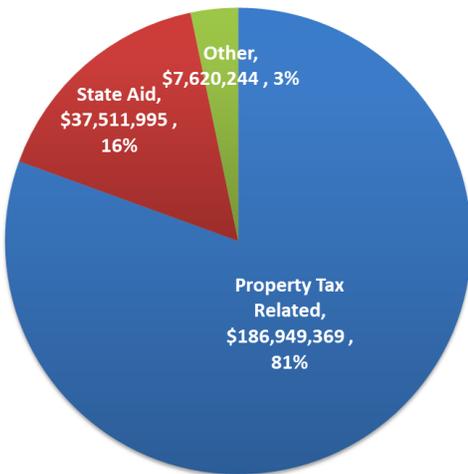
Sanitation expenses include 5% inflation for the curbside contract and the establishment of a full-time position to manage litter abatement efforts.

BUDGET YEAR- GENERAL FUND

Revenues

The following table provides a breakdown of the sources of funding for the FY 2023/24 Recommended budget:

	Collected 2021/22	Adopted Projection 2022/23	Revised Estimate 2022/23	Manager's Projected 2023/24	Adopted Projection 2023/24	Change Over Current Year	Percent Change
GENERAL RELATED							
Property Taxes	151,707,537.94	155,334,821	155,334,821	186,949,369	-	31,614,548	20.35%
Permits, Licenses, Fees	3,102,499.37	2,485,000	2,491,400	2,780,500	-	295,500	11.89%
Charges for Services	517,665.12	425,600	448,321	975,000	-	549,400	129.09%
State and Federal Grants	5,180,814.84	6,877,506	8,256,713	6,732,895	-	-144,611	-2.10%
Income from Assets	172,083.86	930,000	930,000	1,130,000	-	200,000	21.51%
Interfund Transfers	1,915,099.87	1,922,008	1,907,008	1,579,744	-	-342,264	-17.81%
Miscellaneous Income	238,590.14	134,100	134,100	240,000	-	105,900	78.97%
Total Non-Education	162,834,291.14	168,109,035	169,502,363	200,387,508	-	32,278,473	19.20%
EDUCATION RELATED							
Charges for Services	24,407.42	200,000	200,000	25,000	-	-175,000	-87.50%
State and Federal Grants	30,718,250.00	30,769,100	30,769,100	30,779,100	-	10,000	0.03%
Total Education Revenue	30,742,657.42	30,969,100	30,969,100	30,804,100	-	-165,000	-0.53%
Use of Fund Balance	-	2,500,000	0	2,000,000	-	-500,000	-20.00%
GENERAL FUND TOTAL	193,576,948.56	201,578,135	200,471,463	233,191,608	-	31,613,473	15.68%

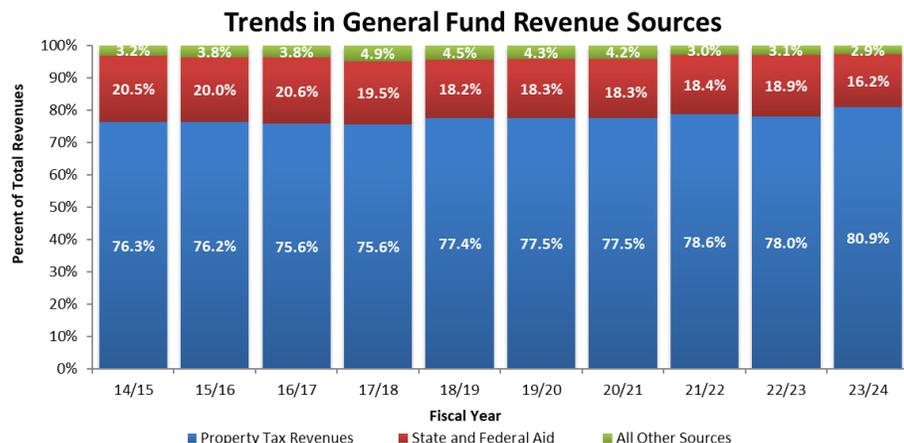


Revenue Sources

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

81% reliance on property taxes

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



GENERAL FUND

State Aid Revenue

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

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

State Aid to Manchester- General Fund

Grant	FY22 Budget	FY22 Actual	FY23 Adopted	FY24 Projected	Change from Current Year
PILOT Tiered Reimbursement	\$ 980,303	\$ 980,303	\$ 980,303	\$ 699,203	\$ (281,100)
Pequot	\$ 412,450	\$ 412,450	\$ 412,450	\$ 412,450	\$ -
Education Cost Sharing	\$ 32,120,309	\$ 30,550,105	\$ 30,619,100	\$ 30,619,100	\$ -
Town Aid Road	\$ 643,681	\$ 643,903	\$ 643,903	\$ 656,229	\$ 12,326
Grants for Municipal Projects	\$ 1,506,098	\$ 1,912,643	\$ 1,912,643	\$ 1,912,643	\$ -
Municipal Stabilization Grant	\$ 780,354	\$ 780,354	\$ 780,354	\$ 780,354	\$ -
Motor Vehicle Tax Cap Grant- Gen Fund			\$ 1,712,853	\$ 1,837,016	\$ 124,163
Motor Vehicle Tax Cap Grant- Fire Fund			\$ 1,603,009	\$ -	\$ (1,603,009)
Total General Fund- Grant Only	\$ 36,443,195	\$ 35,279,758	\$ 38,664,615	\$ 36,916,995	\$ (1,747,620)

State Aid to Manchester- Other

Grant	FY22 Budget	FY22 Actual	FY23 Adopted	FY24 Projected	Change from Current Year
Adult Education	\$ 780,489	\$ 780,489	\$ 772,424	\$ 790,094	\$ 17,670
LoCIP	\$ 436,745	\$ 436,745	\$ 432,400	\$ 449,067	\$ 16,667
Alliance (Board of Education)	\$ 9,133,576	\$ 9,133,576	\$ 10,515,404	\$ 12,296,563	\$ 1,781,159
Total, Non-General Fund	\$ 10,350,810	\$ 10,350,810	\$ 11,720,228	\$ 13,535,724	\$ 1,815,496

State Aid in FY 2023/24 decreases by about \$1.75M compared to the current year budget. The FY2022/23 budget included Motor Vehicle Tax Cap grant revenue, which estimates how much tax levy a Town will lose as a result of motor vehicle taxes being capped at 32.46 mills. Because of last year's revaluation and the resulting mill rate drop, less money will be made available for the soon-to-be-merged General & Fire funds. A decrease is also seen in the PILOT line, associated with loss of reimbursement for Manchester Memorial Hospital. Alliance grant funding increases by \$1.8M but this funding is directed to the Board of Education and can only be used for educational programming.

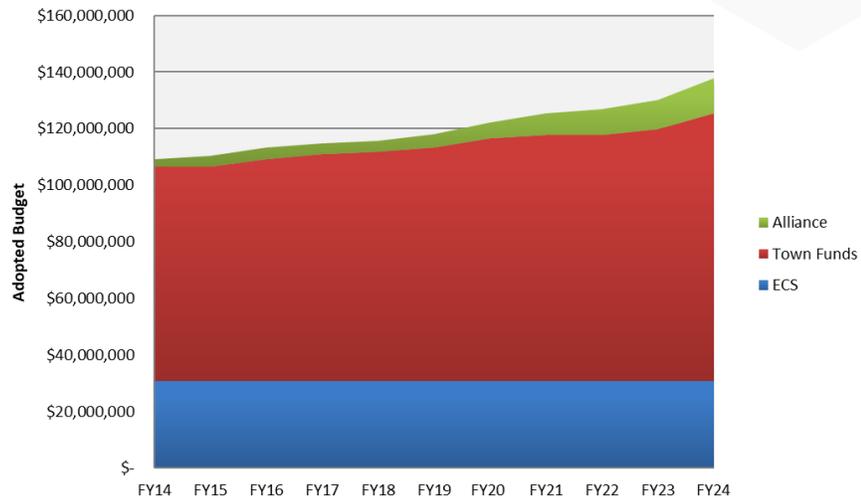
GENERAL FUND

State Aid History

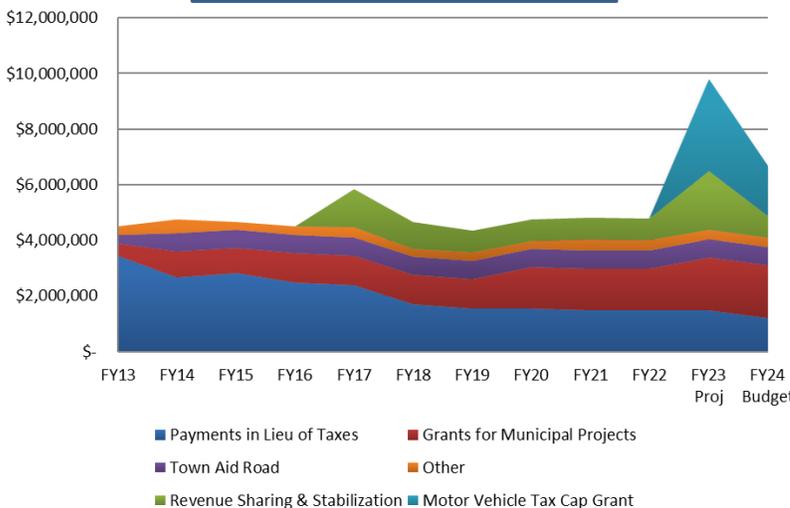
Education Cost Share

The largest component of the Town's State Aid revenue is the Education Cost Share (ECS) Grant, representing the State's share of education costs. As an Alliance District, all formula increases to the ECS grant come in the form of increases to the Alliance Grant, which is channeled directly to the Board of Education and cannot be taken as revenue to the General Fund. Since baseline ECS has been held flat since FY12, property taxes have had to cover an increasing proportion of educational costs vs state aid.

Manchester Education Funding- 10 Year History



General Fund Non-Education State Aid History



Other State Aid Revenues

Historically the largest category of State Aid besides ECS was payments in lieu of taxes (PILOTs), which is when the State provides a reimbursement for property that is deemed tax-exempt by statute. The State's rollback of the Manufacturers Inventory PILOT in FY12-14 started a trend of reductions & eliminations in this area, which was eventually made up for in FY17 with the introduction of revenue sharing & stabilization grants. The Motor Vehicle Tax Cap grant was introduced in FY23 to make up for revenue the Town loses as a result of the tax cap placed on motor vehicles, which decreases in FY24 due to last year's revaluation.

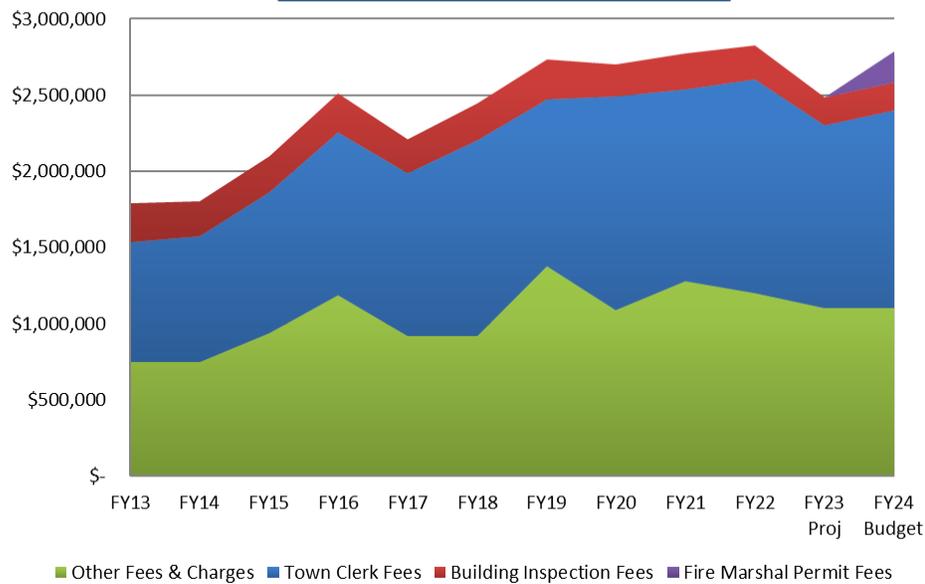
GENERAL FUND

Fee Revenues

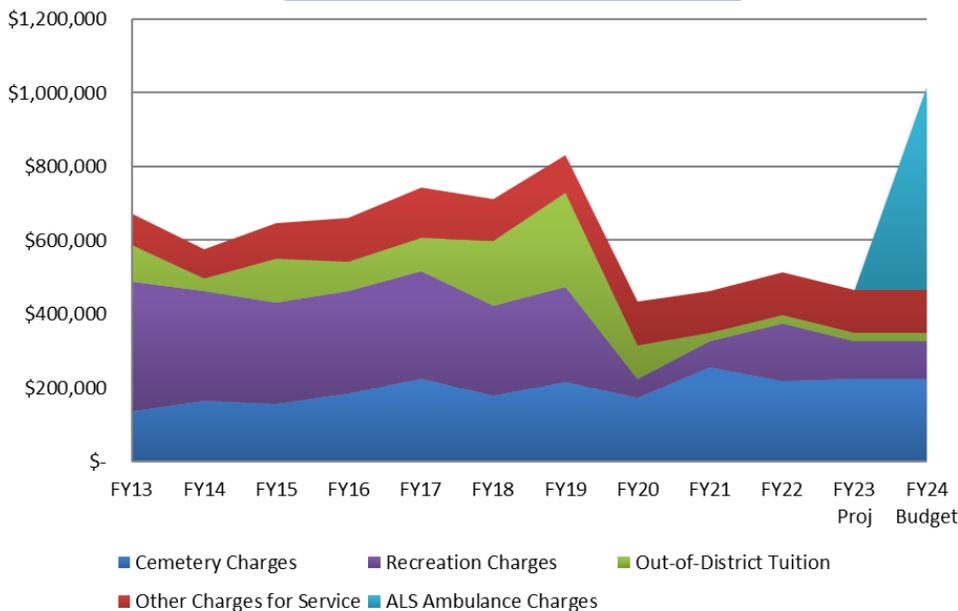
Permits, Licenses & Fees

The largest sources of permit license & fee revenue for the Town of Manchester relate to Town Clerk fees (for land records, birth certificates, etc) and Building Inspection fees (for certificates of occupancy & other building permits). Both of these revenue sources have grown over the last decade following the economic crisis of 2008, with some impact in '20-'21 due to Covid. The FY2022/23 budget removes library fines, as these often impact lower income residents disproportionately. Fire Marshal permit revenues are added in FY24 due to the merger of the General & Fire funds.

General Fund Permit License & Fee History



General Fund Charges for Service History



Charges for Service

Charges collected for programs were significantly impacted during Covid. In FY23, recreation charges for programs other than summer camps was eliminated to allow for programming at no cost. Out-of-district tuition decreased significantly during Covid and has not rebounded. In FY24, ALS (ambulance) charges are added as a result of the merger between the General Fund & Fire Fund.

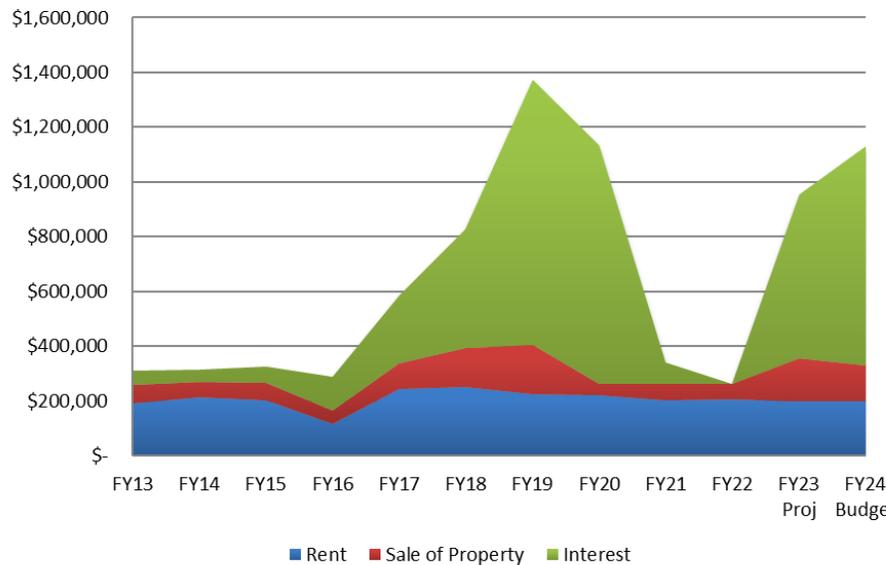
GENERAL FUND

Other Revenues

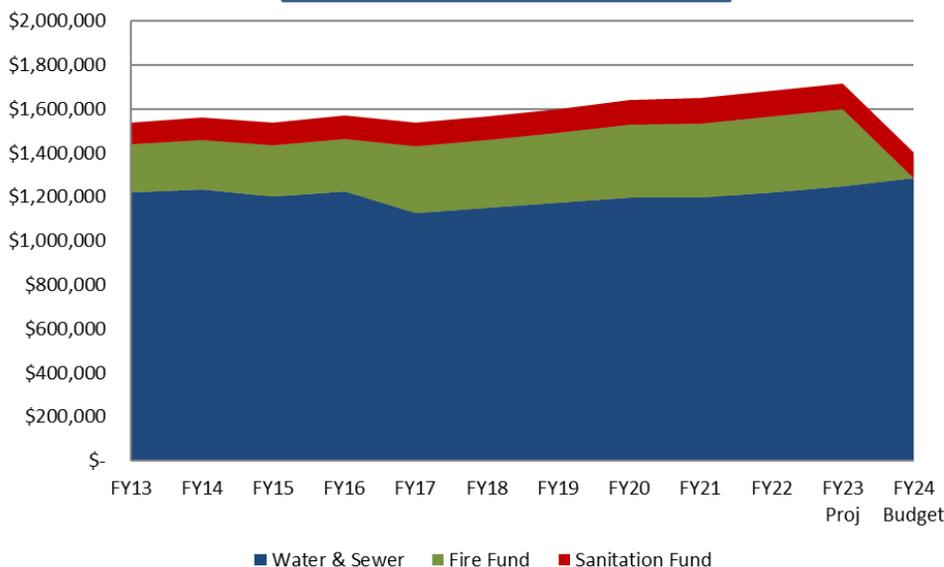
Income from Assets

The Town utilizes interest earnings on its cash assets as a revenue for the General Fund. These are perhaps the most elastic source of revenue, meaning that fluctuations in the economy have a substantial impact on earnings. Recent years saw significant increases to interest revenues, but the economic downturn in early 2020 caused interest rates to drop substantially; the FY23 and FY24 budgets assume some rebound in interest earnings based on projections from the Finance Department. Rental income includes income received from non-Town tenants in Town-owned buildings, as well as revenue received from cell phone service providers to allow use of Town buildings & properties for placement of cell phone towers.

General Fund Income from Assets History



General Fund Interfund Transfers History



Interfund Transfers

The General Fund receives reimbursements from other Town funds to compensate for services provided, such as accounting, human resources, building maintenance, etc. The Water & Sewer funds also provide for a share of Engineering costs to reflect work performed by Engineering for Water & Sewer projects. In FY24, the transfer from the Fire Fund is eliminated as a result of the merger of the two funds.

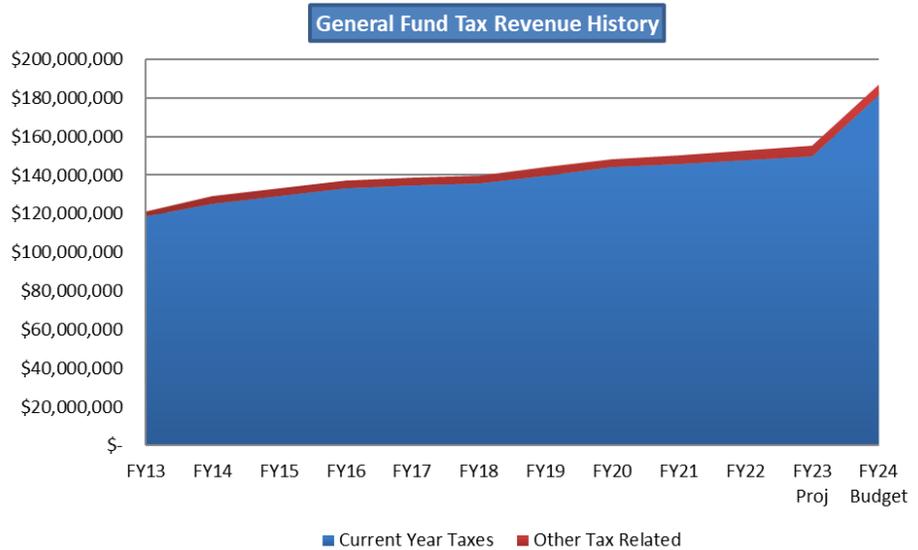
GENERAL FUND

Property Taxes

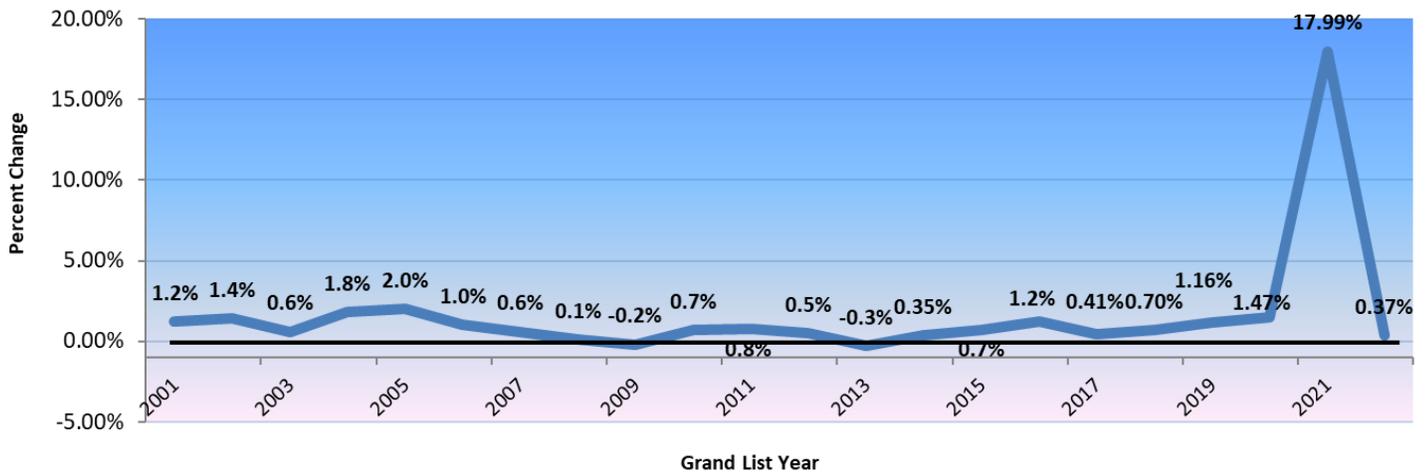
Property tax revenue is relied on to make up the difference between all of the other non-tax revenue sources, and the total amount needed to fund all the services the Town provides. Every effort is made to minimize expenses and optimize other revenue sources so that increases to taxes are the last resort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

Tax Levy

For FY2023-24, the General Fund will be levying taxes to cover all Fire-EMS services following the dissolution of the two separate fire special taxing districts, resulting in a sharp increase in tax revenue for the General Fund. This will be offset by taxpayers no longer receiving separate tax bills for fire service.



Percent Growth in Taxable Grand List



Grand List

In 2021, a revaluation of taxable property was conducted, which yielded an 18% increase to the taxable Grand List. Since the tax levy required to fund Town services only goes up by less than 4%, a lower tax (mill) rate was imposed. In FY24, the real estate & personal property Grand List grew by 0.37%, which provided an additional \$625,000 in tax revenue.

GENERAL FUND

Mill Rate

General Fund Mill Rate Increases, FY14-FY24



FY23 Adopted mill rate is equalized for a 0.5% growth in Grand List, vs actual growth of 18%.
 FY24 increase is relative to combined General Fund & South Manchester Fire District mill rates.

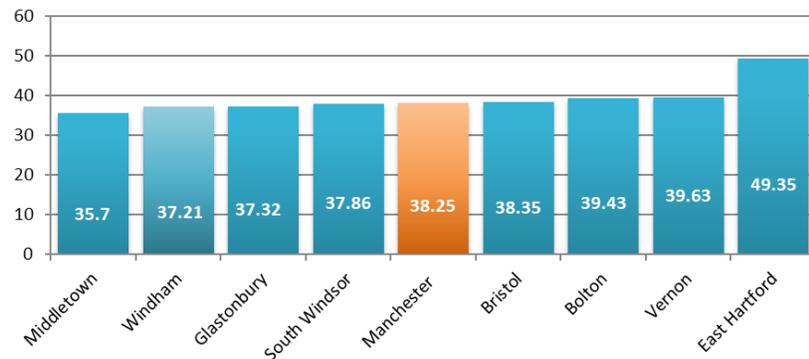
The FY24 mill rate reflects a \$1.5M reduction in State Aid, as well as a 4.81% increase in education costs, 4.84% increase to town operations, 4.09% increase in debt, and 9.62% increase to fixed benefit & insurance costs.

38.25 **Recommended**
Town-wide mill rate
 (+5.90% vs FY23
 general & fire funds)

Comparison to Other Towns

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

Mill Rate Comparison to Nearby/ Comparable Towns



Source: CT Office of Policy & Management FY2022 Mill Rates

Taxes Paid by All Manchester Residents (General Fund, vs FY23 GF + SMFD)

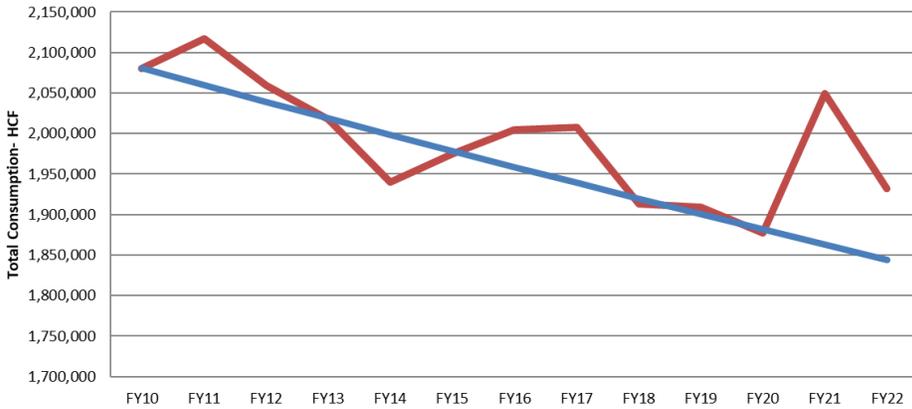
Market Value	Assessed at 70%	Current Tax	New Tax	Change in Tax
\$180,000	\$126,000	\$4,551	\$4,820	\$269
\$225,000	\$157,500	\$5,689	\$6,024	\$335
\$325,000	\$227,500	\$8,217	\$8,702	\$485

Cost to Taxpayers

The table above shows the impact of the new mill rate on residents in what is currently the South Manchester Fire District. Residents currently in the 8th Utilities District will have a somewhat lower increase to their property taxes but will begin receiving sewer use charges as part of their water bills, since sewer charges for 8th District residents has heretofore been paid through their district property taxes.

WATER & SEWER Revenue

Water Consumption History



8%
recommended
water rate
increase

8%
recommended
sewer rate
increase

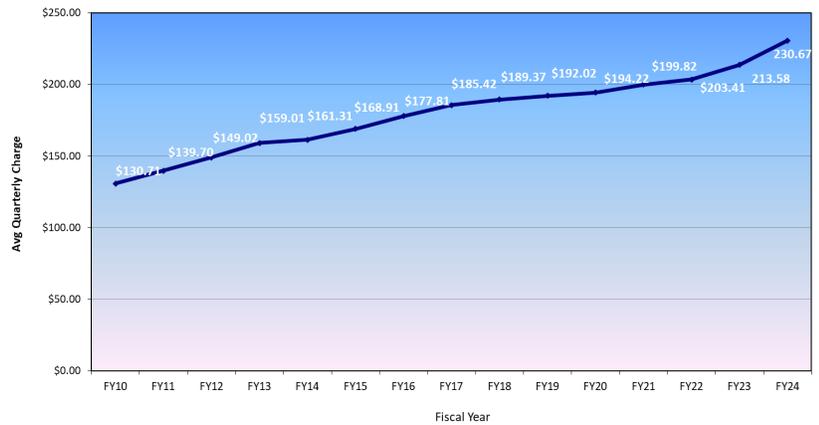
Rate Increases

Water & Sewer rates have been held relatively flat for several years. Downward consumption trends in conjunction with growing capital needs, and high cost contaminant abatement mandates require that rates begin to increase at higher rates, as indicated in long-range projections presented in previous budgets. Recent unprecedented inflation of chemical & supply costs as well as new mandates compounds the need for additional revenue.

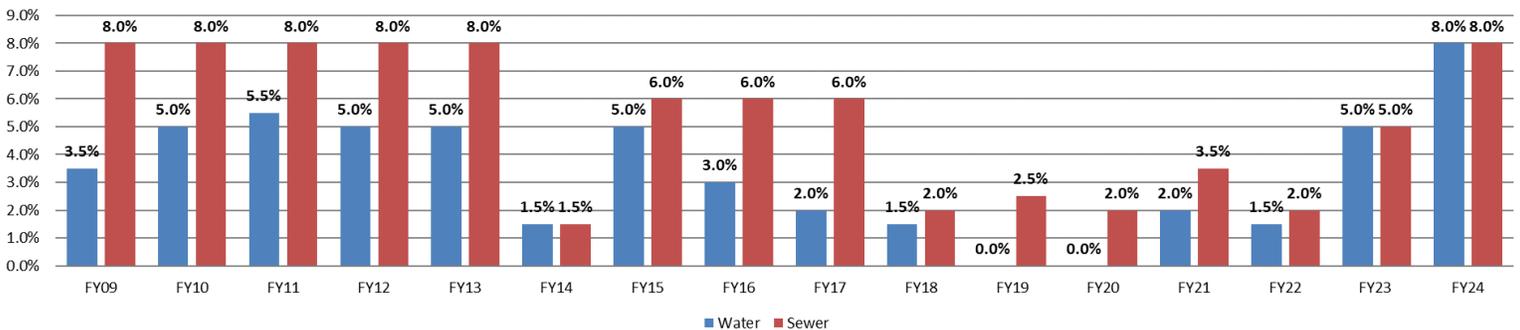
Consumption Trends

Over the last ten years, consumption has trended downward steadily at an average of -1% per year. While people using less water is a positive development from an environmental perspective, it leads to a reduction in usage fee revenue. At the same time revenues are decreasing from lower usage, the costs of operating the water & sewer utilities continues to increase with inflation, infrastructure needs & addressing environmental issues. FY21 & FY22 showed some abatement of this trend; it is uncertain whether the reduction in consumption will level off.

Average Household Quarterly Charges for Water and Sewer Service



Water & Sewer Adopted Rate Increase History

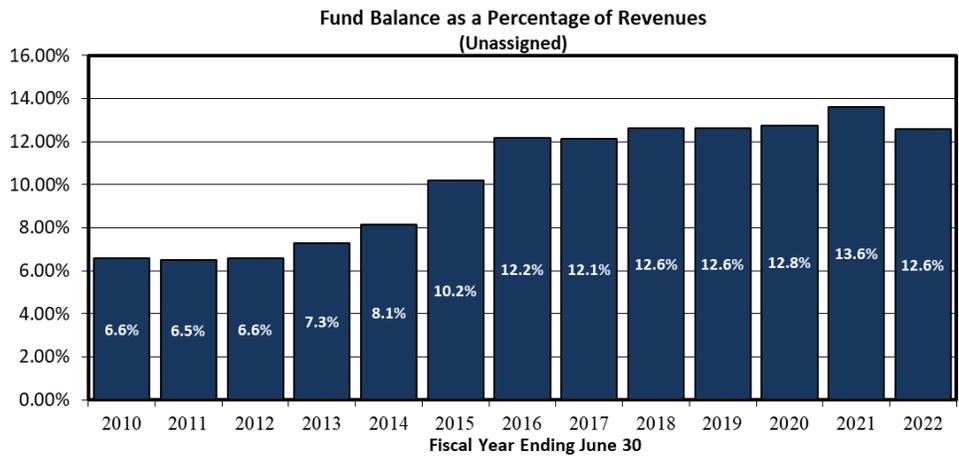


FUND BALANCE & Cash Assets

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

General Fund Balance

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



Fire Fund Undesignated Fund Balance, 2012-2022



Fire Fund Balance

Following the merger of the fire districts, the available reserves will be transferred to the General Fund. Since the General Fund expenditures will now include the merged fire department's budget, some portion of those reserves will need to be retained to keep reserve levels within the desired percent of operations.

Water & Sewer Net Cash Position

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

LONG RANGE

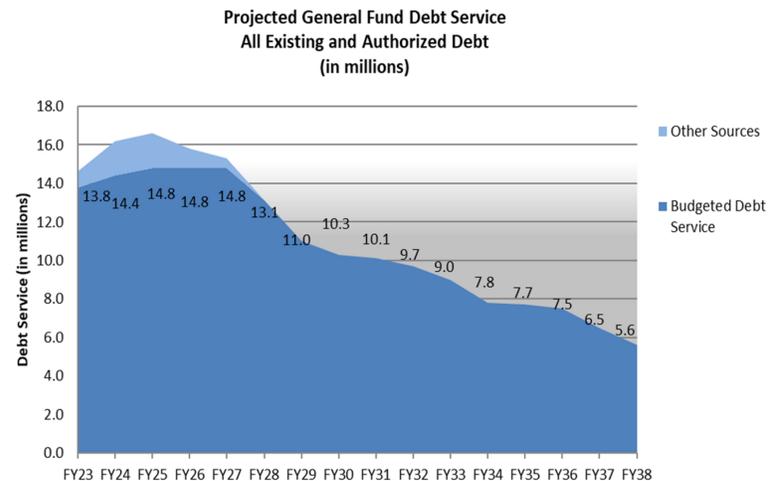
Planning & Forecast

General Fund Outlook

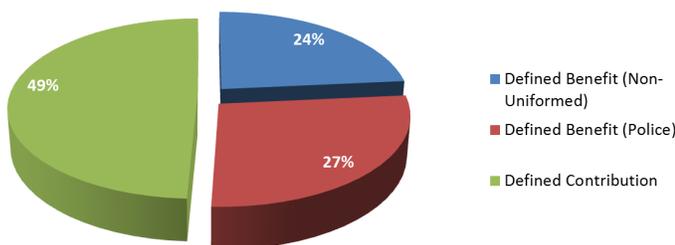
Moreso than any other fund, the general fund's future revenues and expenses depend on the priorities and decisions of future boards, and ultimately, the residents of Manchester. Projecting the General Fund's future budgets and taxes is therefore presumptive, but there are known factors that will affect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

Debt Service

Debt service will be a significant driver in upcoming years. In 2019, \$47M in borrowing was approved for school reconstruction, and another \$39M was approved for a library in 2022; those bonds will be issued over the course of the next 8 years or so. The graph to the right shows projected debt service on existing authorizations. Future authorizations, including the biennial public works infrastructure bonds, public building renovations, library expansion, etc will add to these amounts.



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



Personnel Costs

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

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

Revenues

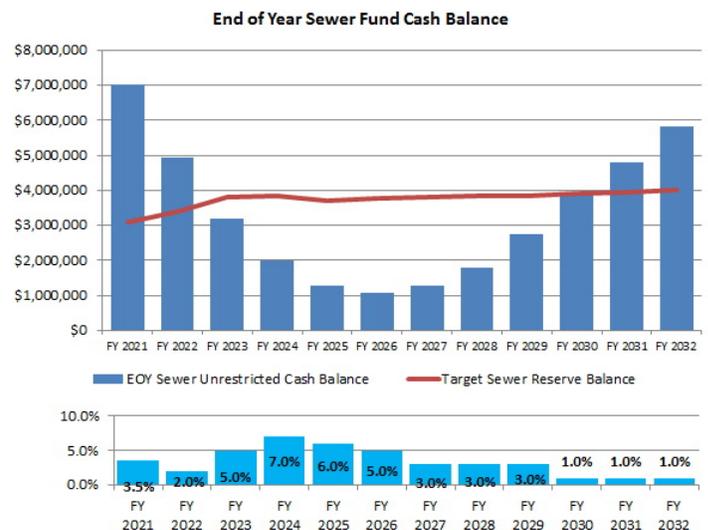
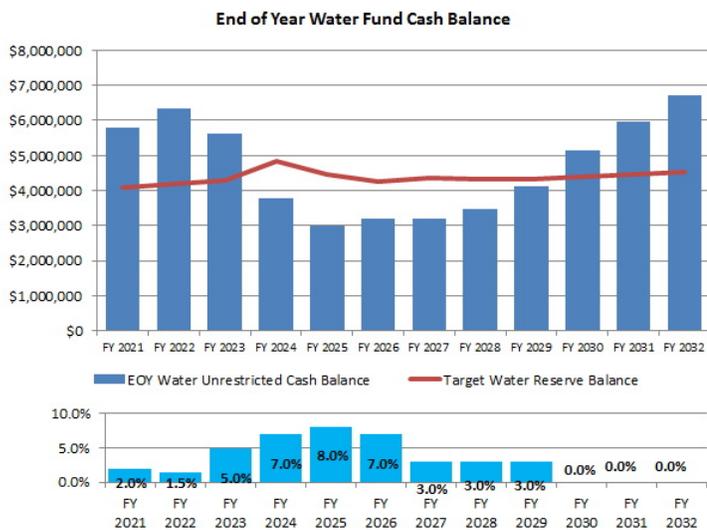
Property taxes are the largest source of revenue, with State Aid accounting for the bulk of the remainder. Difficult economic conditions can impact both of these revenue sources through loss of grand list value or State Aid cuts, factors which all towns must contend with. Careful financial management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

ENTERPRISE FUND

Planning & Forecast

Water & Sewer

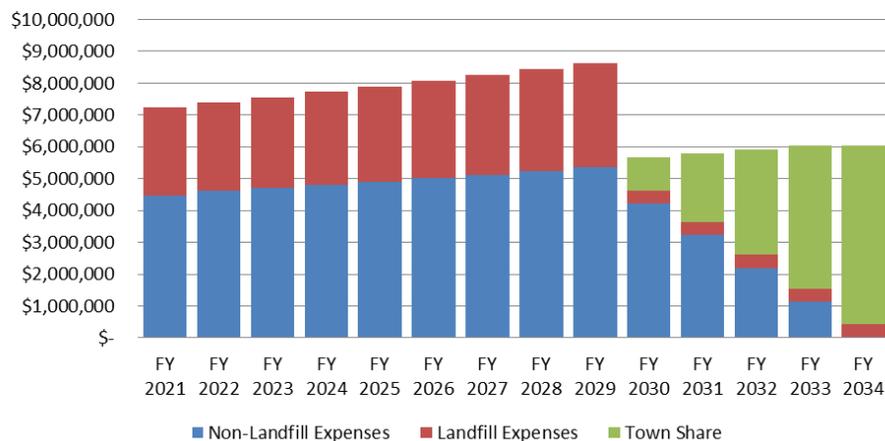
The water & sewer funds are public utilities with operations that rely primarily on user charges. Water & sewer rates are set with the intention of ensuring these utilities have enough cash resources to cover 6 months of operating costs, and to ensure the operation has enough budgetary resources to meet all environmental standards and keep up with aging infrastructure. Rate increases are projected over the next decade to keep pace with capital needs & declining consumption levels. The following graphs reflect estimates several years old (new rate study currently underway), but it is expected that the need for rate increases will be significantly higher based on new mandated abatement projects and severe inflation not factored into these projections. Increases of 8% are recommended in the meantime simply to keep pace with inflation.



Sanitation Fund

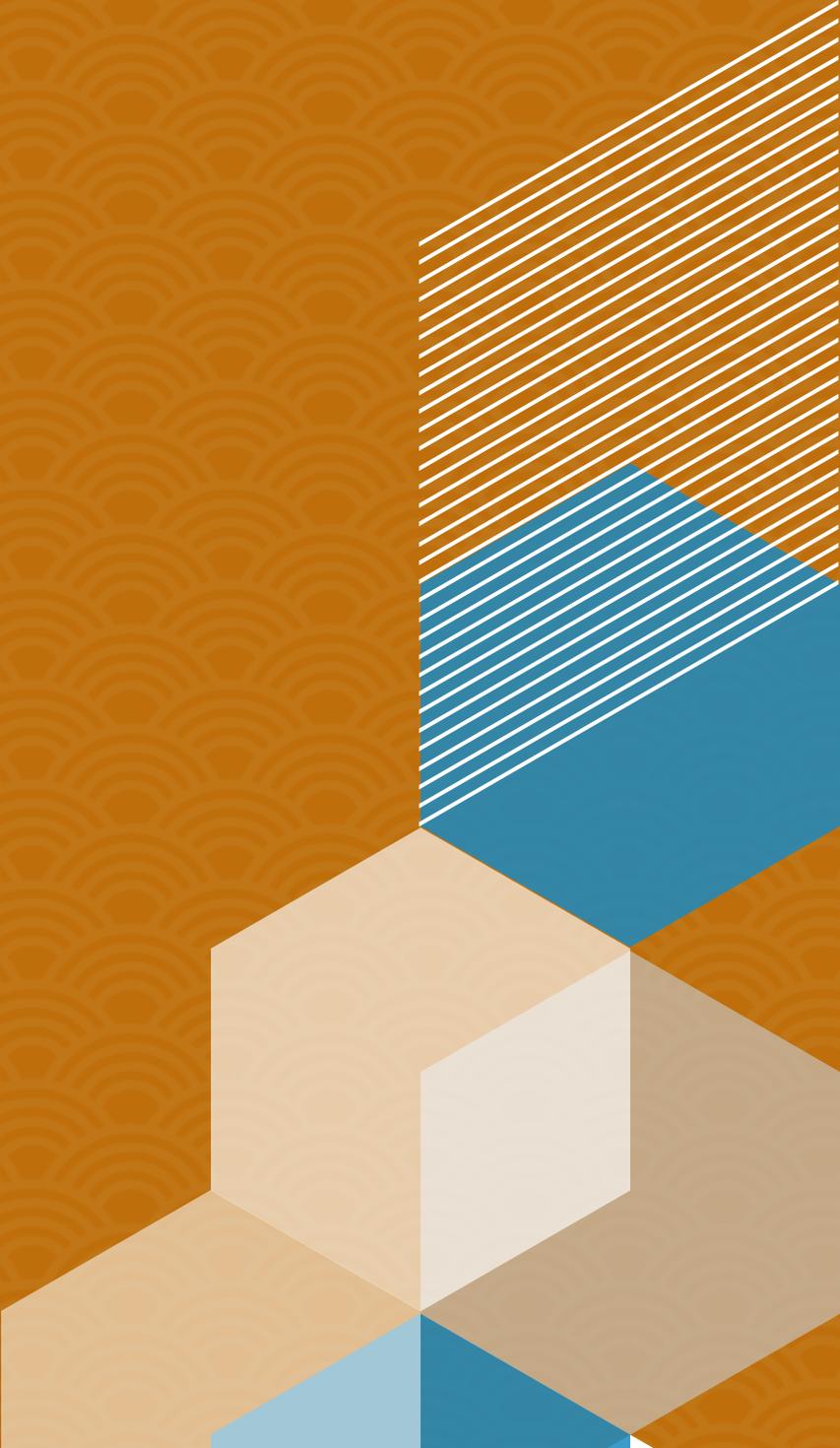
The Sanitation Fund uses revenues from landfill fees to fund curbside refuse collection for the Town, as well as the leaf vacuuming program and operation of the landfill itself. Once the landfill reaches its capacity limit, currently estimated around 2030, the landfill will no longer be generating revenues,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

Sanitation Expenditures- 15 Year Projection



Department Budget

Detail

- General Government
 - Public Works
 - Public Safety
 - Human Services
 - Leisure Services
 - Education
 - Fixed/Miscellaneous
 - Water & Sewer
 - Sanitation
 - Other Budgeted Funds
- 



Recommended Budget

Town of Manchester,
Connecticut

FY 2023-24

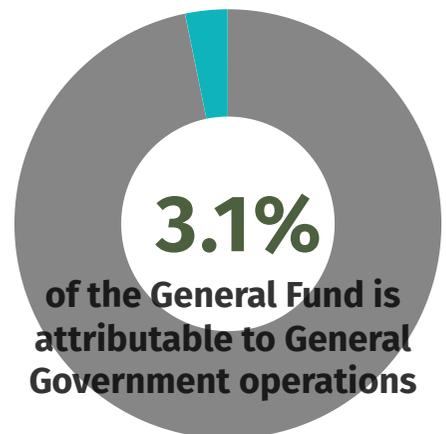
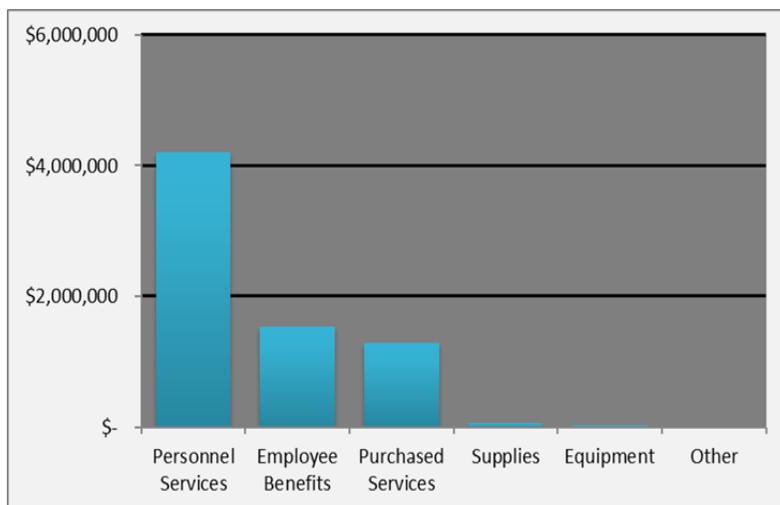
General Government



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

Summary of Department Budgets

	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over Current Adopted	Percent Change
GENERAL GOVERNMENT							
Board of Directors	\$ 293,825.32	\$ 360,588	\$ 361,609	\$ 397,592	\$ -	\$ 37,004	10.26%
Town Manager	\$ 528,500.24	\$ 769,503	\$ 657,713	\$ 801,843	\$ -	\$ 32,340	4.20%
Budget & Research Office	\$ 142,070.57	\$ 258,942	\$ 265,378	\$ 221,030	\$ -	\$ (37,912)	-14.64%
Human Resources	\$ 415,831.22	\$ 423,443	\$ 393,385	\$ 477,457	\$ -	\$ 54,014	12.76%
Customer Service/Info Office	\$ 170,817.43	\$ 174,368	\$ 175,213	\$ 177,914	\$ -	\$ 3,546	2.03%
Finance Admin & Accounting	\$ 830,026.37	\$ 825,457	\$ 838,010	\$ 970,068	\$ -	\$ 144,611	17.52%
Assessment*	\$ 998,704.05	\$ 1,062,942	\$ 855,407	\$ 663,147	\$ -	\$ (399,795)	-37.61%
Collection	\$ -	\$ -	\$ -	\$ 468,886	\$ -	\$ 468,886	
Purchasing	\$ 611,600.13	\$ 651,915	\$ 697,596	\$ 638,581	\$ -	\$ (13,334)	0.00%
Planning and Economic Devel.	\$ 777,349.73	\$ 821,063	\$ 789,084	\$ 915,079	\$ -	\$ 94,016	-2.05%
Town Clerk	\$ 459,466.15	\$ 501,644	\$ 494,819	\$ 546,667	\$ -	\$ 45,023	11.45%
Registrars	\$ 288,380.64	\$ 365,792	\$ 367,914	\$ 368,400	\$ -	\$ 2,608	8.98%
Town Attorney	\$ 444,594.27	\$ 415,459	\$ 443,374	\$ 417,211	\$ -	\$ 1,752	0.71%
Probate Court	\$ 39,911.63	\$ 44,568	\$ 44,359	\$ 46,700	\$ -	\$ 2,132	0.42%
TOTAL	\$ 6,001,077.75	\$ 6,675,684	\$ 6,383,861	\$ 7,110,575	\$ -	\$ 434,891	6.51%



Total Budget
\$7,110,575



Increase
\$434,891



Percent Increase
6.51%

BOARD OF DIRECTORS

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	70,081.52	82,336	88,730	120,539		38,203	46.40%
Employee Benefits	29,500.16	35,566	30,192	39,367		3,801	10.69%
Purchased Services	191,921.78	232,686	232,686	227,686		(5,000)	-2.15%
Supplies	2,321.86	5,000	5,000	5,000		-	0.00%
Equipment	-	5,000	5,000	5,000		-	0.00%
Other	-	-	-	-		-	-
TOTAL BOARD OF DIRECTORS	293,825.32	360,588	361,609	397,592	-	37,004	10.26%

Personnel & Employee Benefits:

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

- \$25,000 is added for a clerical assistant
- Full time salaries are increased to allow for the reclassification of the existing vacant Executive Assistant position, the duties of which are to be determined.

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
Executive Assistant	0.25	0.25	0.25	0.25	0.25
Confidential Executive Secretary	1.00	1.00	1.00	1.00	1.00
TOTAL BOARD OF DIRECTORS FT STAFF	1.25	1.25	1.25	1.25	1.25

Part Time Positions	Budgeted Hours 2022/23	Full Time Equivalents	Budgeted Hours 2023/24	Full Time Equivalents	Change in FTE's
Clerical Assistant	-	0.00	1,040	0.50	0.50
TOTAL BOARD OF DIRECTORS PT STAFF	-	-	1,040	0.50	0.50

BOARD OF DIRECTORS

Purchased Services and Supplies:

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

- A reduction of \$5,000 due to the elimination of a one-time expense for bicentennial planning, which has been funded in-full.

TOWN MANAGER'S OFFICE

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended	Adopted	Estimated	Manager's	Adopted	Change Over	Percent Change
	2021/22	2022/23	2022/23	2023/24	2023/24	2022/23 Adopted	
Personnel Services	388,529.84	540,031	432,463	532,168		(7,863)	-1.46%
Employee Benefits	98,945.49	135,570	128,013	163,725		28,155	20.77%
Purchased Services	32,193.72	91,362	94,497	103,410		12,048	13.19%
Supplies	2,573.24	2,540	2,740	2,540		-	0.00%
Equipment	6,257.95	-	-	-		-	
Other	-	-	-	-		-	
TOTAL TOWN MANAGER	528,500.24	769,503	657,713	801,843	-	32,340	4.20%

Personnel & Employee Benefits:

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

- A new full-time Civic Engagement Specialist is budgeted, which is offset by the elimination of part time funding.

Full Time Positions	Authorized	Authorized	Funded	Authorized	Funded
	2021/22	2022/23	2022/23	2023/24	2023/24
Town Manager	1.00	1.00	1.00	1.00	1.00
Deputy Manager	1.00	1.00	1.00	1.00	1.00
Executive Assistant	0.75	0.75	0.75	0.75	0.75
Communications Manager	1.00	1.00	1.00	1.00	1.00
Communications & Civic Engagement Specialist	0.00	0.00	0.00	1.00	1.00
Director of Operations (frozen/unfunded)	0.50	0.50		0.50	
TOTAL GENERAL MANAGER FT STAFF	4.25	4.25	3.75	5.25	4.75

TOWN MANAGER’S OFFICE

Part Time Positions	Budgeted		Budgeted		Change in FTE's
	Hours 2022/23	Full Time Equivalent	Hours 2023/24	Full Time Equivalent	
Communications & Marketing	1,040	0.50	-	0.00	-0.50
Communications Intern	333	0.16	-	0.00	-0.16
TOTAL TOWN MANAGER PT STAFF	1,373	0.66	-	0.00	-0.66

Purchased Services and Supplies:

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

- An additional \$12,480 budgeted for communications services, including photography/videography/editing services, software programs, and branding merchandise.

BUDGET & RESEARCH OFFICE

DESCRIPTION

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended	Adopted	Estimated	Manager's	Adopted	Change Over	Percent Change
	2021/22	2022/23	Expend. 2022/23	Recom. 2023/24	2023/24	2022/23 Adopted	
Personnel Services	88,184.02	170,856	176,314	143,023		(27,833)	-16.29%
Employee Benefits	32,445.80	62,540	63,518	49,052		(13,488)	-21.57%
Purchased Services	20,751.89	23,905	23,905	27,355		3,450	14.43%
Supplies	410.87	1,641	1,641	1,600		(41)	-2.50%
Equipment	277.99	-	-	-		-	
Other	-	-	-	-		-	
TOTAL BUDGET & RESEARCH	142,070.57	258,942	265,378	221,030	-	(37,912)	-14.64%

Personnel & Employee Benefits:

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

- Decrease reflects a reallocation that will budget the Work_Space Manager position out of the separate Work_Space fund.

Full Time Positions	Authorized	Authorized	Funded	Authorized	Funded
	2021/22	2022/23	2022/23	2023/24	2023/24
Budget Director	0.50	0.50	0.50	0.50	0.50
Assistant Budget Director	1.00	1.00	1.00	1.00	1.00
Grants Adm. Specialist (frozen/unfunded)	1.00	1.00	0.00	1.00	0.00
Work_Space Program Manager	0.50	0.50	0.50	0.00	0.00
TOTAL BUDGET & RESEARCH FT STAFF	3.00	3.00	2.00	2.50	1.50

BUDGET & RESEARCH OFFICE

Purchased Services and Supplies:

Covers office expenses, analytical tools & services relating to budget development and analysis with the following changes:

- Total increase of \$3,450 to professional development and mileage and transportation lines to facilitate training and conferences for the Assistant Budget Director position.

HUMAN RESOURCES

DESCRIPTION

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	177,068.27	167,694	149,429	196,061		28,367	16.92%
Employee Benefits	79,357.63	81,494	69,652	85,591		4,097	5.03%
Purchased Services	157,112.50	168,255	168,255	189,905		21,650	12.87%
Supplies	2,292.82	5,500	5,550	5,900		400	7.27%
Equipment	-	500	500	-		(500)	-100.00%
Other	-	-	-	-		-	
TOTAL HUMAN RESOURCES	415,831.22	423,443	393,385	477,457	-	54,014	12.76%

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions, with wage adjustments for the Human Resource Associate positions.

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
Human Resources Technician	2.00	2.00	2.00	2.00	2.00
HR & Diversity, Equity & Inclusion Program Mgr.	1.00	1.00	1.00	1.00	1.00
Deputy Director of HR & Labor Relations*	1.00	1.00	1.00	1.00	1.00
TOTAL HUMAN RESOURCES FT STAFF	4.00	4.00	4.00	4.00	4.00

HUMAN RESOURCES

Purchased Services and Supplies:

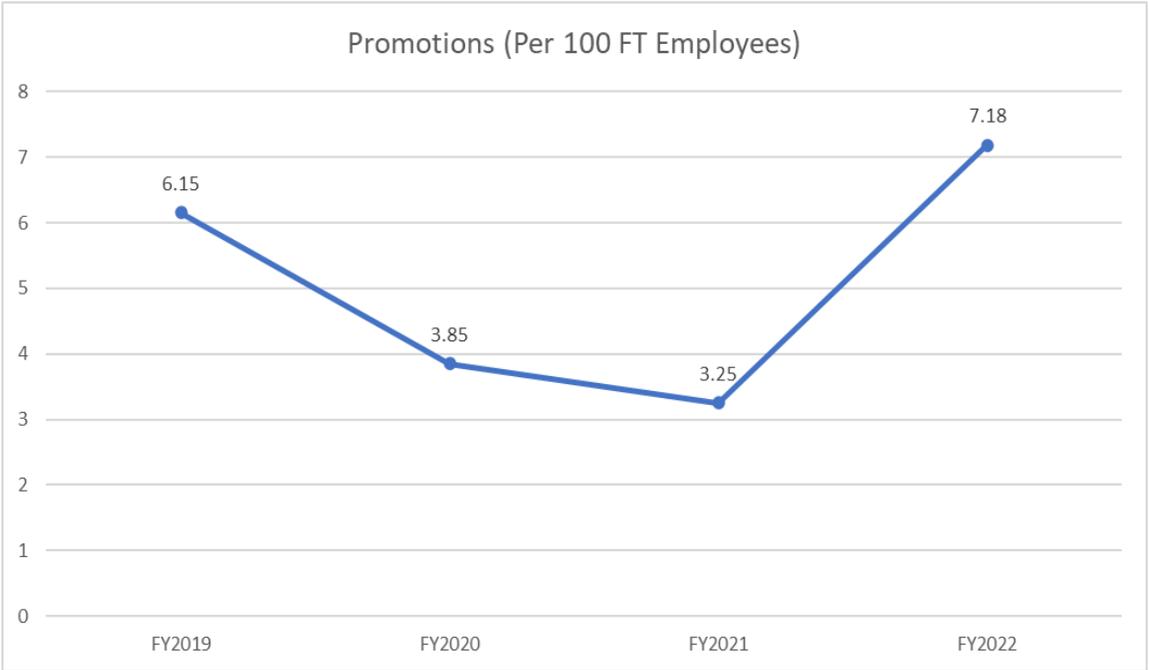
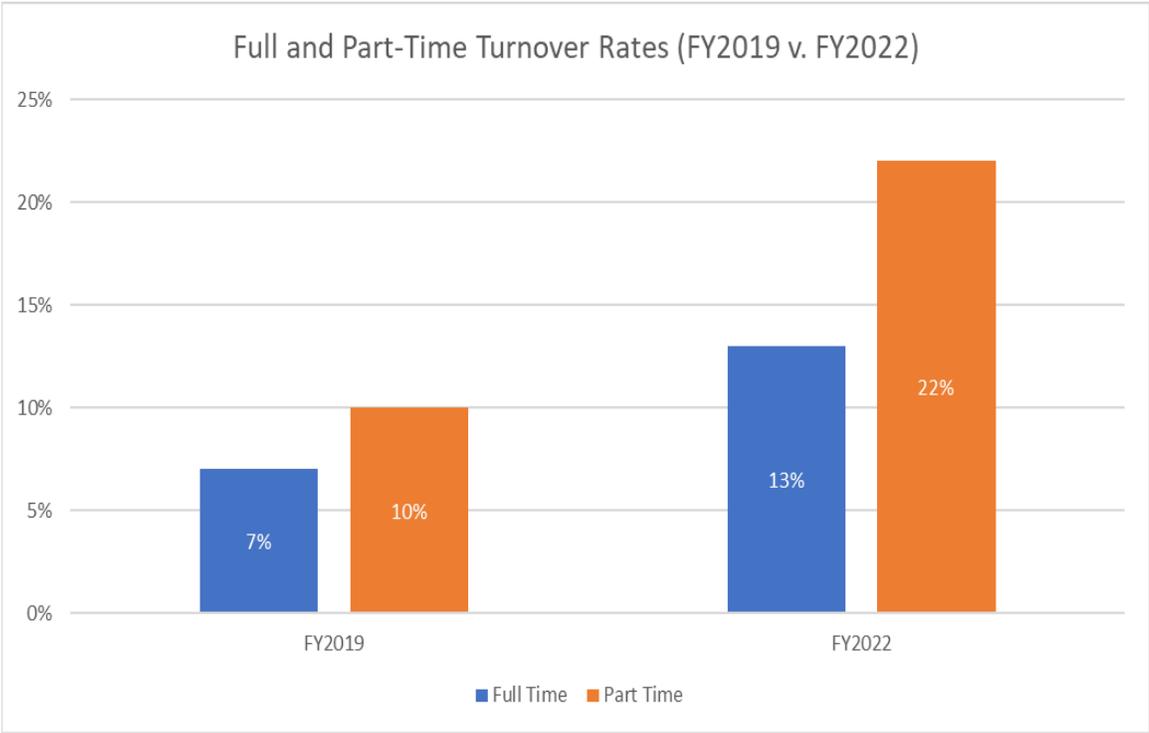
Covers the cost of office administration expenses for the Human Resources Office, services relating to collective bargaining & labor relations, and recruiting, employee testing services, with the following adjustments:

- An additional \$11,800 is provided for labor counsel costs due to an increase in negotiations scheduled for the upcoming year.
- An additional \$1,000 is provided for advertising costs due to an anticipated increase in vacancies and job postings.

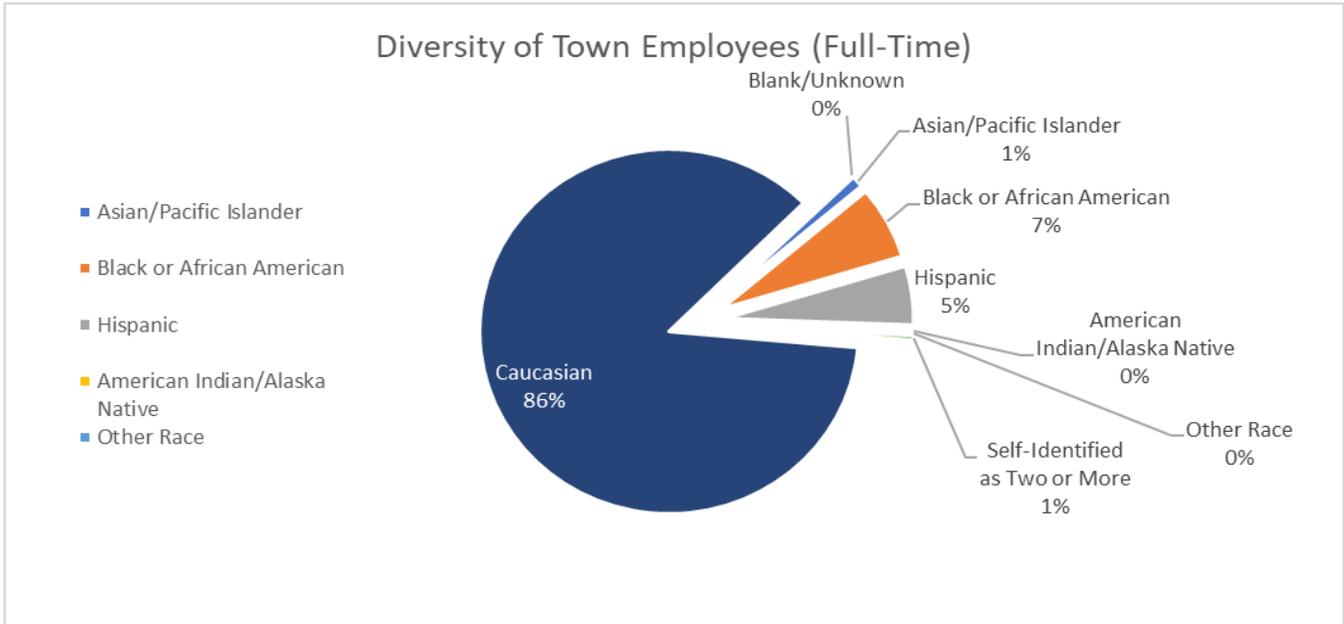
WORKLOAD STATISTICS

	FY2019	FY2020	FY2021	FY2022	Trend
Number of Employees Actively Employed (average)					
Full Time	487	496	488	475	
Part Time	138	146	133	139	
Temporary	25	23	25	35	
Recreation Seasonal	131	150	157	195	
Number of promotions	30	19	16	35	
Number of new recruitments	76	41	68	67	
Number of internal transfers	6	2	20	21	
Number of external hires	44	56	52	61	
Number of full-time orientations conducted	33	52	38	46	
Number of new hires reaching end of probationary period	33	41	36	40	
Promotions per 100 Full-Time Employees	6.15	3.85	3.25	7.18	
Turnover Rate					
Full Time	7%	7%		13%	
Part Time	10%	10%		22%	
Benefits Administration					
Number of employees currently enrolled: Active	464	473	453	430	
Number of employees currently enrolled: Retirees Under 65 - Employee Only	85	75	80	86	
Number of employees currently enrolled - Retirees Over 65 - Employee Only	269	280	279	288	
Number of spouses of retirees Under 65 - Currently Enrolled	68	59	60	73	
Number of spouses of retirees Over 65 - Currently Enrolled	149	152	145	134	
Number of dependents of retirees Under 65 - Currently Enrolled	17	19	16	16	
Number of new enrollments - Active	30	42	36	52	
Number of amendments - Active	131	151	178	217	
Number of discontinuations - Active	41	33	30	28	
Number of enrollments - Retiree	9	8	18	46	
Number of amendments - Retiree	55	53	40	74	
Number of discontinuations - Retiree	15	21	24	21	
Total Actions	281	308	326	438	
Number of unemployment claims processed	35	153	145	45	
Number of employee benefits issue contacts	40	46	151	21	
Number of worker's comp first reports of injury					
Incident Only	33	34	33	28	
Medical	33	30	21	31	
Lost Time	10	17	22	30	
Worker's Comp cases per hundred employees					
Incident Only	3.9	4.3	4.3	3.4	
Medical	3.9	3.8	2.7	3.7	
Lost Time	1.2	2.1	2.8	3.6	
Total Cases	9.1	10.1	9.8	10.7	

HUMAN RESOURCES



HUMAN RESOURCES



FT Hires					
Code	Ethnicity	FY20		FY22	
A	Asian/Pacific Islander	1	2.1%	1	2.0%
B	Black or African American	2	4.3%	8	16.3%
H	Hispanic	0	0.0%	6	12.2%
I	American Indian/Alaska Native	0	0.0%	0	0.0%
O	Other Race	0	0.0%	1	2.0%
T	Self-Identified as Two or More	1	2.1%	1	2.0%
W	Caucasian	43	91.5%	31	63.3%
BLANK	Blank/Unknown	0	0.0%	1	2.0%
Totals		47		49	

CUSTOMER SERVICE & INFORMATION CENTER

DESCRIPTION

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended	Adopted	Estimated	Manager's	Adopted	Change Over	Percent Change
	2021/22	2022/23	2022/23	2023/24	2023/24	2022/23	
Personnel Services	133,693.32	130,971	131,216	134,430		3,459	2.64%
Employee Benefits	34,436.84	33,830	33,918	34,257		427	1.26%
Purchased Services	1,796.45	5,100	5,100	4,760		(340)	-6.67%
Supplies	890.82	3,967	4,479	3,967		-	0.00%
Equipment	-	500	500	500		-	0.00%
Other	-	-	-	-		-	
TOTAL CUSTOMER SERVICE	170,817.43	174,368	175,213	177,914	-	3,546	2.03%

Personnel & Employee Benefits:

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

Full Time Positions	Authorized	Authorized	Funded	Authorized	Funded
	2021/22	2022/23	2022/23	2023/24	2023/24
Customer Service Center Manager	1.00	1.00	1.00	1.00	1.00
TOTAL CUSTOMER SERVICES FT STAFF	1.00	1.00	1.00	1.00	1.00

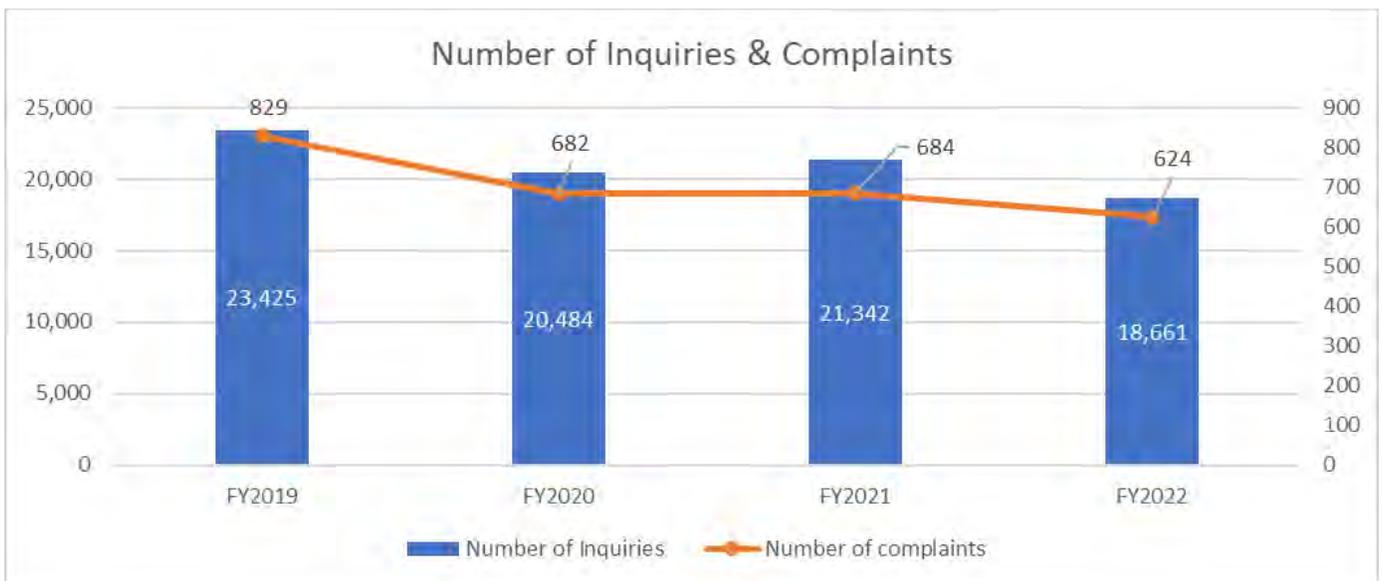
Purchased Services and Supplies:

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

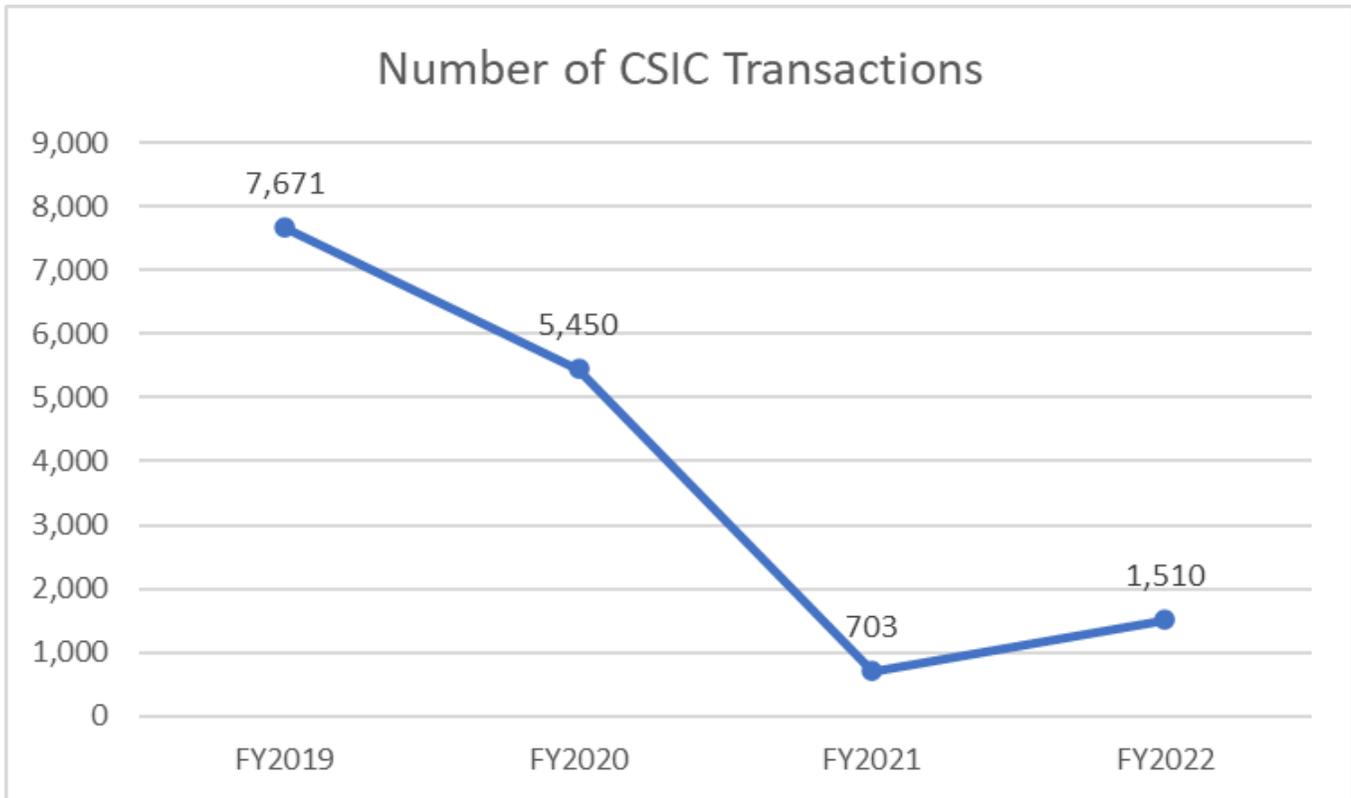
CUSTOMER SERVICE & INFORMATION CENTER

WORKLOAD STATISTICS

	FY2019	FY2020	FY2021	FY2022	Trend
Number of Transactions					
Printing	2,255	1,557	4	260	
Leaf Bags	756	547	3	287	
Tax Payments	1,731	1,287	0	0	
Water Payments	397	310	0	0	
Parking Permits	544	451	398	155	
Recreation	641	402	115	278	
Senior Center Memberships	39	21	9	33	
Miscellaneous Sale	1,308	875	174	497	
Total	7,671	5,450	703	1,510	
Revenue					
Printing	\$13,685	\$10,039	\$15	\$2,462	
Leaf Bags	\$6,040	\$4,399	\$32	\$3,034	
Parking Permits	\$63,407	\$51,058	\$53,065	\$13,224	
Recreation	\$5,648	\$4,498	\$1,570	\$4,937	
Senior Center Memberships	\$382	\$210	\$45	\$255	
Miscellaneous Sales	\$23,731	\$12,835	\$3,407	\$14,208	
Total	\$112,893	\$83,039	\$58,134	\$38,120	
Number of Items Sold					
Leaf Bags	15,103	10,998	80	7,587	
Miscellaneous Sales	1,189	756	189	419	
Passport Applications	301	186	30	202	
Number of Notarizations	303	47	36	158	
Number of Inquiries	23,425	20,484	21,342	18,661	
Number of complaints	829	682	684	624	
Manchester Matters issues	168	172	183	183	
Number of Manchester Matters subscribers	4,311	4,550	4,782	4,970	



CUSTOMER SERVICE & INFORMATION CENTER



FINANCE ADMINISTRATION & RISK MANAGEMENT & ACCOUNTING

DESCRIPTION

The Finance Administration and Risk Management Division is responsible for oversight and the general administration of the entire Finance Department, administration of the Town's General Liability and Workers' Compensation Self-Insurance Program, and management of the Town's Property and Liability coverages and the Health Insurance programs for Town employees and retirees.

The Accounting Division maintains complete financial records for all Town funds including the Downtown Special Services District, Water and Sewer Funds, Capital Reserve Funds and Special Grant Funds. Chapter 5-16 of the Town Charter and Section 7-394(a) of the Connecticut General Statutes detail these responsibilities. The Accounting Division is divided into three sections: Accounts Payable, Payroll and Cash Management.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	580,051.94	596,566	609,147	705,107		108,541	18.19%
Employee Benefits	219,892.05	214,941	217,332	249,711		34,770	16.18%
Purchased Services	25,841.17	11,000	8,581	12,000		1,000	9.09%
Supplies	4,241.21	2,950	2,950	3,250		300	10.17%
Equipment	-	-	-	-		-	
Other	-	-	-	-		-	
TOTAL FINANCE ADMIN. & ACCOUI	830,026.37	825,457	838,010	970,068	-	144,611	17.52%

Expenditures by Function	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Administration	236,495.87	233,862	238,500	360,456	-	126,594	54.13%
Accounting	593,530.50	591,595	599,510	609,612	-	18,017	3.05%
TOTAL DPW ADMIN	830,026.37	825,457	838,010	970,068	-	144,611	17.52%

Personnel & Employee Benefits:

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

- The addition of one new position within Finance Administration following the Town's merger with the Eighth Utilities District.

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
Director of Finance	1.00	1.00	1.00	1.00	1.00
Executive Assistant	0.50	0.50	0.50	0.50	0.50
Senior Finance Specialist	0.00	0.00	0.00	1.00	1.00
TOTAL FINANCE ADMIN FT STAFF	1.50	1.50	1.50	2.50	2.50

FINANCE ADMINISTRATION & RISK MANAGEMENT & ACCOUNTING

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
Accountant	1.00	1.00	1.00	1.00	1.00
Senior Accountant	1.00	1.00	1.00	1.00	1.00
Executive Assistant	0.50	0.50	0.50	0.50	0.50
Payroll Coordinator	1.00	1.00	1.00	1.00	1.00
Senior Account Associate	2.00	2.00	2.00	2.00	2.00
Accounting Manager (frozen/unfunded)	1.00	1.00	0.00	1.00	0.00
Account Associate (frozen/unfunded)	1.00	1.00	0.00	1.00	0.00
TOTAL ACCOUNTING FT STAFF	7.50	7.50	5.50	7.50	5.50

Purchased Services and Supplies:

Covers office administration expenses for the office, professional affiliations & trainings, with no major adjustments.

STATUS OF 2022/23 GOALS

1. **Close out COVID CARES Grant and Manage ARPA Grant funding and reporting.** CARES (CRF) Grant closed out; submitted reports to OPM for state-wide audit of program.
2. **ARPA reporting to Treasury.** Ongoing—quarterly reports filed accurately and on time.
3. **Implement all aspects of Tyler Content Management and move towards 100% paperless AP processing.** TCM fully implemented in MUNIS, with documentation attached to all journal entries.
4. **Install outdoor payment kiosks for Water/Sewer and Tax payments at Town Hall and at the Landfill.** Outdoor payment kiosk installed outside Town Hall. Landfill project ongoing pending new materials software implementation.
5. **Work towards complete PCI compliance for electronic payments to reduce electronic payment processing fees.** Ongoing project.
6. **Focus on reducing under-65 retiree health OPEB liability/ implement an OPEB funding policy.** Conversion to fully insured Medicare Advantage/EGWP Rx finalized January 2022.
7. **Document and report on American Rescue Plan Act funding in preparation for federal audit.** Ongoing, with full expenditure of ARPA grant required by 12/31/2026.

FINANCE ADMINISTRATION & RISK MANAGEMENT & ACCOUNTING

8. **Close out old bond/ capital projects.** Analysis of old bond projects complete. Close out request will be presented to Board in FY23.
9. **Implement comprehensive lease reporting as required under GASB 87.** Fully implemented GASB 87 standard for FY22 audit.
10. **Fully integrate all departments in online accounts payable operations using Tyler Content Manager.** All departments except for Library are processing invoices via TCM. Library will begin implementation in 2023.

2023/24 GOALS

1. Identify options for under 65 Retiree health benefits to create a more cost-effective program, without impacting benefits.
2. Implement formal OPEB funding and Debt Management Policies.
3. Expand kiosk program and online payment options to replace cash transactions in all departments.
4. Implement Software as a Service (SAAS) reporting for GASB 96 compliance.
5. Conduct MSIP and TOMMIF rate studies.
6. Implement paperless payroll for all employees.

FINANCE ADMINISTRATION & RISK MANAGEMENT & ACCOUNTING

WORKLOAD STATISTICS

	FY2019	FY2020	FY2021	FY2022	Trend
Financial Management					
General Fund - Unassigned Fund Balance (in thousands)	\$23,949	\$26,416	\$27,126	\$25,179	
Unassigned Fund Balance (% of General Fund Revenues)	11.5%	12.6%	13.1%	12.5%	
General Obligation Bond Ratings					
S&P	AA +	AA +	AA +	AA +	
Fitch	AAA	AAA	AAA	AAA	
Moody's	Aa1	Aa1	Aa1	Aa1	
Town of Manchester Pension Plan Members	1308	1295	1274	1232	
Town of Manchester Pension Plan Funded Ratio	73.0%	71.8%	79.7%	74.8%	
Audit findings	0	0	0	0	
Material weaknesses	0	0	1	0	
Deficiencies	1	1	1	0	
Payroll					
Employees enrolled in Deferred Compensation plan	321	737	412	436	
Employees enrolled in Defined Benefit Plan	207	200	479	405	
Employees enrolled in Defined Contribution Plan	216	407	741	882	
Employees enrolled in MERS	87	87	87	88	
Insurance Administration					
OPEB Liability	\$278,027,988	\$358,966,538	\$212,066,079	\$174,232,995	
OPEB Funded Ratio	0.0%	1.0%	2.0%	2.2%	
Amount of health insurance claims	\$32,435,000	\$27,303,000	\$28,499,000	\$29,945,000	
MSIP Fund Balance	\$1,897,000	\$450,000	\$1,911,000	\$4,680,000	
TOMIFF Fund Balance	\$12,209,000	\$13,736,000	\$13,553,000	\$12,906,000	
OPEB Trust Fund Balance	\$3,195,000	\$3,410,266	\$4,256,600	\$3,776,000	
Total MSIP, OPEB & TOMIFF Fund Balance	\$17,301,000	\$17,596,266	\$19,720,600	\$21,362,000	
Investments and Borrowing					
Amount of outstanding General Obligation debt	\$109,784,000	\$119,491,000	\$118,725,000	\$138,363,000	
GO Debt Per Capita	\$1,893	\$2,060	\$2,047	\$2,336	
Debt as % of Estimated Taxable Value	2.7%	3.0%	3.0%	3.4%	
New GO Bonds Issued (Excludes Refunding)	\$15,000,000	\$15,000,000	\$10,000,000	\$15,000,000	
Net Interest Cost	2.8%	1.9%	1.7%	2.3%	

FINANCE – ASSESSMENT

DESCRIPTION

The Assessment Division is responsible for the listing and valuation of all real and personal property for inclusion in the annual Grand List. In addition, the Division maintains all records and maps of each parcel relating to structures, boundaries, and market value, with appropriate internal controls and security that are required by generally accepted accounting principles and financial management. By locating assessment and collection activities in one location, all information, and resources a taxpayer may require addressing a tax bill issue are in one place.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	641,961.46	688,416	630,576	453,312		(235,104)	-34.15%
Employee Benefits	267,092.09	263,891	114,196	152,335		(111,556)	-42.27%
Purchased Services	86,202.93	104,135	104,135	54,500		(49,635)	-47.66%
Supplies	3,040.67	5,500	5,500	2,000		(3,500)	-63.64%
Equipment	406.90	1,000	1,000	1,000		-	0.00%
Other	-	-	-	-		-	
TOTAL ASSESSMENT	998,704.05	1,062,942	855,407	663,147	-	(399,795)	-37.61%

**Decreases are relative to combined Assessment & Collection Office, which is separated into two departments effective 7/1/23*

Personnel & Employee Benefits:

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

- Reduction of one Assistant Assessor position as a result of re-organization to be replaced by Revenue Collection Customer Service Manager, a new position resulting from the 8th District Merger.

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
Director of Assessment*	1.00	1.00	1.00	1.00	1.00
Deputy Assessor	1.00	1.00	1.00	1.00	1.00
Assistant Assessor	2.00	2.00	1.00	2.00	0.00
Account Associate	2.00	2.00	2.00	1.00	1.00
Assessment Technician	0.00	0.00	0.00	1.00	1.00
Revenue Collection Service Manager	0.00	0.00	0.00	1.00	1.00
TOTAL ASSESSMENT FT STAFF	6.00	6.00	5.00	7.00	5.00

** Formerly Director of Assessment & Collection*

FINANCE – ASSESSMENT

Part Time Positions	Budgeted Hours 2022/23	Full Time Equivalents	Budgeted Hours 2023/24	Full Time Equivalents	Change in FTE's
Clerical Assistant	910	0.44	910	0.44	0.00
TOTAL ASSESSMENT PT STAFF	910	0.44	910	0.44	0.00

Purchased Services and Supplies:

Covers office administration expenses for the Assessment office, professional services & software used in association with assessment and support for the Board of Assessment Appeals, with the no major adjustments.

STATUS OF 2022/23 GOALS

1. **Effectively communicate the impact of revaluation to taxpayers when bills are sent out in June 2022.** The revaluation took effect for the July 1, 2022, billing cycle. Communication efforts included meetings, discussions with the Board of Directors, direct mail, press releases, and social media postings.
2. **Effectively use technology to improve remote services to taxpayers.** An outdoor payment kiosk was installed outside Town Hall. Most communications are handled via email and responded to within 1 business day.
3. **Update Delinquent Tax Collection Policy to reflect actual procedures.** Policy updated February 2023.
4. **Continue to inspect properties and to offer information for Manchester residents whose homes suffer from defective concrete foundations.** Ongoing.

2023/24 GOALS

1. Update internal valuation processes with the use of technology.
2. Monitor exemption programs and report impacts to Board of Directors.
3. Successfully implement updated Delinquent Tax Collection policy and commence update of Water/Sewer Delinquent Collection policy.
4. Move towards cashless transactions in office and expand payment kiosk program.

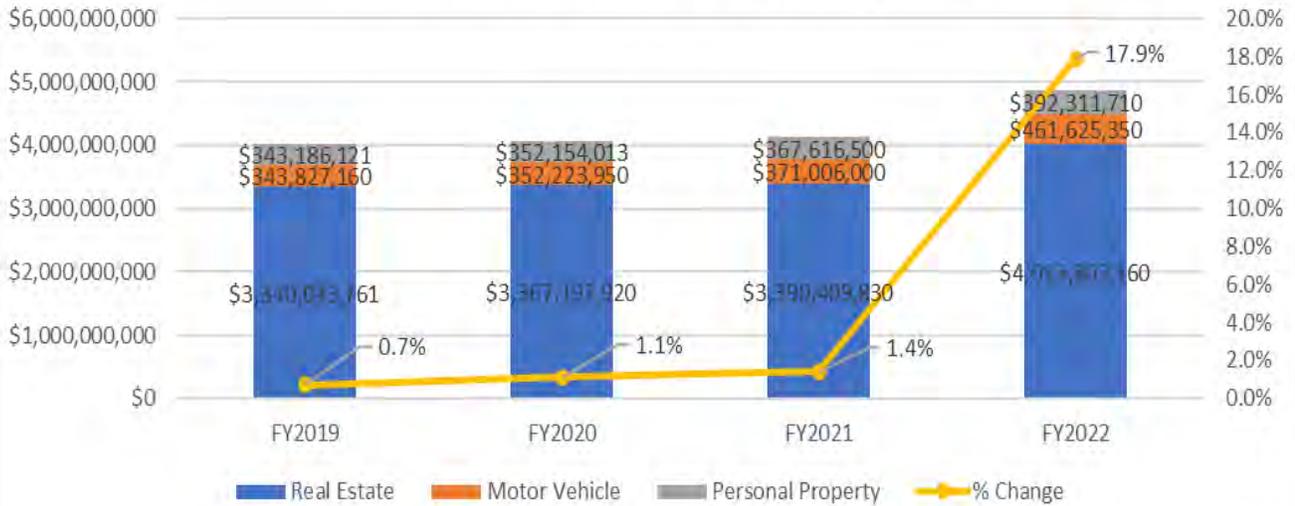
FINANCE – ASSESSMENT

WORKLOAD STATISTICS

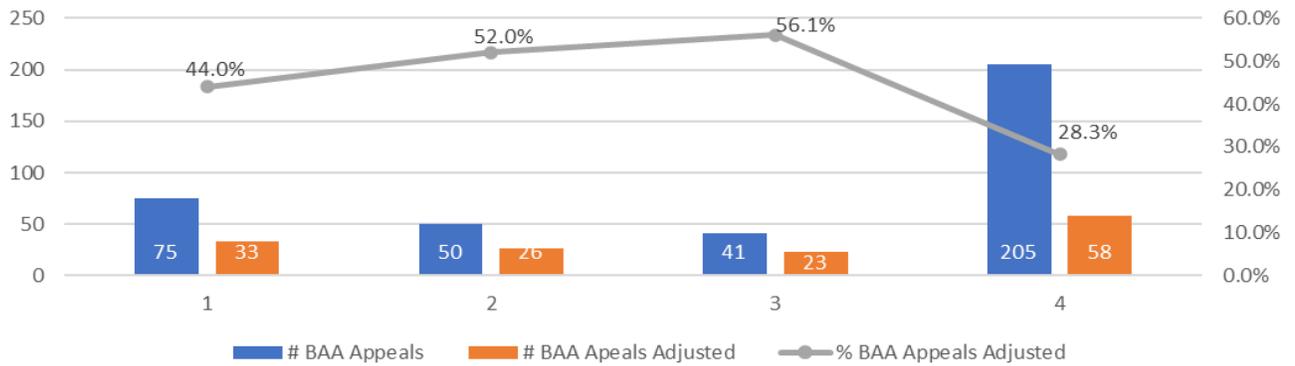
Fiscal Year Grand List Year	FY2019 GL2018	FY2020 GL2019	FY2021 GL2020	FY2022 GL2021	Trend
Grand List Final Assessment					
Real Estate	\$3,340,043,761	\$3,367,197,920	\$3,390,409,830	\$4,013,803,160	
Motor Vehicle	\$343,827,160	\$352,223,950	\$371,006,000	\$461,625,350	
Personal Property	\$343,186,121	\$352,154,013	\$367,616,500	\$392,311,710	
Total	\$4,027,057,042	\$4,071,575,883	\$4,129,032,330	\$4,867,740,220	
% Change	0.7%	1.1%	1.4%	17.9%	
Percent of Grand List (Assessment)					
Real Estate	82.9%	82.7%	82.1%	82.5%	
Motor Vehicle	8.5%	8.7%	9.0%	9.5%	
Personal Property	8.5%	8.6%	8.9%	8.1%	
Accounts by Type					
Real Estate	18,671	18,678	18,730	18,728	
Motor Vehicle	45,634	45,785	44,242	44,618	
Personal Property	3,061	3,011	3,037	3,071	
Total	67,366	67,474	66,009	66,417	
Percent of Grant List (Accounts)					
Real Estate	27.7%	27.7%	28.4%	28.2%	
Motor Vehicle	67.7%	67.9%	67.0%	67.2%	
Personal Property	4.5%	4.5%	4.6%	4.6%	
Assessment Value of Tax Exemptions					
Fully Exempt Real Estate	\$401,902,790	\$405,323,290	\$406,340,430	\$416,156,981	
MME	\$93,313,350	\$104,085,900	\$122,350,910	\$111,246,220	
PP Tax Exempt Inst.	\$4,954,249	\$4,469,487	\$4,954,249	\$3,286,700	
Non-Reimbursed	\$9,260,040	\$8,980,030	\$8,734,990	\$8,569,580	
Additional Veteran	\$4,419,350	\$4,343,870	\$4,209,050	\$4,062,520	
Disabled	\$578,660	\$562,570	\$580,760	\$608,820	
Economic & Developmental	\$37,962,699	\$24,117,700	\$18,020,400	\$17,170,850	
All Other	\$17,705,590	\$19,710,750	\$20,594,970	\$25,400,285	
Total	\$570,096,728	\$571,593,597	\$585,785,759	\$586,501,956	
Tax Exemptions as a % of Total Assessment	12.4%	12.3%	12.4%	10.8%	
# Assessment Increases	505	537	609	17,216	
Appeals					
# BAA Appeals	75	50	41	205	
# BAA Appeals Adjusted	33	26	23	58	
% BAA Appeals Adjusted	44.0%	52.0%	56.1%	28.3%	
Amount of Total Adjustment (March BAA)	-\$1,092,370	\$2,003,610	-\$2,553,890	-\$3,927,310	
Personal Property Audits					
# Personal Property Tax Audits	30	33	24	28	
Additional Taxes Levied	\$249,005	\$195,106	\$37,860	\$101,293	
Avg Add'tl Revenue Per Audit	\$8,300	\$5,912	\$1,578	\$3,618	
Cost of Audits	\$20,000	\$20,000	\$20,000	\$20,000	
Rate of Return	\$12.45 : 1	\$9.76 : 1	\$1.89 : 1	\$5.06 : 1	
Tax Collection Rate					
Final Adjusted Collectible	\$142,219,702	\$144,266,797	\$145,448,689	\$147,546,298	
Current Year Taxes	\$139,960,892	\$144,307,586	\$145,772,713	\$145,606,620	
Percent of Collectible	98.4%	100.0%	100.2%	98.7%	

FINANCE – ASSESSMENT

Grand List: Final Assessment (Post-Appeals)



BAA Appeals, Number & Percent Adjusted



FINANCE – COLLECTION

DESCRIPTION

The Collection Division is responsible for collection of all property taxes, water and sewer billings, and miscellaneous revenues. The Collection Division reconciles all activity to the Rate Book and oversees delinquent collection for all revenues.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	-	-	-	304,452	-	304,452	
Employee Benefits	-	-	-	119,084	-	119,084	
Purchased Services	-	-	-	42,350	-	42,350	
Supplies	-	-	-	2,500	-	2,500	
Equipment	-	-	-	500	-	500	
Other	-	-	-	-	-	-	
TOTAL COLLECTION	-	-	-	468,886	-	468,886	

Department was previously merged with Assessment. Prior year totals can be found in the Assessment section, which immediately precedes Collection

Personnel & Employee Benefits:

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

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
Collector of Revenue*	1.00	1.00	1.00	1.00	1.00
Account Associate	1.00	1.00	1.00	1.00	1.00
Senior Account Associate	1.00	1.00	1.00	1.00	1.00
Delinquent Collector	1.00	1.00	1.00	1.00	1.00
TOTAL ASSESSMENT & COLLECTION FT STAFF	4.00	4.00	4.00	4.00	4.00

* Formerly Assistant Collector of Revenue

Part Time Positions	Budgeted Hours 2022/23	Full Time Equivalent	Budgeted Hours 2023/24	Full Time Equivalent	Change in FTE's
Clerical Assistant	910	0.44	910	0.44	0.00
Tax Clerk	918	0.44	918	0.44	0.00
TOTAL ASSESSMENT & COLLECTION PT STAFF	1,828	0.88	1,828	0.88	0.00

Purchased Services and Supplies:

Covers office administration expenses for the Collection office, professional services & software used in association with tax collection, and printing & mailing costs for tax bills, with no major adjustments.

FINANCE – COLLECTION

STATUS OF 2022/23 GOALS

1. **Effectively use technology to improve remote services to taxpayers.** An outdoor payment kiosk was installed outside Town Hall. Most communications are handled via email and responded to within 1 business day.
2. **Update Delinquent Tax Collection Policy to reflect actual procedures.** Updated policy adopted February 2023.

2023/24 GOALS

1. Successfully implement updated Delinquent Tax Collection policy and commence update of Water/Sewer Delinquent Collection policy.
2. Move towards cashless transactions in office and expand payment kiosk program.

FINANCE – PURCHASING

DESCRIPTION

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

1) Purchasing

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

2) Central Duplicating

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

3) Telephone Service

- Manages Centrex line telephone service within the Town; and

4) Central Mailing

- Provides postage and monitors mailing by all Town departments.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	278,942.97	308,463	306,466	286,796		(21,667)	-7.02%
Employee Benefits	105,941.89	120,052	112,193	117,185		(2,867)	-2.39%
Purchased Services	225,364.03	219,400	270,963	230,600		11,200	5.10%
Supplies	1,351.24	4,000	7,974	4,000		-	0.00%
Equipment	-	-	-	-		-	
Other	-	-	-	-		-	
TOTAL PURCHASING	611,600.13	651,915	697,596	638,581	-	(13,334)	-2.05%

Personnel & Employee Benefits:

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

- A decrease of \$22,717 in regular employee salaries due to the reorganization of the division.

FINANCE – PURCHASING

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
Director of Purchasing	1.00	1.00	1.00	0.00	0.00
Purchasing Agent	0.00	0.00	0.00	1.00	1.00
Government Buyer	1.00	1.00	1.00	1.00	1.00
Account Associate	1.00	1.00	1.00	1.00	1.00
Print Shop Supervisor	1.00	1.00	1.00	1.00	1.00
TOTAL PURCHASING FT STAFF	4.00	4.00	4.00	4.00	4.00

Part Time Positions	Budgeted Hours 2022/23	Full Time Equivalents	Budgeted Hours 2023/24	Full Time Equivalents	Change in FTE's
Print Shop Assistant	320	0.15	320	0.15	0.00
TOTAL PURCHASING PT STAFF	320	0.15	320	0.15	0.00

Purchased Services and Supplies:

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

- An additional \$9,000 is budgeted for postage due to the centralization of the Town's mailing services.

PLANNING & ECONOMIC DEVELOPMENT

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	521,292.92	538,797	520,623	614,298	-	75,501	14.01%
Employee Benefits	212,875.19	210,187	189,992	220,672	-	10,485	4.99%
Purchased Services	39,804.67	67,872	74,262	74,742	-	6,870	10.12%
Supplies	3,376.95	4,207	4,207	4,367	-	160	3.80%
Equipment	-	-	-	1,000	-	1,000	-
Other	-	-	-	-	-	-	-
TOTAL PLANNING & EC DEVEL	777,349.73	821,063	789,084	915,079	-	94,016	11.45%

Personnel & Employee Benefits:

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

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
Dir. of Planning & Economic Devel.	1.00	1.00	1.00	1.00	1.00
Principal Development Planner	2.00	2.00	2.00	2.00	2.00
Senior Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Environmental Planner / Wetlands Agent	1.00	1.00	1.00	1.00	1.00
Economic Development Specialist	1.00	1.00	1.00	1.00	1.00
TOTAL PLANNING FT STAFF	7.00	7.00	7.00	7.00	7.00

Purchased Services, Supplies, and Equipment:

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

- An additional \$6,020 budgeted for Economic Development Technical Services.
- An additional \$1,000 budgeted for tablets for newly appointed PZC commissioners.

PLANNING & ECONOMIC DEVELOPMENT

STATUS OF 2022/23 GOALS

- 1. Complete Downtown 2022 initiative. Attract one or more additional transformative loan program projects and oversee loan awards.** During FY23 one additional loan was approved by the Economic Development Commission through the Downtown 2022 Loan program. In total, three projects were awarded funding through the program, resulting in a new art studio and café, 14 units of modern market-rate housing, and an updated street-level restaurant space. In partnership with the Finance and Building Departments, Planning and Economic Development staff will continue to oversee the use of funds and loan repayment. Downtown 2022 funds are still available to assist with capital and/or transformational private development projects.
- 2. In partnership with the Planning and Zoning Commission, complete an updated Plan of Conservation and Development.** The Town's updated Plan of Conservation and Development is on track for completion. The Department estimates the new plan will be adopted by the Planning and Zoning Commission during the second half of FY23. The planning process included a robust public engagement period, including "Planapalooza," a four-day event with topical meetings, engagement events, and an open studio. The final document will include an implementation playbook and will guide development in Manchester for the next decade.
- 3. Leverage market interest in the adult-use cannabis industry and coordinate efforts with the Planning and Zoning Commission and Board of Directors. Staff drafted and The Planning and Zoning Commission adopted new zoning regulations to provide opportunities for the industry to locate in Manchester.** Three adult-use cannabis business locations (two retail sales and one production facility) were approved by the PZC during the year. Those locations are all scheduled to open during the second half of FY23. The retail uses will generate new revenue in the form of a local sales tax, which will be available for community development, public engagement, and neighborhood-related uses.
- 4. Complete distribution of HUD CV CARES Act Funds through the Community Development Block Grant program.** The Department has coordinated distribution of HUD CARES Act Funds.
- 5. Attract development activity to both the Broad Street and Buckland Hills districts.** The Department assisted the Redevelopment Agency in soliciting new development proposals for the Broad Street Parkade. A developer with whom to negotiate a new agreement was selected, however that project is on hold due to ongoing litigation. The former Shaw's shopping center at the corner of Broad and Center Streets has undergone recent rehabilitation to accommodate new tenants. Several projects were also approved in Buckland Hills, reflecting a trend for the reutilization of existing buildings. Of particular note, one of the anchor locations at the Shoppes at Buckland Hills welcomed a new tenant in November 2022 and two adult-use cannabis businesses received permits to occupy a previously vacant space.

PLANNING & ECONOMIC DEVELOPMENT

2023/24 GOALS

- 1. Attract additional private investment to Downtown Manchester and oversee completion of Downtown Loan funded projects. Identify a future use for the existing Mary Cheney Library building.**
- 2. Develop and begin the implementation of programs for ARPA-funded business and housing rehabilitation assistance programs.**
- 3. In partnership with the Town Manager's office and other departments, secure additional funding for and advance the Downtown Streetscape and Library projects.**
- 4. Develop a plan for adult-use cannabis sales tax revenue to further community development, engagement, and equity goals.**
- 5. Organize and begin implementation for the implementation of Manchester NEXT, the 2023 ` Plan of Conservation and Development.**

PLANNING & ECONOMIC DEVELOPMENT

WORKLOAD STATISTICS

	FY2019	FY2020	FY2021	FY2022	Trend
New Applications Processed					
Zoning Regulation Variances and Appeals	17	13	20	20	
Wetlands	14	11	11	9	
Subdivision & Resubdivision	3	1	1	1	
Special Exception & Modifications (PZC and ZBA)	29	12	13	18	
Site Plan Review, Modifications, and Erosion Control Plans	27	8	15	14	
Erosion Control Plan	0	0	1	0	
Regulation Amendment	6	2	4	7	
Other	15	8	6	7	
Zone Change/Map Amedment	4	3	2	0	
Administrative	27	15	31	26	
Total	142	73	104	102	
Number of Applications Referred to PZC or ZBA	109	70	73	71	
Number of Applications Acted Upon in One Meeting of PZC	98	60	62	65	
% of Applications Acted Upon in One Meeting of PZC	89.9%	85.7%	84.9%	91.5%	
Number of Applications Receiving an Extension	22	7	4	3	
Percent of Applications Receiving an Extension	19.3%	11.9%	3.8%	2.9%	
# of Days From Submission to Action by the PZC					
Zoning Regulation Variances and Appeals	33	55	31	35	
Wetlands	47	47	44	39	
Subdivision & Resubdivision	48	103	74	56	
Special Exception & Modifications (PZC and ZBA)	54	47	43	54	
Site Plan Review, Modifications, and Erosion Control Plans	50	40	44	39	
Regulation Amendment	28	35	33	40	
Other	17	23	31	21	
Zone Change/Map Amedment	55	46	104	63	
Administrative	21	168	24	39	
Average	39	62	48	43	
Total Number of Inquiries Received	39	49	49	49	
Total Number of Resulting Projects	8	5	5	5	
Total Number of Inspections Conducted	99	140	88	112	
Work_Space (Meeting Center/Coworking Space)					
Members	47	40	38	36	
Meeting Center Events	904	782	51	394	
Visits	10933	8024	1010	3166	
Total Revenue	\$242,583	\$184,197	\$10,016	\$178,532	
Total Expenditures	\$155,514	\$169,447	\$39,855		
% of Operating Expenditures Recovered	156.0%	108.7%	25.1%		

TOWN CLERK

DESCRIPTION

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

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	264,429.27	284,618	281,745	314,238		29,620	10.41%
Employee Benefits	134,649.58	136,676	132,940	139,729		3,053	2.23%
Purchased Services	55,146.57	72,350	72,134	84,700		12,350	17.07%
Supplies	2,916.61	6,000	6,000	6,000		-	0.00%
Equipment	2,324.12	2,000	2,000	2,000		-	0.00%
Other	-	-	-	-		-	-
TOTAL TOWN CLERK	459,466.15	501,644	494,819	546,667	-	45,023	8.98%

Personnel & Employee Benefits:

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

- An additional \$21,271 for a new part-time clerical assistant to aid in records processing and customer service.

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
Town Clerk	1.00	1.00	1.00	1.00	1.00
Assistant Town Clerk II	1.00	1.00	1.00	1.00	1.00
Assistant Town Clerk I	2.00	2.00	1.00	2.00	1.00
Land Records Clerk II	2.00	2.00	2.00	2.00	2.00
TOTAL TOWN CLERK FT STAFF	6.00	6.00	5.00	6.00	5.00

TOWN CLERK

Part Time Positions	Budgeted	Full Time Equivalents	Budgeted	Full Time Equivalents	Change in FTE's
	Hours 2022/23		Hours 2023/24		
Clerical Assistant	-	0.00	1,040	0.50	0.50
TOTAL TOWN CLERK PT STAFF	-	-	1,040	0.50	0.50

Purchased Services and Supplies:

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

- An additional \$11,300 for printing and binding ballots in preparation for the 2024 Presidential primary.

STATUS OF 2022/23 GOALS

1. **Continue to improve the space usage of the Town Clerk vault to accommodate the growing number of permanent records. This includes recreating large volumes into smaller, more accessible binders.** Ongoing - About 36 additional Land Record binders have been recreated to create more space in the vault.
2. **Continue to enhance electronic image quality on the Town Clerk's land record portal.** Ongoing.
3. **Continue electronic media back file conversion of permanent records for military discharges.** Ongoing.
4. **Access/ability to share useful information/records with other departments electronically.** Ongoing.
5. **Enhance visibility and communicate awareness of the Town Clerk's office to the public.** A new and improved website launched in June 2022. Continuously updated to reflect key dates/activities and statutorily mandated announcements. A Facebook page was developed in February, continuously updated to reflect office happenings, key dates/activities, topics of interest, and statutorily mandated announcements. Family History Day took place on September 24, 2022. Events were advertised in the Journal Inquirer, Manchester Matters electronic media, the Manchester Historical Society's Mailing List, on the Town and Town Clerk's Websites, and Lawn Signs were distributed at local parks with the help of the Recreation Department. Provided presentations to participants of the Manchester Government Academy, Kappa Alpha Psi Manchester Youth Leadership Conference, and a local Girl Scout Troop. Joined the Manchester Historical Society.

TOWN CLERK

2023/24 GOALS

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

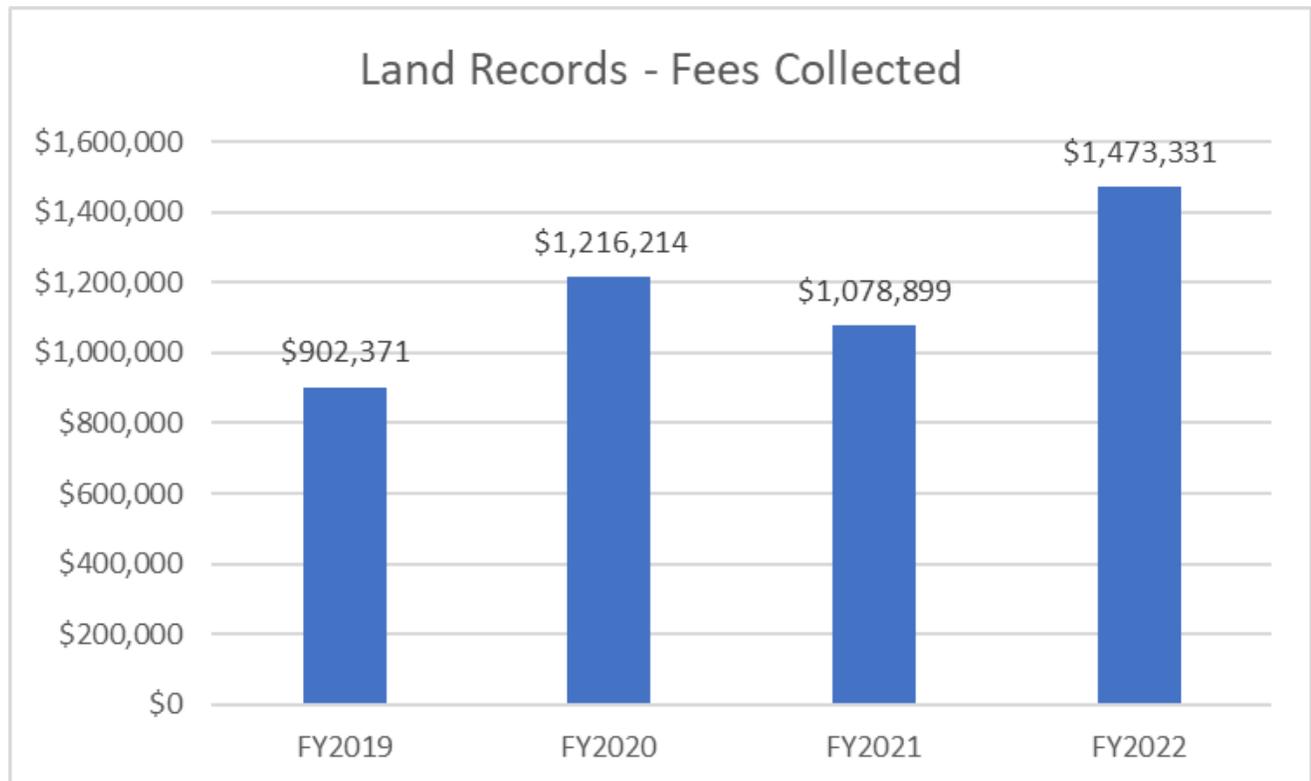
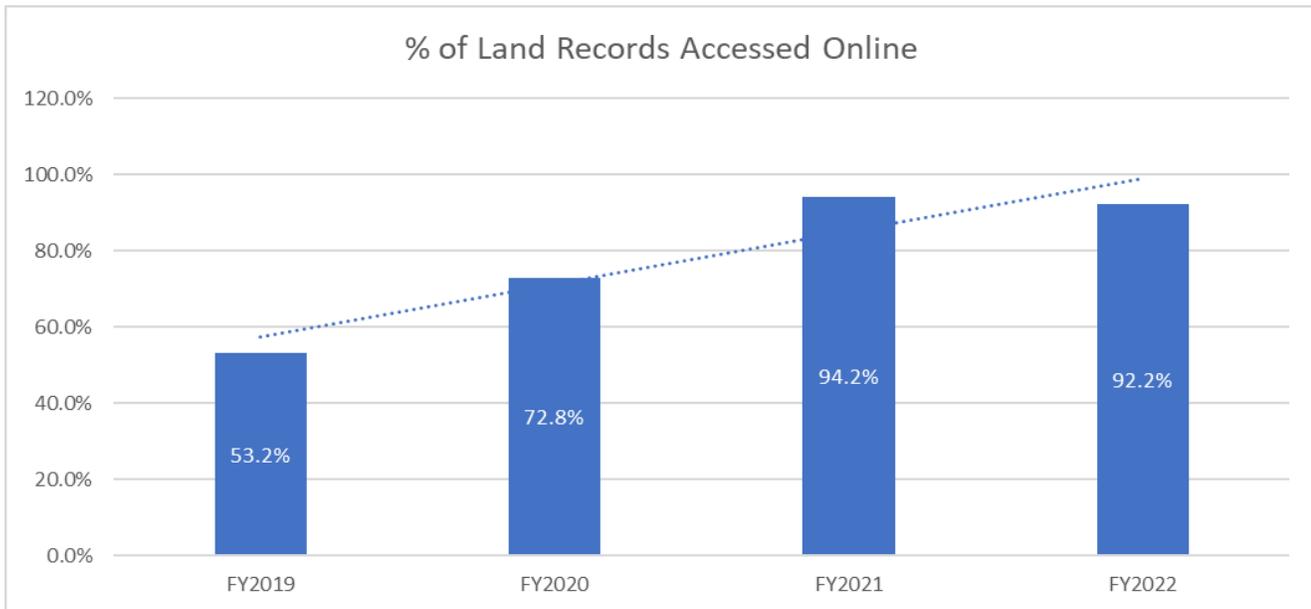
WORKLOAD STATISTICS

	FY2019	FY2020	FY2021	FY2022	Trend
Vital Records					
Deaths	519	583	558	542	
Marriages	268	252	300	282	
Births	1,366	1,424	1,393	1,544	
Fetal Deaths	7	3	7	18	
Total	2,160	2,262	2,258	2,386	
Confidential Records	120	110	56	71	
Vital Records (Other Jurisdictions)					
Deaths	208	204	186	214	
Marriages	207	161	184	176	
Births	474	371	438	427	
Fetal Deaths	0	1	2	5	
Total	889	737	810	822	
Vital Records Supplied to Other Towns	296	353	375	212	
Vital Records Requiring Amendments or Additional Proce	267	291	306	276	
Total Number of Vital Records Requests Processed	8,735	7,974	8,103	9,011	
Total Fees Collected	\$159,421	\$143,551	\$141,304	\$155,290	

	FY2019	FY2020	FY2021	FY2022	Trend
Land Records					
Number of Land Records Indexed	6,722	6,727	8,641	9,217	
Number of Land Records Processed/Received for Filing Online	1,564	1,874	2,930	3,016	
Number of Land Records Containing Errors	94	46	50	11	
% of Land Records Containing Errors	1.4%	0.7%	0.6%	0.1%	
Number of Record Requests Accessed (In-Person)	21,406	13,338	3,261	4,553	
Number of Record Requests Accessed (Online)	24,147	31,172	54,666	55,887	
% of Land Records Accessed Online	53.2%	72.8%	94.2%	92.2%	
% of Land Records Processed Online	23.3%	27.9%	33.9%	32.7%	
Fees Collected	\$902,371	\$1,216,214	\$1,078,899	\$1,473,331	

TOWN CLERK

	FY2019	FY2020	FY2021	FY2022	Trend
Other Services					
Number of Dog Licenses	3,213	2,351	3,017	3,462	
Revenue from Dog Licenses	\$13,507	\$10,037	\$11,993	\$14,627	
Number of Absentee Ballots Processed	1,393	353	16,931	2,534	
Number of Claims/Summons	60	64	39	98	



REGISTRARS OF VOTERS

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	172,606.46	223,893	222,926	224,121		228	0.10%
Employee Benefits	95,003.33	91,924	93,534	96,169		4,245	4.62%
Purchased Services	18,754.32	43,575	43,575	37,360		(6,215)	-14.26%
Supplies	2,016.53	4,250	5,729	5,250		1,000	23.53%
Equipment	-	2,150	2,150	5,500		3,350	155.81%
Other	-	-	-	-		-	
TOTAL REGISTRAR OF VOTERS	288,380.64	365,792	367,914	368,400	-	2,608	0.71%

Personnel & Employee Benefits:

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

- Decrease of \$2,500 in temporary employee salaries due to less in-person office coverage.

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
Registrars	2.00	2.00	2.00	2.00	2.00
Administrative Assistant	2.00	2.00	2.00	2.00	2.00
TOTAL REGISTRAR FT STAFF	4.00	4.00	4.00	4.00	4.00

Part Time Positions	Budgeted Hours 2022/23	Full Time Equivalent	Budgeted Hours 2023/24	Full Time Equivalent	Change in FTE's
Deputy Registrars (2)					
Office Assistant	133	0.06	133	0.06	0.00
TOTAL REGISTRAR PT STAFF	-	0.00	-	0.00	0.00

Purchased Services and Supplies:

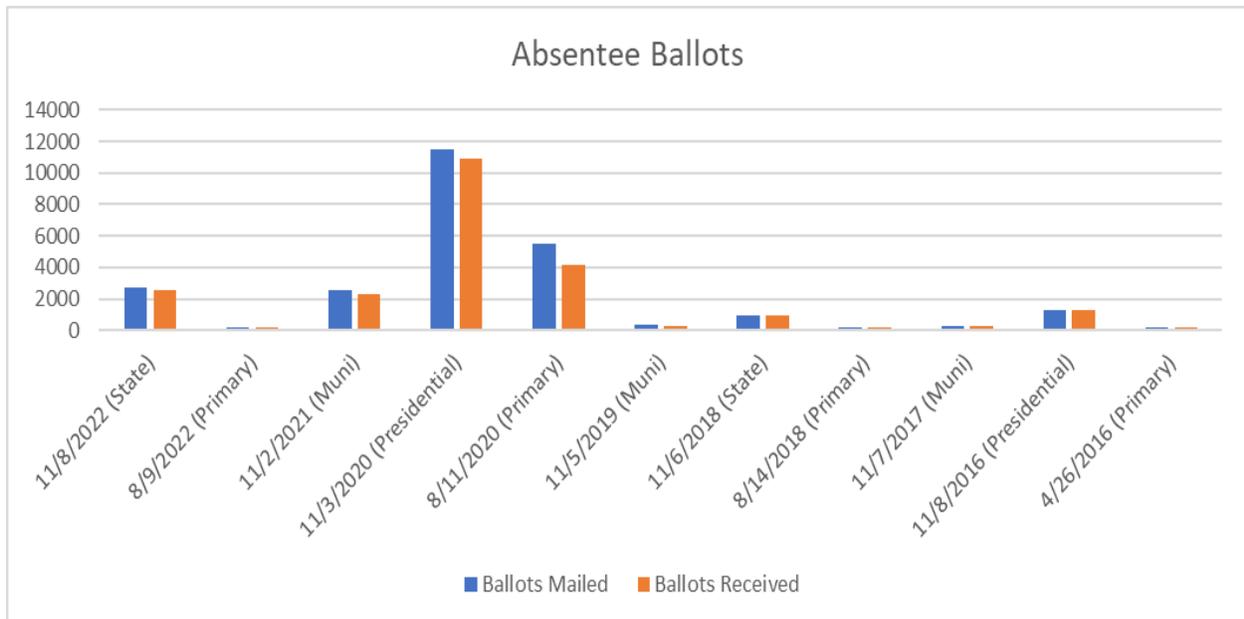
Covers the cost of office administration expenses for the Registrar's office, professional development & affiliations, expenses associated with elections and referenda, ballots, voting machines & maintenance, and mailings, with the following adjustments:

REGISTRARS OF VOTERS

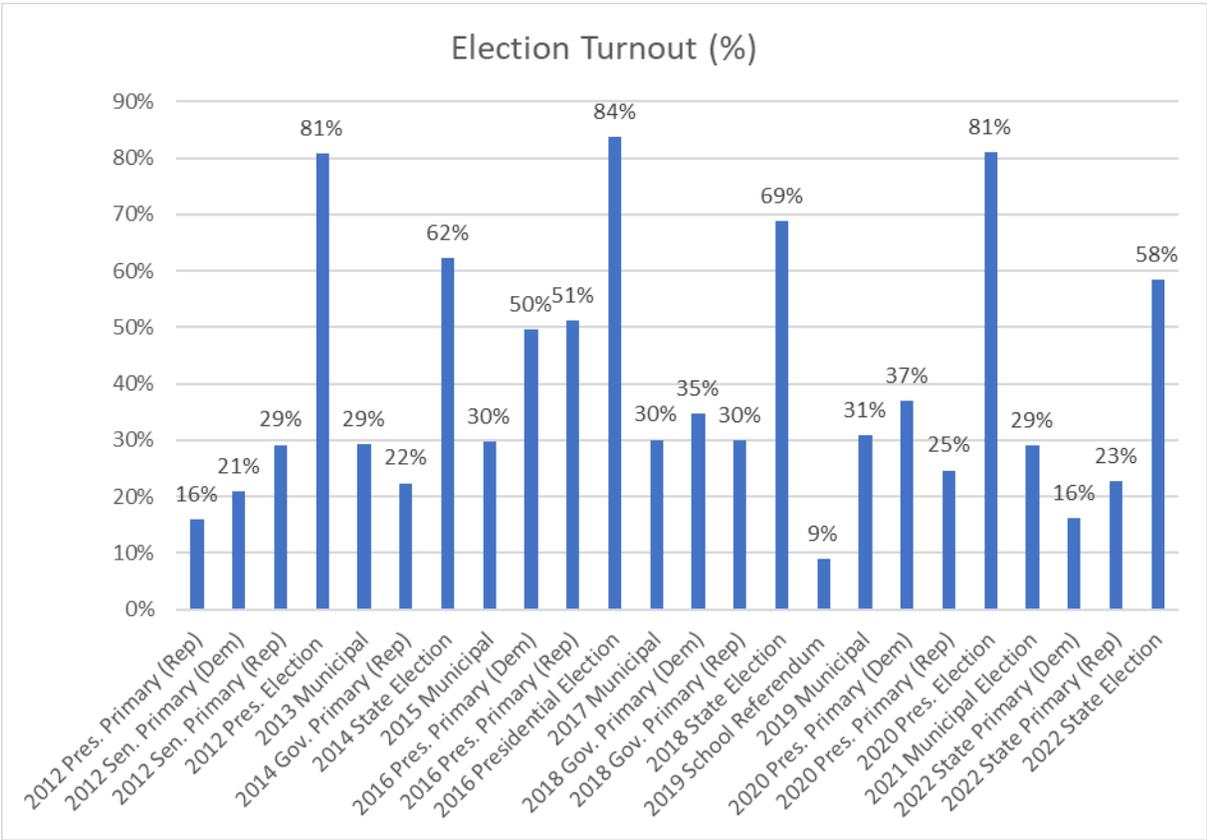
- Reduction of \$6,915 in printing and binding costs.
- Increase of \$3,350 to office supplies, reflecting a new printer and security cameras.

WORKLOAD STATISTICS & PERFORMANCE MEASURES

Date	Election Type	Ballots Mailed	Ballots Received	% Received
11/8/2022 (State)	State	2740	2588	94.5%
8/9/2022 (Primary)	Primary	217	200	92.2%
11/2/2021 (Muni)	Municipal	2533	2326	91.8%
11/3/2020 (Presidential)	Presidential	11470	10893	95.0%
8/11/2020 (Primary)	Primary	5523	4171	75.5%
11/5/2019 (Muni)	Municipal	328	301	91.8%
11/6/2018 (State)	State	959	923	96.2%
8/14/2018 (Primary)	Primary	226	209	92.5%
11/7/2017 (Muni)	Municipal	319	297	93.1%
11/8/2016 (Presidential)	Presidential	1338	1270	94.9%
4/26/2016 (Primary)	Primary	229	197	86.0%



REGISTRARS OF VOTERS



TOWN ATTORNEY

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	165,793.66	176,241	174,682	178,813		2,572	1.46%
Employee Benefits	63,027.36	63,180	62,988	63,643		463	0.73%
Purchased Services	205,566.85	164,788	194,454	163,399		(1,389)	-0.84%
Supplies	8,947.00	9,650	9,150	9,757		107	1.11%
Equipment	1,259.40	1,600	2,100	1,599		(1)	-0.06%
Other	-	-	-	-		-	
TOTAL TOWN ATTORNEY	444,594.27	415,459	443,374	417,211	-	1,752	0.42%

Personnel & Employee Benefits:

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

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Administrative Staff Attorney	1.00	1.00	1.00	1.00	1.00
TOTAL TOWN ATTORNEY FT STAFF	2.00	2.00	2.00	2.00	2.00

Purchased Services and Supplies:

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

PROBATE COURT

DESCRIPTION

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	-	-	-	-	-	-	-
Employee Benefits	-	-	-	-	-	-	-
Purchased Services	30,601.39	33,168	33,459	34,300	-	1,132	3.41%
Supplies	6,915.99	8,700	8,700	10,000	-	1,300	14.94%
Equipment	2,394.25	2,200	2,200	2,400	-	200	9.09%
Other	-	500	-	-	-	(500)	-100.00%
TOTAL PROBATE COURT	39,911.63	44,568	44,359	46,700	-	2,132	4.78%

Personnel & Employee Benefits:

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

Purchased Services and Supplies:

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

- An additional \$3,000 is budgeted for increases to utility costs (electricity and heating oil).



Recommended Budget

Town of Manchester,
Connecticut

FY 2023-24

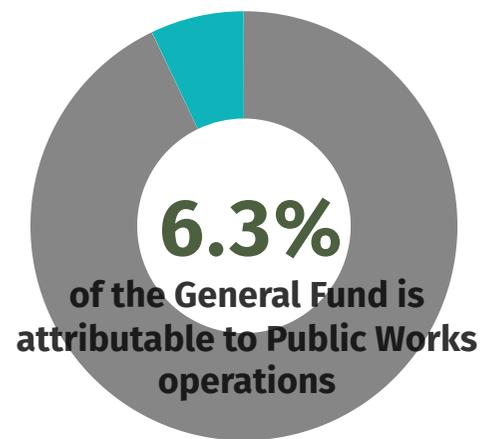
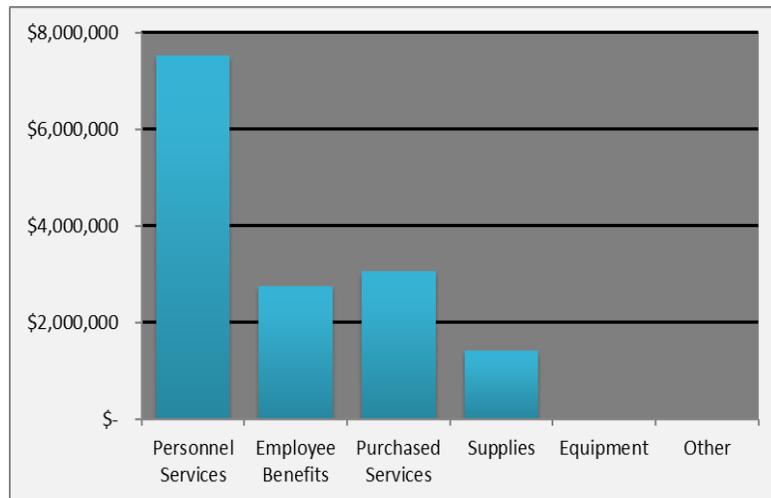
Public Works



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

Summary of Department Budgets

	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over Current Adopted	Percent Change
DEPARTMENT OF PUBLIC WORKS							
DPW Administration	\$ 763,975.07	\$ 831,570	\$ 834,275	\$ 867,351	\$ -	\$ 35,781	4.30%
Engineering	\$ 2,276,993.57	\$ 2,366,232	\$ 2,327,175	\$ 2,398,178	\$ -	\$ 31,946	1.35%
Field Services	\$ 6,845,113.01	\$ 7,362,594	\$ 6,869,642	\$ 7,747,111	\$ -	\$ 384,517	5.22%
Facilities	\$ 2,280,625.39	\$ 2,406,684	\$ 2,391,782	\$ 2,712,685	\$ -	\$ 306,001	12.71%
Building Inspection	\$ 962,561.65	\$ 1,015,435	\$ 990,158	\$ 1,033,844	\$ -	\$ 18,409	1.81%
TOTAL	\$ 13,129,268.69	\$ 13,982,515	\$ 13,413,032	\$ 14,759,169	\$ -	\$ 776,654	5.55%



Total Budget
\$14,759,169



Increase
\$776,654



Percent Increase
5.55%

PUBLIC WORKS ADMINISTRATION

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	171,446.48	200,314	196,481	211,161		10,847	5.41%
Employee Benefits	44,541.52	64,361	62,004	65,140		779	1.21%
Purchased Services	545,266.83	554,600	563,495	579,300		24,700	4.45%
Supplies	2,720.24	12,295	12,295	11,750		(545)	-4.43%
Equipment	-	-	-	-		-	
Other	-	-	-	-		-	
TOTAL DPW ADMIN	763,975.07	831,570	834,275	867,351	-	35,781	4.30%

Personnel & Employee Benefits:

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

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
Director of Public Works		0.85	0.85	0.85	0.85
Deputy Director of Public Works		0.05	0.05	0.05	0.05
Management Analyst		0.05	0.05	0.05	0.05
Sr. Administrative Secretary		1.00	1.00	1.00	1.00
TOTAL DPW ADMIN FT STAFF		1.95	1.95	1.95	1.95

Part Time Positions	Budgeted Hours 2022/23	Full Time Equivalents	Budgeted Hours 2023/24	Full Time Equivalents	Change in FTE's
Street Light Inspector	236	0.11	236	0.11	0.00
TOTAL DPW ADMIN PT STAFF	236	0.11	236	0.11	0.00

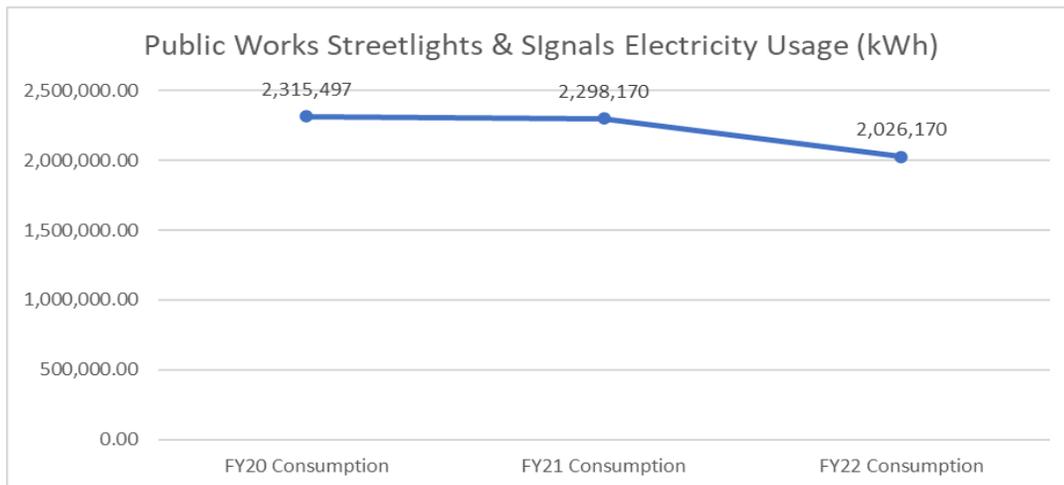
PUBLIC WORKS ADMINISTRATION

Purchased Services and Supplies:

Covers office administration expenses for the Public Works executive offices, as well as the maintenance and electricity costs for the Town's street lights and traffic signals, with the following adjustments:

- An additional \$25,000 is budgeted for anticipated increases in electricity costs for the Town's street and traffic lights.

WORKLOAD STATISTICS



PUBLIC WORKS- ENGINEERING

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	1,574,604.28	1,655,952	1,621,617	1,684,527		28,575	1.73%
Employee Benefits	596,818.43	575,770	564,870	580,201		4,431	0.77%
Purchased Services	84,855.60	107,260	113,437	107,700		440	0.41%
Supplies	18,206.32	26,250	26,250	24,750		(1,500)	-5.71%
Equipment	2,508.94	1,000	1,000	1,000		-	0.00%
Other	-	-	-	-		-	
TOTAL ENGINEERING	2,276,993.57	2,366,232	2,327,175	2,398,178	-	31,946	1.35%

Personnel & Employee Benefits:

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

- A reduction of \$5,000 in overtime expenses (25% of the approved FY23 overtime budget).

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
Town Engineer	1.00	1.00	1.00	1.00	1.00
Traffic Engineer	1.00	1.00	1.00	1.00	1.00
Assistant Town Engineer	1.00	1.00	1.00	1.00	1.00
Engineering Technician	2.00	2.00	2.00	2.00	2.00
Design Engineer	2.00	2.00	2.00	2.00	2.00
GIS Coordinator	1.00	1.00	1.00	1.00	1.00
GIS Technician II	1.00	1.00	1.00	1.00	1.00
GIS Technician I (frozen/unfunded)	1.00	1.00	0.00	1.00	0.00
Chief of Surveys	1.00	1.00	1.00	1.00	1.00
Senior Survey Technician (frozen/unfunded)	1.00	1.00	0.00	1.00	0.00
Survey Technician	2.00	2.00	2.00	2.00	2.00
Chief Construction Inspector	1.00	1.00	1.00	1.00	1.00
Construction Inspector	4.00	4.00	4.00	4.00	4.00
Jr. Construction Inspector	1.00	1.00	1.00	1.00	1.00
Civil Engineer (frozen/unfunded)	2.00	2.00	0.00	2.00	0.00
Clerical Assistant	1.00	1.00	1.00	1.00	1.00
TOTAL ENGINEERING FT STAFF	23.00	23.00	19.00	23.00	19.00

PUBLIC WORKS- ENGINEERING

Purchased Services and Supplies:

Covers office administration expenses for the Engineering office, professional development & affiliations, software costs for GIS, surveying, engineering & design software, schematic plotting & map printing, surveying supplies, and various appraisal and environmental testing services, with no significant adjustments.

STATUS OF 2022/23 GOALS

1. **Complete design and construction of 2022 Paving Program.** Design is 100% completed. Construction is approximately 60% complete.
2. **Complete design and construction of Griswold St Area Water and Sewer Improvements project.** Design is 100% completed. Construction began in October 2022.
3. **Complete public involvement process and preliminary design for Downtown Main Street Improvements project.** Website and story map for public involvement completed. RFP for survey completed and bid.

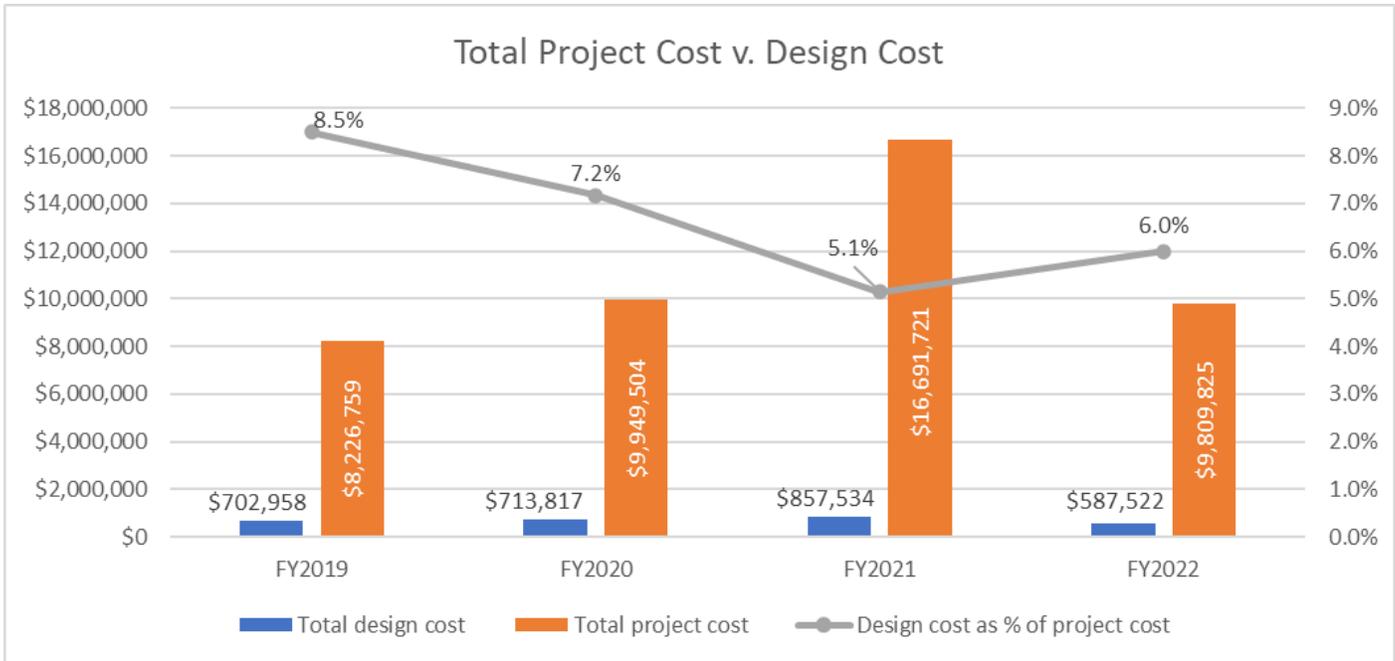
2023/24 GOALS

1. **Complete design and construction of Oak Grove Street Reconstruction project.**
2. **Complete design and construction of Town Hall Parking Lot project.**
3. **Complete road assessment and make recommendations to Board of Directors for a 2023 Public Works Bond Referendum.**

PUBLIC WORKS- ENGINEERING

WORKLOAD STATISTICS

	FY2019	FY2020	FY2021	FY2022	Trend
Hours spent on GIS updates	1,805	1,586	2,325	1,700	
Number of visitor hits on GIS online system	5,396	9,706	2,978	4,389	
Number of permits issued - Right of way	479	443	449	611	
Number of permits issued - Water & Sewer	93	126	131	113	
Number of permits issued - Other	4	4	2	3	
Total number of permits issued	576	573	582	727	
Total time spent on permits	849	838	1,111	1,117	
Average time to review permit	1.47	1.46	1.91	1.54	
% of staff time spent on reviewing permits	0	0	0	0	
# of Inspections- Permit	162	348	407	414	
# of Inspections- Private Development	281	318	491	320	
# of Inspections- Water & Sewer	584	600	577	544	
# of Inspections- DPW Projects	1,937	2,914	2,215	2,002	
# of Inspections- TOTAL	2,964	4,180	3,690	3,280	
# of active private development/subdivision projects	2.5	5	5	5.25	
# of active PW construction projects managed	14.6	18.3	19.0	19.8	
Total \$ design cost of projects	0	0	0	0	
Average hours spent per inspection	2.0	2.0	2.2	2.0	
# of private development (PZC) reviews	60	77	70	47	
Total hours spent on PZC plan reviews	657	1,006	1,346	834	
% of staff time spent on plan reviews (Design Unit)	8.5%	12.1%	16.2%	10.1%	
Number of projects	53	48	45	49	
Number of bids	11	21	9	17	
Total value of bids (value of low bid/actual)	\$6,797,731	\$18,146,746	\$5,006,860	\$12,533,243	
Number of ongoing projects	26.0	26.4	24.8	21.0	
Total design cost	\$702,958	\$713,817	\$857,534	\$587,522	
Total project cost	\$8,226,759	\$9,949,504	\$16,691,721	\$9,809,825	
Design cost as % of project cost	8.5%	7.2%	5.1%	6.0%	
DOT private sector design cost based on total project cost	10% - 12%	10% - 12%	10% - 12%	10% - 12%	
% of projects meeting or exceeding DOT private sector cost standard	84%	91%	92%		



PUBLIC WORKS- ENGINEERING



PUBLIC WORKS- FIELD SERVICES

DESCRIPTION

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

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

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

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	3,640,784.79	3,984,084	3,633,768	4,163,213		179,129	4.50%
Employee Benefits	1,506,542.01	1,584,180	1,406,630	1,625,053		40,873	2.58%
Purchased Services	733,933.73	678,650	687,487	750,325		71,675	10.56%
Supplies	955,946.18	1,104,630	1,112,267	1,197,470		92,840	8.40%
Equipment	7,906.30	11,050	29,491	11,050		-	0.00%
Other	-	-	-	-		-	
TOTAL FIELD SERVICES	6,845,113.01	7,362,594	6,869,642	7,747,111	-	384,517	5.22%

PUBLIC WORKS- FIELD SERVICES

Expenditures by Function	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Administration	279,856.64	269,847	186,529	269,314		(533)	-0.20%
Highways, Parks & Cemeteries	5,176,992.36	5,584,687	5,247,159	5,915,456		330,769	5.92%
Fleet Services	1,391,484.01	1,508,060	1,439,404	1,562,341		54,281	3.60%
TOTAL FIELD SERVICES	6,848,333.01	7,362,594	6,873,092	7,747,111	-	384,517	5.22%

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments. Includes the following changes:

- An increase of one Parks maintainer, to reflect the acquisition of the 8th District properties as well as other increases to groundskeeping responsibilities. Funding is offset by an increase in projected vacancy savings.

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
Field Services Administration					
Field Services Superintendent*		0.75	0.75	0.75	0.75
Sr. Administrative Secretary		1.00	1.00	1.00	1.00
Account Associate		0.50	0.50	0.50	0.50
Subtotal:		2.25	2.25	2.25	2.25
Field Services (Highways, Parks & Cemeteries)					
Work Coordinator		1.00	1.00	1.00	1.00
Park/Rec Facility Manager		1.00	1.00	1.00	1.00
Foreman		3.00	3.00	3.00	3.00
Maintainer I		25.00	25.00	24.00	25.00
Maintainer II		9.00	9.00	9.00	9.00
Maintainer III		5.00	5.00	5.00	5.00
Subtotal:		44.00	44.00	43.00	44.00
Fleet Services:					
Fleet Manager		1.00	1.00	1.00	1.00
Working Master Mechanic		1.00	1.00	1.00	1.00
Mechanic II** (1 frozen/unfunded)		7.00	7.00	6.00	7.00
Mechanic III		2.00	2.00	2.00	2.00
Subtotal:		11.00	11.00	10.00	10.00
TOTAL FIELD SERVICES FT STAFF		57.25	57.25	55.25	57.25

* The Field Services Superintendent is partially funded in Sanitation.

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

PUBLIC WORKS- FIELD SERVICES

Part Time Positions	Budgeted		Budgeted		Change in FTE's
	Hours 2022/23	Full Time Equivalents	Hours 2023/24	Full Time Equivalents	
Assistant Clerk	1,014	0.49	1,014	0.49	0.00
Cemetery Clerk	1,014	0.49	1,014	0.49	0.00
TOTAL FIELD SERVICE PT STAFF	2,028	0.98	2,028	0.98	0.00

Purchased Services and Supplies:

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

- An increase of \$22,500 for grounds repairs, due to supply & material cost inflation
- An increase of \$50,000 for road repairs, also due to inflationary pressures
- An increase of \$18,000 for maintenance supplies
- An increase of \$45,000 for diesel fuel, based on projected per gallon costs
- An additional \$25,220 is provided for fleet vehicle repairs due to increases in the cost of parts
- The cost of road salt is expected to increase by \$150,000, but this was omitted from the operating budget and will be funded as an addition to the non-lapsing snow contingency budget through use of end-of-year savings attributable to the mild winter in FY23.

STATUS OF 2022/23 GOALS

1. **Complete landscaping and final elements of Cheney Rail Trail at Forest Street.** Completed.
2. **Complete Bigelow Street Entrance Improvements to Center Springs Park.** Completed.
3. **Repair and Repaint Marcy MacDonald Pool.** Completed.
4. **Continue Case Mountain trail repairs and installation of water bars.** Water bars installed on main Carriage Path. Additional work ongoing.
5. **Update Department Staff Safety Plan.** Ongoing.

PUBLIC WORKS- FIELD SERVICES

2023/24 GOALS

1. **Begin multi-year townwide bridge and culvert sediment removal project.**
2. **Replant and update landscaping in Buckland Street medians.**
3. **Repair and Repaint Waddell Pool.**
4. **Case Dam Tree and Vegetation removal.**
5. **Begin multi-year storm water detention basin maintenance.**

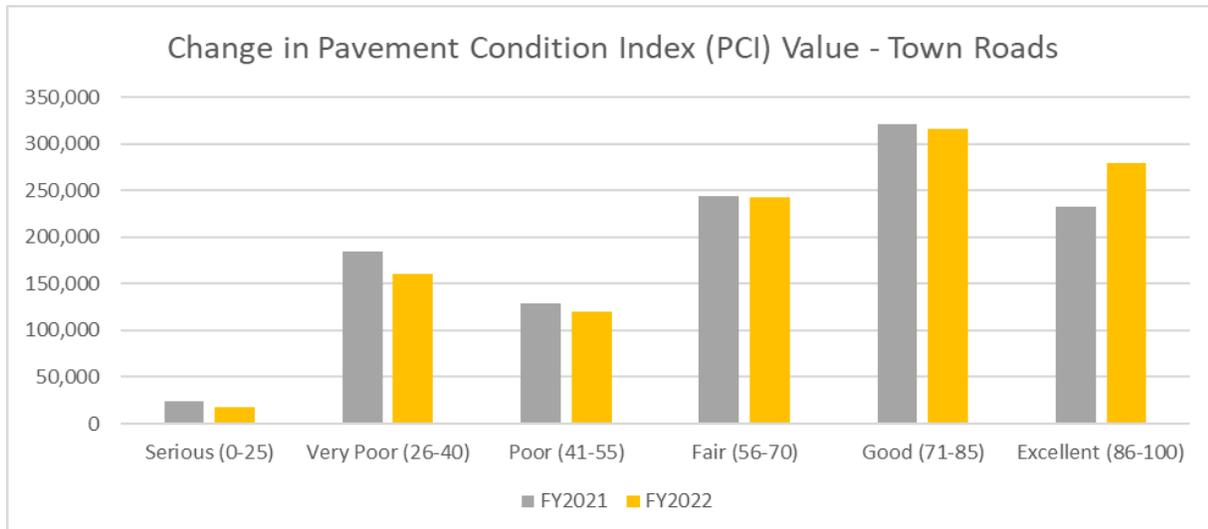
WORKLOAD STATISTICS

	Highway				Trend
	FY2019	FY2020	FY2021	FY2022	
Miles of Road Maintained	218.6	219.2	219.2	219.2	
Miles of Road Resurfaced	16	15	34	6	
Lane miles of construction (Paving)	0	0	0	0	
Lane linear feet of construction (Cracksealing)	0	0	0	0	
Linear Feet of Line Painting	0	0	0	0	
Lane miles of construction (Total)	434	0	0	0	
Linear Feet of Sidewalks Resurfaced	2800	27100	8900	5930	
Pavement Condition Index (Townwide)			67	69	
Pavement Condition Index (Length By Condition Category)					
Serious (0-25)			21,090	17,541	
Very Poor (26-40)			180,302	161,070	
Poor (41-55)			125,720	119,720	
Fair (56-70)			244,002	242,587	
Good (71-85)			318,317	316,278	
Excellent (86-100)			246,389	279,633	
# of Catch Basins Cleaned					
# of Catch Basins Cleaned	1128	1016	1071	959	
# of Catch Basins Repaired/Rebuilt	103	70	76	58	
Total # of Catch Basins	5370	5370	5370	5370	
# of Location Signs Installed					
# of Location Signs Installed	285	303	306	212	
# of Winter Weather Events					
# of Winter Weather Events	14	10	15	7	
Total hours sweeping					
Total hours sweeping	482	736	1008	1056	
Total days leaf pickup					
Total days leaf pickup	34	48	31	18	
Hours spents on potholes					
Hours spents on potholes	3240	3096	3132	2360	
# of Emergency Call-Ins					
# of Emergency Call-Ins	58	58	56	70	
# of Mark-Its Completed					
# of Mark-Its Completed	767	730	598	185	
Target % of Catch Basins Cleaned					
Target % of Catch Basins Cleaned	20%	20%	20%	20%	
% of Catch Basins Cleaned					
% of Catch Basins Cleaned	21.0%	18.9%	19.9%	17.9%	

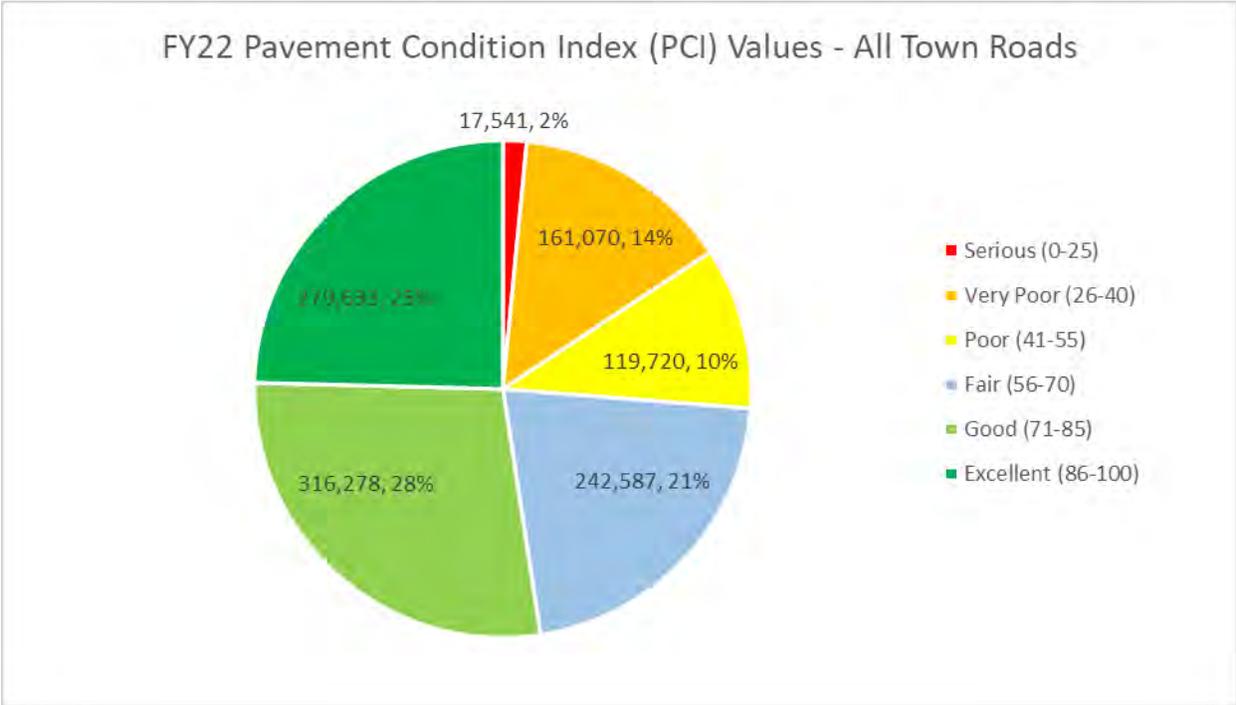
PUBLIC WORKS- FIELD SERVICES

Parks Staff Hours by Category/Location					
	FY2019	FY2020	FY2021	FY2022	Trend
Mowing	4,454	4,976	4,633	5,197	
Ballfields	2,714	2,427	2,108	2,278	
Soccer/Track & Field/Tennis	1,143	684	976	1,012	
Football	120	56	20	32	
Horticulture	3,450	2,772	2,491	2,708	
Trees	1,747	1,895	2,273	1,514	
Pools	1,514	1,430	1,410	1,544	
Playgrounds	332	192	140	72	
Irrigation	525	488	868	621	
Turf	486	656	854	817	
Pesticides	824	1,020	832	524	
Leaves	2,011	1,900	2,448	1,312	
Snow	1,386	972	1,412	1,094	
Skating	192	158	376	330	
Special Event	525	964	96	421	
Trash Barrels/Grounds/Litter	813	358	559	639	
Training (Including OSHA)	572	444	344	208	
Graffiti	8	56	83	16	
Equipment/Shop	265	648	1,297	824	
General Repairs	232	72	126	184	
Building Maintenance	376	1,200	600	788	
Cemeteries	269	8	88	80	
Miscellaneous	1,408	1,032	584	632	
Trails	-	-	-	159	

Cemeteries					
	FY2019	FY2020	FY2021	FY2022	Trend
Interments	207	166	219	218	
Graves Sold	79	66	125	105	
Acres of Cemeteries Maintained	75	75	75	75	
Revenue Collected (GF + Trust Fund)	\$224,567.54	\$178,735.00	\$273,873.10	\$232,966.98	
Miles of Cemetery Roads Maintained	6	6	6	6	
Graves Available in Developed Sections	981	1282	1161	1056	



PUBLIC WORKS- FIELD SERVICES



Pavement Condition Index (PCI) is a measure of road quality, measured by electronically scanning the Town’s roads and noting the severity of irregularities such as alligator cracks, pavement seals, bumpiness, potholes, and patches.

PUBLIC WORKS- FACILITIES MANAGEMENT

DESCRIPTION

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	664,184.93	699,596	678,750	721,936		22,340	3.19%
Employee Benefits	247,224.84	236,560	234,315	240,160		3,600	1.52%
Purchased Services	1,186,085.69	1,294,378	1,302,567	1,580,149		285,771	22.08%
Supplies	182,810.94	173,150	173,150	167,440		(5,710)	-3.30%
Equipment	318.99	3,000	3,000	3,000		-	0.00%
Other	-	-	-	-		-	
TOTAL FACILITIES	2,280,625.39	2,406,684	2,391,782	2,712,685	-	306,001	12.71%

Expenditures by Function	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Facilities Project Management	295,634.22	320,198	306,425	325,729		5,531	1.73%
Building Maintenance	1,984,991.17	2,086,486	2,085,356	2,386,956		300,470	14.40%
TOTAL FACILITIES	2,280,625.39	2,406,684	2,391,782	2,712,685	-	306,001	12.71%

Personnel & Employee Benefits:

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

PUBLIC WORKS- FACILITIES MANAGEMENT

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
Facilities Administration:					
Facilities Project Manager	1.00	1.00	1.00	1.00	1.00
Asst. Facilities Project Manager	1.00	1.00	1.00	1.00	1.00
Subtotal:	2.00	2.00	2.00	2.00	2.00
Building Maintenance:					
Work Coordinator	1.00	1.00	1.00	1.00	1.00
Maintainer II	3.00	3.00	3.00	3.00	3.00
Maintainer III	2.00	2.00	2.00	2.00	2.00
Subtotal:	6.00	6.00	6.00	6.00	6.00
TOTAL FACILITIES FT STAFF	8.00	8.00	8.00	8.00	8.00

Purchased Services and Supplies:

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

- Utilities increase by \$249,264, which reflects utility cost increases as well as the addition of the former 8th Utilities District buildings and grounds. \$174,264 is attributed to the district merger.
- An increase of \$34,286 to building repairs, contracts, and services, to reflect the acquisition of the former 8th District's buildings.

STATUS OF 2022/23 GOALS

1. **Manchester Public Schools Phase 2: Buckley Elementary Renovations. Complete Construction. Meet target opening date of September 2022.** Opened September 2022 on schedule and on budget.
2. **Manchester Public Schools Phase 2: Bowers Elementary Renovations. Begin construction July 1, 2022, for substantial completion by Jun 30, 2023.** In progress. On budget and on schedule for opening in September 2023.
3. **Manchester Public Schools Phase 2: Secure design approval for Keeney Elementary Renovation. Public bid held in January 2023.** Design approval complete. Project advertised for public bid during the week of December 19th, 2022, ahead of schedule.

PUBLIC WORKS- FACILITIES MANAGEMENT

- 4. Construction of Police Department Locker Room Renovations.** Project placed on hold for funding authorization of balance. ARPA funding was authorized in October 2022. Design revisions and bidding are planned for March 2023. Construction targeted for Summer/Fall 2023, depending on the lead time for lockers.
- 5. New Library Feasibility Study.** Complete.
- 6. SolarMap PV installations through the CT Greenbank program.** Complete.
- 7. LED lighting upgrades to Manchester Municipal Buildings.** Complete.

2023/24 GOALS

- 1. Manchester Public Schools Phase 2: Keeney Elementary Renovation**
- 2. Construction of Police Department Locker Room Renovations**
- 3. Lincoln Center Window Replacement**
- 4. Electric Vehicle Charging Stations @ Five Locations**
- 5. Cheney Hall ARPA-funded Renovations: Toilet Rooms & Exterior Lighting**
- 6. Manchester Senior Center Elevator Modernization**

PUBLIC WORKS- FACILITIES MANAGEMENT

WORKLOAD STATISTICS

Completed Work Orders					
	FY2019	FY2020	FY2021	FY2022	Trend
Unlisted	27	17	63	40	
Boiler	2	1	9	4	
Carpentry	102	89	105	82	
Ceilings	12	16	12	15	
Custodial	8	17	9	26	
Electrical	108	118	92	74	
Equipment Maintenance	42	25	29	42	
Event Setup	9	6	1	5	
Furniture	45	53	19	30	
General Maintenance	75	84	63	79	
Glass\Window Repairs	8	9	5	6	
Grounds	23	21	32	25	
Heating/Ventilation/Air Conditioning	113	111	70	77	
Inspections	27	6	8	16	
Lighting	150	122	78	89	
Miscellaneous	209	154	83	147	
Painting	14	19	8	11	
Plumbing	175	137	107	123	
Total	1149	1005	793	891	

Work Order Labor Hours					
	FY2019	FY2020	FY2021	FY2022	Trend
Unlisted	16	26.5	234	82	
Boiler	0	1	7	7	
Carpentry	885.5	729	906.5	518	
Ceilings	21	20	15.5	23.5	
Custodial	8	9	6	22	
Electrical	454	526.25	580.25	444.5	
Equipment Maintenance	47	38.5	56	94	
Event Setup	5.5	109	0	5	
Furniture	78.5	124.5	27	129.5	
General Maintenance	113	135	142.5	105	
Glass\Window Repairs	9	24	11	17	
Grounds	110	35	139.5	108	
Heating/Ventilation/Air Conditioning	148.5	229.5	100.5	90.5	
Inspections	42	22	23.5	42	
Lighting	339.5	353.5	193.5	278	
Miscellaneous	640.25	231	147.5	222.5	
Painting	50	217.5	62	14	
Plumbing	505	364	260	258	
Total	3473	3195	2912	2461	

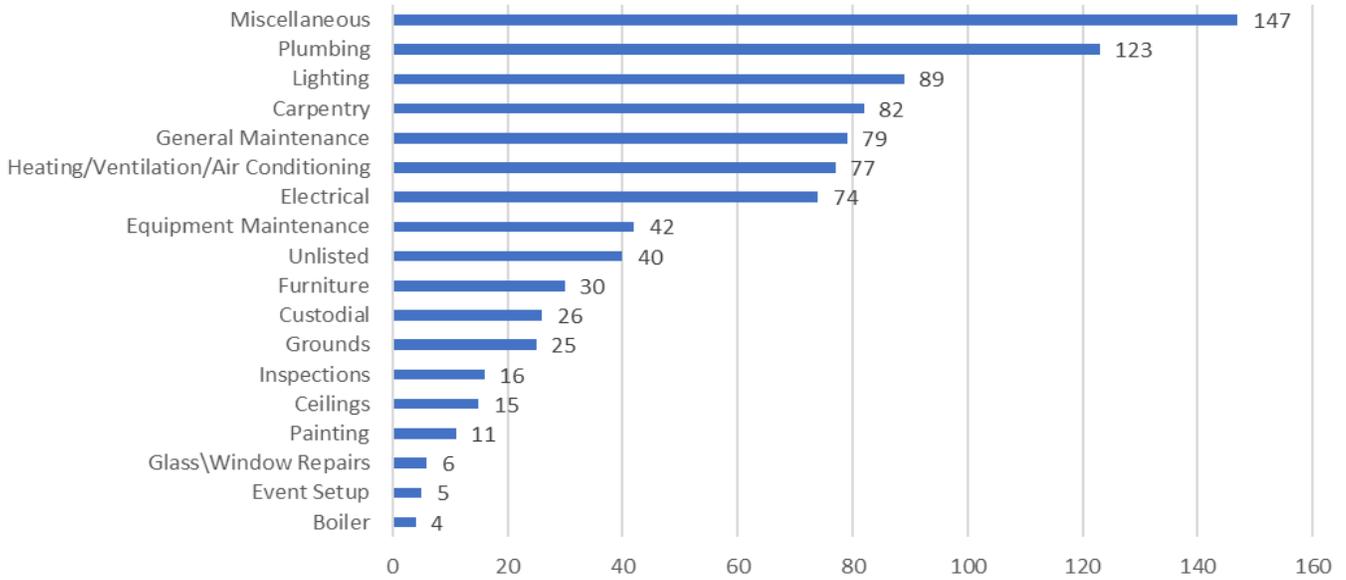
PUBLIC WORKS- FACILITIES MANAGEMENT

Work Order Total Cost					
	FY2019	FY2020	FY2021	FY2022	Trend
Unlisted	\$1,468	\$2,710	\$13,537	\$5,481	
Boiler	\$16	\$31	\$2,243	\$215	
Carpentry	\$49,617	\$39,671	\$53,834	\$26,228	
Ceilings	\$929	\$674	\$692	\$874	
Custodial	\$241	\$295	\$180	\$691	
Electrical	\$42,968	\$36,492	\$41,656	\$24,194	
Equipment Maintenance	\$3,149	\$3,562	\$3,000	\$4,817	
Event Setup	\$193	\$3,565	\$0	\$148	
Furniture	\$2,337	\$3,981	\$805	\$4,720	
General Maintenance	\$6,897	\$9,241	\$7,743	\$7,602	
Glass\Window Repairs	\$821	\$1,299	\$614	\$1,105	
Grounds	\$3,520	\$1,316	\$4,570	\$4,304	
Heating/Ventilation/Air Conditioning	\$10,415	\$14,082	\$7,596	\$5,394	
Inspections	\$1,399	\$580	\$708	\$1,267	
Lighting	\$25,388	\$25,274	\$13,622	\$14,112	
Miscellaneous	\$32,451	\$13,481	\$8,391	\$17,091	
Painting	\$2,810	\$10,606	\$2,870	\$3,250	
Plumbing	\$30,789	\$26,171	\$15,332	\$20,918	
Total	\$215,407	\$193,029	\$177,391	\$142,412	

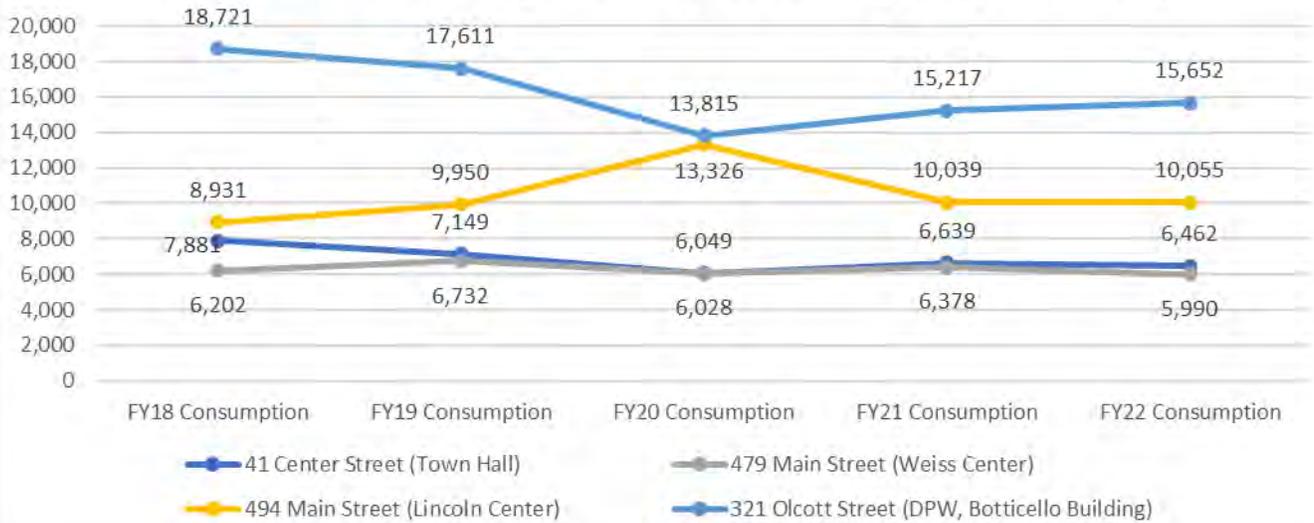
Work Order Count by Location						
	FY20	FY20 %	FY21	FY21 %	FY22	FY22 %
TOTAL	1004		792		885	
Town Hall	100	10.0%	69	8.7%	109	12.3%
901/903 Main Street	58	5.8%	66	8.3%	73	8.2%
Lincoln Center	80	8.0%	38	4.8%	73	8.2%
Weiss Center	75	7.5%	49	6.2%	57	6.4%
Mary Cheney Library	66	6.6%	34	4.3%	52	5.9%
Public Works Field Services	39	3.9%	61	7.7%	46	5.2%
Senior Center	77	7.7%	28	3.5%	42	4.7%
Police Station	59	5.9%	48	6.1%	35	4.0%
Community Y	24	2.4%	38	4.8%	32	3.6%
Fire Station #1	40	4.0%	24	3.0%	29	3.3%
Youth Service Bureau	31	3.1%	18	2.3%	28	3.2%
Fire Station #2	28	2.8%	23	2.9%	27	3.1%
Fleet Maintenance Garage	18	1.8%	20	2.5%	22	2.5%
Whiton Library	26	2.6%	14	1.8%	20	2.3%
Fire Station #5	14	1.4%	18	2.3%	16	1.8%
Center Springs Main Pavilion	11	1.1%	7	0.9%	15	1.7%
Mahoney Recreation Center	29	2.9%	14	1.8%	15	1.7%
Fire Station #3	3	0.3%	21	2.7%	13	1.5%
Sanitation (Front of Fleet)	10	1.0%	14	1.8%	11	1.2%
Probate Court	24	2.4%	8	1.0%	10	1.1%
Miscellaneous	11	1.1%	12	1.5%	9	1.0%
Northwest Park Building #1	14	1.4%	12	1.5%	9	1.0%
Fire Station #4	8	0.8%	12	1.5%	8	0.9%
North West Park	6	0.6%	6	0.8%	8	0.9%
Scale House	16	1.6%	9	1.1%	8	0.9%
Charter Oak Park - General	4	0.4%	2	0.3%	4	0.5%
Nathan Hale	9	0.9%	19	2.4%	4	0.5%
Spruce Street Fire Station	17	1.7%	5	0.6%	4	0.5%
Recreation Lodge	6	0.6%	10	1.3%	1	0.1%

PUBLIC WORKS- FACILITIES MANAGEMENT

Number of Work Orders by Type, FY22

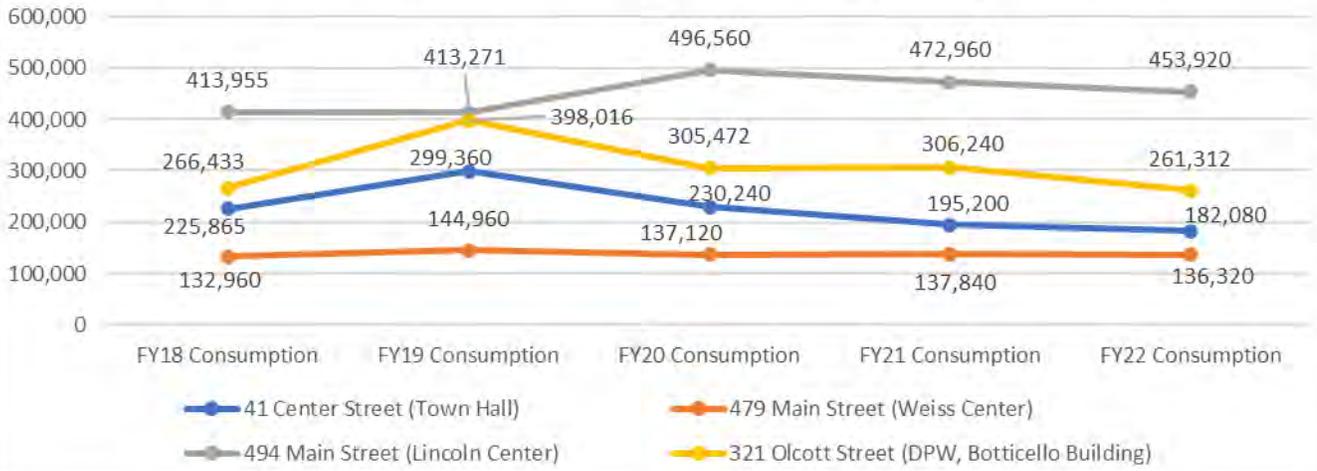


Annual Natural Gas Usage - Town Office Buildings, ccf (FY18 - FY22)

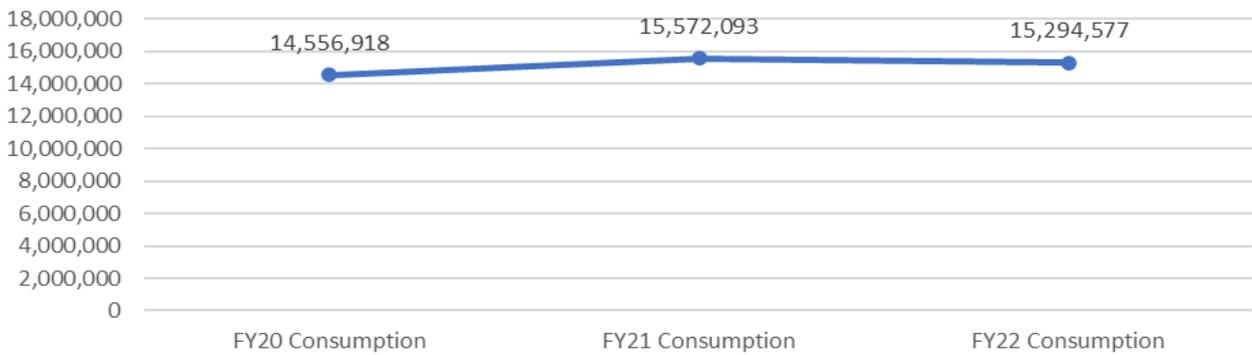


PUBLIC WORKS- FACILITIES MANAGEMENT

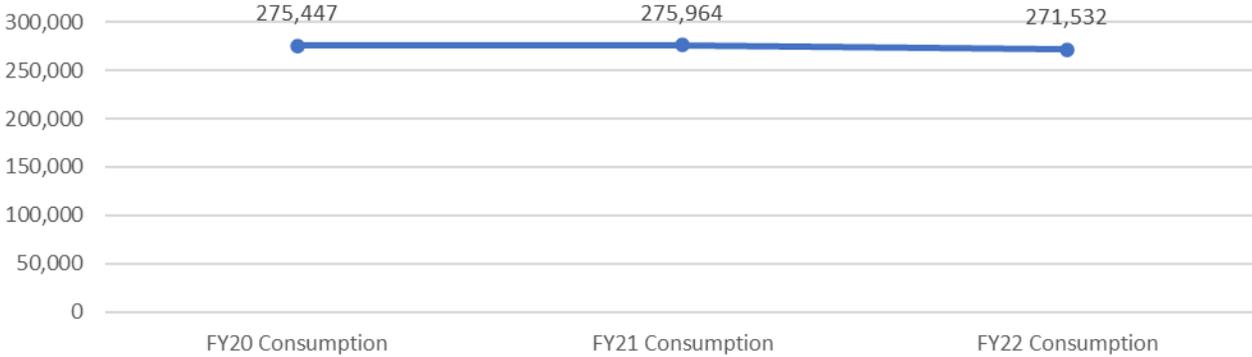
Annual Electricity Usage - Town Office Buildings, kWh (FY18 - FY22)



Total Town Electricity Usage (kWh)



Total Town Natural Gas Usage (ccf)



PUBLIC WORKS- BUILDING INSPECTION

DESCRIPTION

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

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	678,858.56	726,056	706,695	745,464		19,408	2.67%
Employee Benefits	248,396.05	236,373	230,457	237,317		944	0.40%
Purchased Services	30,188.66	41,706	41,706	39,763		(1,943)	-4.66%
Supplies	5,118.38	11,300	11,300	11,300		-	0.00%
Equipment	-	-	-	-		-	
Other	-	-	-	-		-	
TOTAL BUILDING INSPECTION	962,561.65	1,015,435	990,158	1,033,844	-	18,409	1.81%

Personnel & Employee Benefits:

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

Part Time Positions	Budgeted Hours 2022/23	Full Time Equivalent	Budgeted Hours 2023/24	Full Time Equivalent	Change in FTE's
Clerical Assistant	1,014	0.49	1,014	0.49	0.00
Building Official	748	0.36	748	0.36	0.00
TOTAL BUILDING INSPECTION PT STAFF	1,762	0.85	1,762	0.85	0.00

PUBLIC WORKS- BUILDING INSPECTION

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
Chief Building Inspector	1.00	1.00	1.00	1.00	1.00
Asst. Chief Bldg. Inspector	1.00	1.00	1.00	1.00	1.00
Zoning Enforcement Officer	1.00	1.00	1.00	1.00	1.00
Assistant Building Official (1 frozen/unfunded)	4.00	4.00	3.00	4.00	3.00
Senior Account Associate	1.00	1.00	1.00	1.00	1.00
Clerical Assistant	1.00	1.00	1.00	1.00	1.00
TOTAL BUILDING INSPECTION FT STAFF	9.00	9.00	8.00	9.00	8.00

Purchased Services and Supplies:

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

- A decrease of \$2,700 to professional & technical services, reflecting a decrease in State Marshals costs.
- An additional \$1,257 budgeted for various software programs and subscription service price increases.

STATUS OF 2022/23 GOALS

- 1. Optimize the Department's use of EnerGov & BlueBeam Revu software.** It is typical after implementation of a new permit management software system to continue to adjust policies and procedures. The Department continues to refine settings to maximize the benefits the system offers to building, zoning, property maintenance, and neighborhood inspection functions. This goal will likely be ongoing for approximately 2 years.
- 2. Update Manchester Property Maintenance Code.** The Department sill intends to propose an updated version of the Manchester Property Maintenance Code to the Board of Directors prior to the end of the fiscal year (June 2023).

PUBLIC WORKS- BUILDING INSPECTION

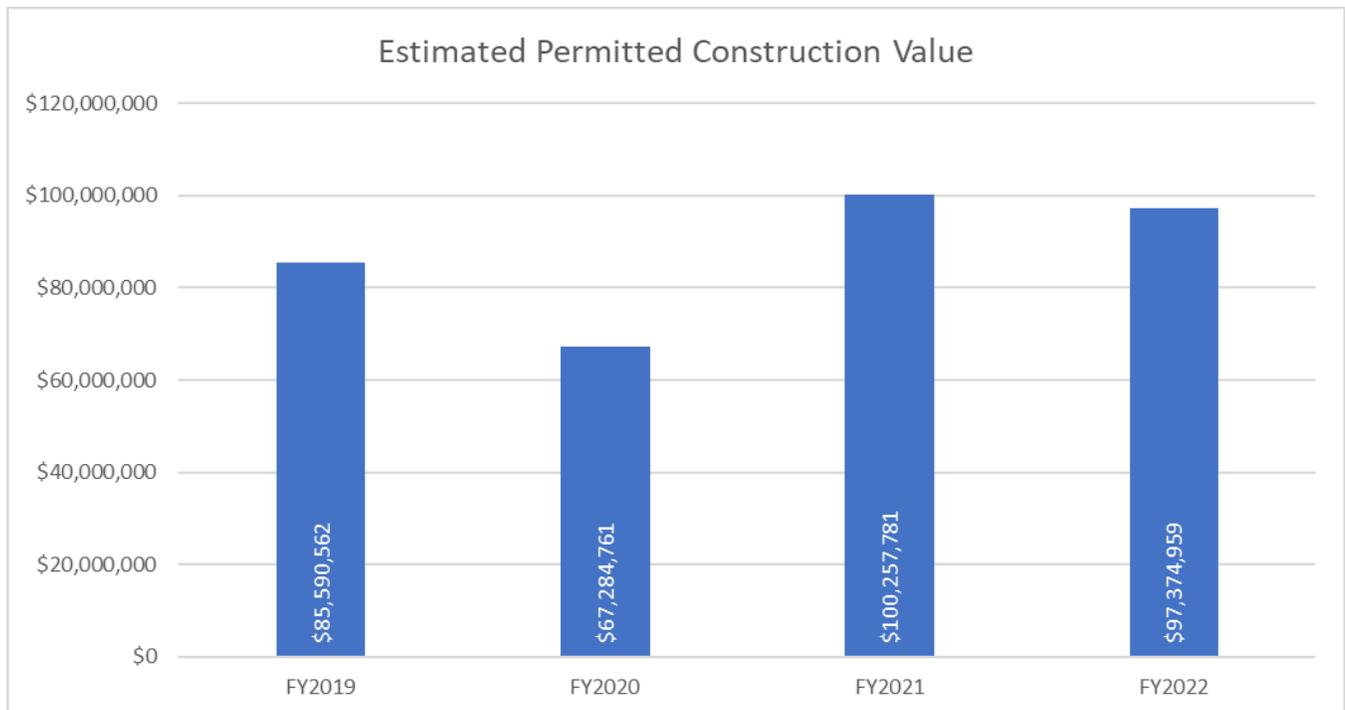
2023/24 GOALS

- 1. Completion of Tyler EnerGov & BlueBeam Revu software implantation project.** Within the fiscal year the Department anticipates achieving the following during our final configuration:
 - Eliminate dependency on paper-driven workflows, transitioning to electronic based records.
 - Centralize the building permit application process for commercial projects and eliminate the need to visit multiple municipal offices with duplicative processes while facilitating payment of all fees at once.
 - Standardize process to capture key code analysis data on commercial projects to reduce the cost of subsequent alterations and additions and provide valuable interim reference.
 - Complete the implementation of BlueBeam Revu Studio collaboration features to streamline plan review process for commercial projects.
 - Improve accessibility to data for public to improve user experience while encouraging self-service.
- 2. Complete the implementation of Tyler EnerGov IgEnforce Code Enforcement module.** For property maintenance enforcement the Department has relied on an Microsoft Access database to track enforcement activity for the last 10 years. Implementation of IgEnforce will allow the Department to eliminate its reliance on paper driven workflows and add the ability to record activity in the field on devices also used for recording building inspections. The system will also provide access to property owner information in the field, making enforcement activity more expeditious.
- 3. Update Manchester Property Maintenance Code.** It is still the Department's intent to propose an updated version of the Manchester Property Maintenance Code to the Board of Directors prior to the end of the fiscal year. This goal was deferred in previous years due to the volume of construction and demands of initial configuration of Tyler EnerGov.

PUBLIC WORKS- BUILDING INSPECTION

WORKLOAD STATISTICS & PERFORMANCE MEASURES

	FY2019	FY2020	FY2021	FY2022	Trend
Estimated Permitted Construction Value	\$85,590,562	\$67,284,761	\$100,257,781	\$97,374,959	
Residential < 5 Unit	\$19,205,693	\$23,399,476	\$33,087,792	NA	
Residential > 5 Unit & Hotel	\$11,557,510	\$8,257,704	\$2,065,930	NA	
Commercial	\$49,387,997	\$34,194,091	\$63,810,102	NA	
Municipal (Town)	\$879,562	\$1,259,800	\$660,719	NA	
Municipal (BoE)	\$4,559,800	\$173,690	\$633,238	NA	
Permit Fees Collected	\$1,371,462	\$1,090,025	\$1,267,276	\$1,173,998	
Permit Fees Refunded	\$8,736	\$16,821	\$17,314	\$32,914	
New Dwelling Units (Number Permitted)					
1 Unit	22	21	22	22	
2 Unit	4	2	0	0	
3 Unit	0	0	0	0	
4 Unit	0	0	0	0	
5+ Unit	0	1	0	3	
Total	26	24	22	25	
New Dwelling Units (# Certificates of Occupancy Issued - # Demolitions)	27	21	29	23	
1 Unit	25	19	15	24	
2 Unit	2	2	1	0	
3 Unit	0	0	0	0	
4 Unit	0	0	0	-1	
5+ Unit	0	0	13	0	
Number of Inspections Completed	8,289	5,565	5,131	6,256	
Residential < 5 Unit	3,676	3,362	3,832	NA	
Residential > 5 Unit & Hotel	376	455	219	NA	
Commercial	3,993	1,623	1,054	NA	
Municipal (Town)	125	47	22	NA	
Municipal (BoE)	119	78	4	NA	
Misc.	0	0	0	NA	
% Change of Number of Inspections	33%	-33%	-8%	22%	
Property Maintenance Complaints Inspected	608	612	572	695	
Average Number of Days Between Call and Inspection	1.8	1.5	3.6	1.1	



PUBLIC WORKS- BUILDING INSPECTION





Recommended Budget

Town of Manchester,
Connecticut

FY 2023-24

Public Safety

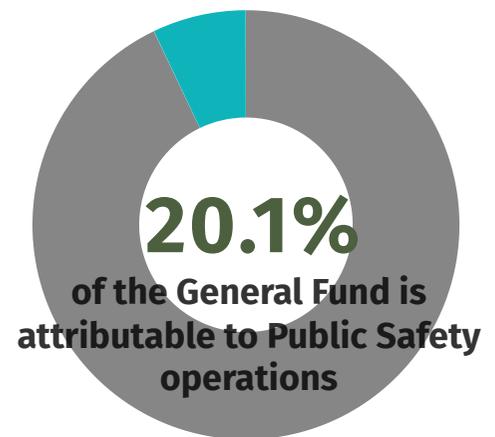
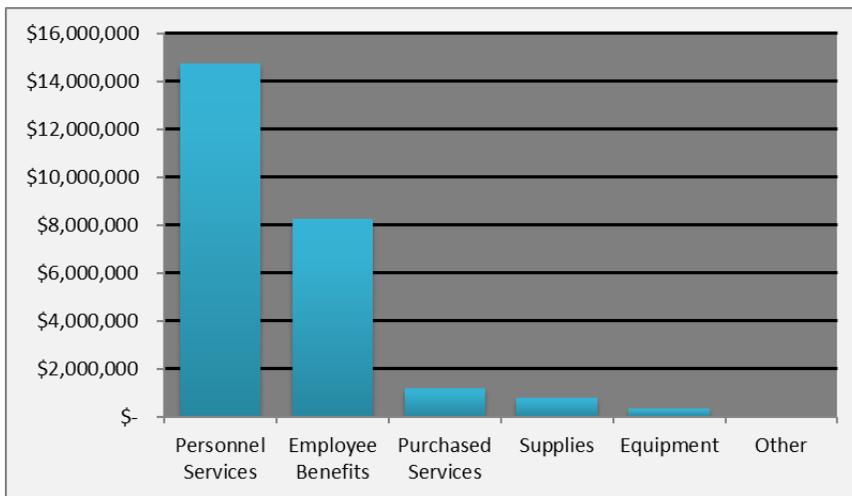


The Public Safety section of the budget includes the Police Department and Emergency Management, as well as the Fire-Rescue-EMS Department.

Summary of Department Budgets

	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over Current Adopted	Percent Change
PUBLIC SAFETY							
Police	\$ 21,941,856.03	\$ 23,599,577	\$ 23,670,948	\$ 25,268,155	\$ -	\$ 1,668,578	7.07%
Fire Department*	\$ 18,104,225.04	\$ 19,470,863	\$ 19,441,536	\$ 21,643,533	\$ -	\$ 2,172,670	11.16%
Paramedic Subsidy	\$ 2,586,848.00	\$ 2,855,829	\$ 2,855,829	\$ -	\$ -	\$ (2,855,829)	-100.00%
Emergency Management	\$ 53,000.56	\$ 60,971	\$ 60,971	\$ 60,971	\$ -	\$ -	0.00%
TOTAL	\$ 42,685,929.63	\$ 45,987,240	\$ 46,029,284	\$ 46,972,659	\$ -	\$ 985,419	2.14%

*. The Manchester Fire Department was funded through a separate taxing district fund; effective 7/1/23, the Town's two taxing districts have merged and will be funded through the General Fund in FY2023/24.



Total Budget
\$46,972,659



Increase
\$985,419



Percent Increase
2.14%

MANCHESTER POLICE DEPARTMENT

DESCRIPTION

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

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

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

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	13,305,219.19	14,069,108	14,110,631	14,705,595		636,487	4.52%
Employee Benefits	7,163,197.32	7,641,048	7,411,011	8,230,030		588,982	7.71%
Purchased Services	634,474.84	874,086	877,556	1,191,422		317,336	36.30%
Supplies	547,868.10	725,985	731,678	795,158		69,173	9.53%
Equipment	291,096.58	289,350	540,071	345,950		56,600	19.56%
Other	-	-	-	-		-	
TOTAL POLICE	21,941,856.03	23,599,577	23,670,948	25,268,155	-	1,668,578	7.07%

MANCHESTER POLICE DEPARTMENT

Expenditures by Function	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Police Administration	3,214,037.11	4,718,884	5,011,729	5,287,946		569,062	12.06%
Police Patrol	11,700,215.96	11,515,239	11,708,903	12,065,101		549,862	4.78%
Training	499,336.33	609,409	615,920	640,056		30,647	5.03%
Animal Control	157,421.16	212,897	218,688	233,577		20,680	9.71%
Investigative Service	2,663,515.64	2,389,234	2,402,743	2,424,953		35,719	1.49%
Police Motor Vehicles & Equip	183,528.74	274,500	219,410	309,000		34,500	12.57%
Police Buildings & Grounds	204,753.96	222,609	205,973	225,589		2,980	1.34%
Records	726,137.26	945,759	882,282	1,247,782		302,023	31.93%
Communications	1,705,185.12	1,735,495	1,690,039	1,905,511		170,016	9.80%
East Central Narcotics	365,325.41	438,287	342,235	429,016		(9,271)	-2.12%
Traffic Services	522,399.34	537,264	373,025	499,624		(37,640)	-7.01%
TOTAL POLICE	21,941,856.03	23,599,577	23,670,948	25,268,155	-	1,668,578	7.07%

Personnel & Employee Benefits:

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

- A frozen/unfunded Patrol Officer is unfrozen, and the cost is offset by an increased vacancy savings adjustment.
- The part-time Animal Control Officer positions are replaced by one additional full-time Animal Control Officer.
- A Public Safety Dispatch position, currently authorized but unfunded, is funded and reclassified to Dispatch Supervisor, to allow for more continuous supervisory services.

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
<u>Police Administration</u>					
Chief of Police	1.00	1.00	1.00	1.00	1.00
Deputy Chief of Police	0.00	0.00	0.00	0.00	0.00
Captain	2.00	2.00	2.00	2.00	2.00
Administration Lieutenant	2.00	2.00	2.00	2.00	2.00
Accreditation Manager	0.50	0.50	0.50	0.50	0.50
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Subtotal:	6.50	6.50	6.50	6.50	6.50
<u>Police Training</u>					
Sergeant	1.00	1.00	1.00	1.00	1.00
Patrol Officer	1.00	1.00	1.00	1.00	1.00
Subtotal:	2.00	2.00	2.00	2.00	2.00
<u>Patrol</u>					
Captain	1.00	1.00	1.00	1.00	1.00
Lieutenant	4.00	4.00	4.00	4.00	4.00
Sergeant	15.00	15.00	15.00	15.00	15.00
Patrol Officer (6 frozen/unfunded as of 7/1/23)	74.00	74.00	67.00	74.00	68.00
Secretary	1.00	1.00	1.00	1.00	1.00
Police Service Aides	5.00	5.00	5.00	5.00	5.00
Subtotal:	100.00	100.00	93.00	100.00	94.00

MANCHESTER POLICE DEPARTMENT

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

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
<u>Animal Control</u>					
Animal Control Officer	1.00	1.00	1.00	2.00	2.00
Subtotal:	1.00	1.00	1.00	2.00	2.00
<u>Investigative Services</u>					
Lieutenant	1.00	1.00	1.00	1.00	1.00
Sergeant	3.00	3.00	3.00	3.00	3.00
Detective	12.00	12.00	12.00	12.00	12.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Subtotal:	17.00	17.00	17.00	17.00	17.00
<u>Maintenance</u>					
Janitor	2.00	2.00	2.00	2.00	2.00
Subtotal:	2.00	2.00	2.00	2.00	2.00
<u>Records</u>					
Account Clerk	1.00	1.00	1.00	1.00	1.00
Accreditation Manager	0.50	0.50	0.50	0.50	0.50
Data Operator (1 frozen/unfunded)	4.00	4.00	3.00	4.00	3.00
Admin. Records Supervisor	1.00	1.00	1.00	1.00	1.00
Subtotal:	6.50	6.50	5.50	6.50	5.50
<u>Communications</u>					
Supt. Of Communications	1.00	1.00	1.00	1.00	1.00
Dispatch Supervisor	0.00	0.00	0.00	1.00	1.00
Dispatcher (1 frozen)	19.00	19.00	18.00	18.00	17.00
Subtotal:	20.00	20.00	19.00	20.00	19.00
<u>East Central Narcotic</u>					
Sergeant	1.00	1.00	1.00	1.00	1.00
Patrol Officer	2.00	2.00	2.00	2.00	2.00
Subtotal:	3.00	3.00	3.00	3.00	3.00
<u>Traffic Services</u>					
Sergeant	1.00	1.00	1.00	1.00	1.00
Patrol Officer	3.00	3.00	3.00	3.00	3.00
Subtotal:	4.00	4.00	4.00	4.00	4.00
<u>TOTAL REGULAR POSITIONS</u>					
Sworn Officers	124.00	124.00	117.00	124.00	117.00
Civilians	37.50	37.50	35.50	37.50	35.50
TOTAL POLICE FT STAFF	162.00	162.00	153.00	163.00	155.00

MANCHESTER POLICE DEPARTMENT

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

Part Time Positions	Budgeted Hours 2022/23	Full Time Equivalents	Budgeted Hours 2023/24	Full Time Equivalents	Change in FTE's
Accounts Payable Clerk	1,001	0.48	1,001	0.48	0.00
TOTAL POLICE ADMINISTRATION	1,001	0.48	1,001	0.48	0.00
School Crossing Guards (35)	19,215	9.24	19,215	9.24	0.00
Crossing Guard Supervisor	780	0.38	780	0.38	0.00
TOTAL POLICE PATROL PT STAFF	19,995	9.61	19,995	9.61	0.00
Data Entry Clerk	1,014	0.49	1,014	0.49	0.00
Evidence Technicians (2)	2,028	0.98	2,028	0.98	0.00
TOTAL POLICE RECORDS PT STAFF	3,042	1.46	3,042	1.46	0.00
TOTAL POLICE PART TIME STAFF	24,038	12	24,038	12	-

Purchased Services and Supplies:

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

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

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

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

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

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

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

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

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

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

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

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

MANCHESTER POLICE DEPARTMENT

Purchased Services and Supplies (cont'd):

The budget includes the following adjustments:

- An increase of \$248,756 is budgeted in the Records Division for vehicle-mounted and body-worn camera improvements. The Department currently utilizes 120 body-worn cameras and 41 vehicle-mounted cameras, which are at the end of their useful life and out of warranty. This funding will enable the Department to change vendors to one already used by the Department for taser deployment video recording and storage. The upgrade will result in improved customer service, better synchronization between vehicle and body cameras, more reliable updating and upload/download capabilities, and the ability to share media more easily with the Attorney General's Office and comply with other Freedom of Information requests as needed. Grant funding is also being sought to help cover added costs.
- \$30,000 is budgeted for a license plate reader subscription.
- Cost for replacement of 4 cruisers per year increases by \$50,600 due to increased price of vehicles.
- Training & academy costs increase by \$24,550 due to significant increase in academy fees.

STATUS OF 2022/23 GOALS

- 1. Renovate and update the employee locker rooms to accommodate a changing demographics in the workforce.** The financial support needed to move forward with the project was approved by the Town after there was an increase in the price for the initial plans. The project is currently being bid for contractors and materials.
- 2. Begin the initial training and implementation stages of the Town of Manchester Police Civilian Review Board.** The initial training has been completed and monthly board meetings began in September 2022.
- 3. Train newly promoted supervisors in leadership and supervisory classes.** During FY23 supervisors were sent to First Line Supervision in September 2022, and the Department has planned upcoming trainings on December 30, 2022 and in January 2023 for new supervisors.
- 4. Replace the cell area camera system for more effective and efficient use.** The cell cameras were replaced and upgraded.
- 5. Increase efforts to identify, attract, and retain a diverse workforce of employees at the Manchester Police Department.** The recruitment unit has taken part in approximately 5 CHIP tests during the current fiscal year as well as 3 community events to recruit diverse candidates. The unit has participated in four recruitment fairs in the Tri state area. The Department has

MANCHESTER POLICE DEPARTMENT

worked with Police App to improve marketing campaign as well as taken out ads with LinkedIn. The Department streamlined its testing process by holding monthly written tests and changing the oral panel interviews. The Town of Manchester and the Manchester Police Department discussed changing the current work schedule for the benefit of the patrol officers which would promote better scheduling and address issues of force-ins.

2023/24 GOALS

- 1. Increase efforts to identify, attract, and retain a diverse workforce of employees at the Manchester Police Department.**
- 2. Update the Verint Audiolog system to improve the quality of digital call and screen recording.**
- 3. Implement the High Q public records request system for the Manchester Police Department Records Division.**
- 4. Implement a new training schedule (7 days) based around the new patrol schedule broken up into two 6-month bids.**
- 5. Increase the polygraph unit to 3 trained polygraphers.**
- 6. Continue to get newer officer certain basic but necessary law enforcement trainings such as Crisis Intervention Training, ARIDE (Advanced Roadside Impaired Driving Enforcement), Interview and Interrogation, and Basic DUI training.**
- 7. Continue to seek to improve training of new and existing officers, particularly in areas involving public relations & interactions, de-escalation, community engagement, etc.**
- 8. Explore solutions to challenges currently faced in the recruitment & retention of public safety dispatchers.**

MANCHESTER POLICE DEPARTMENT

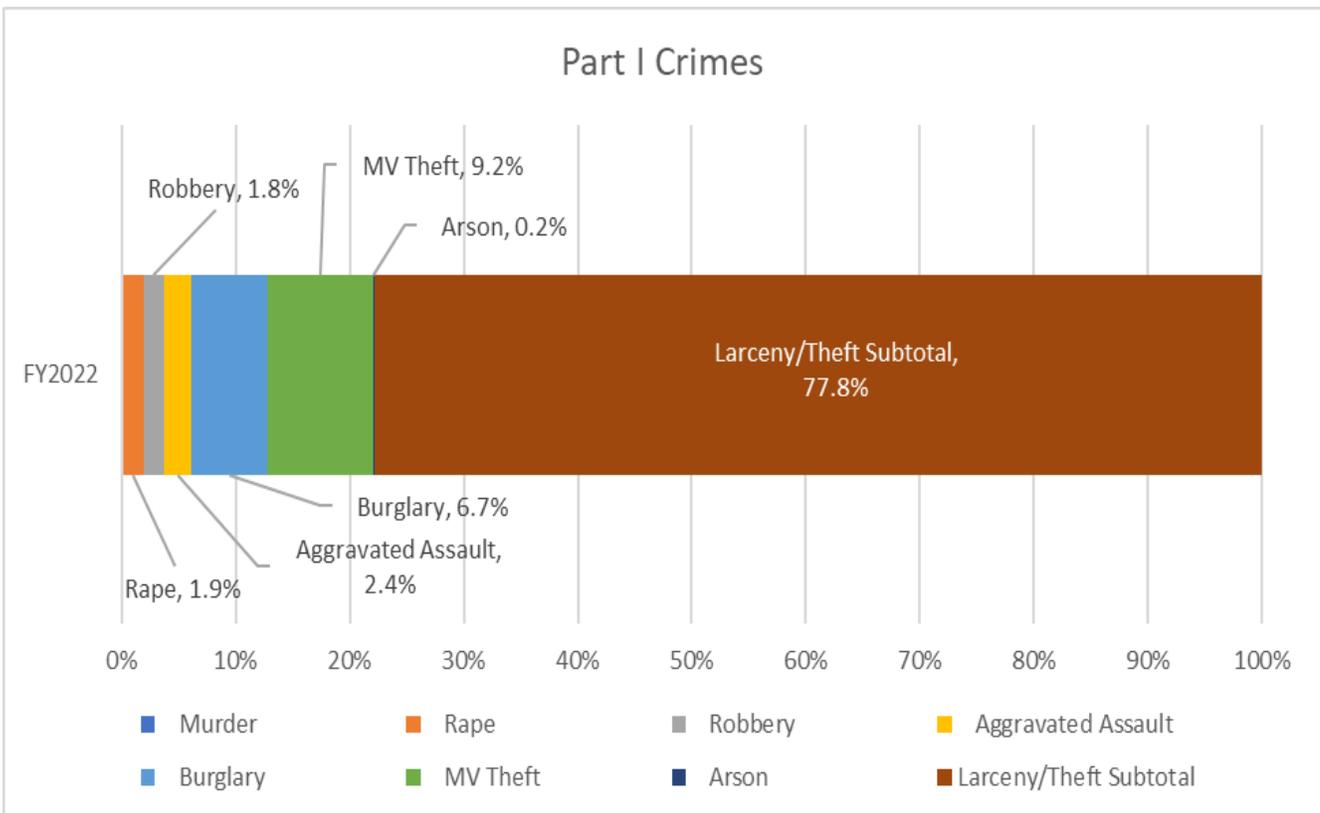
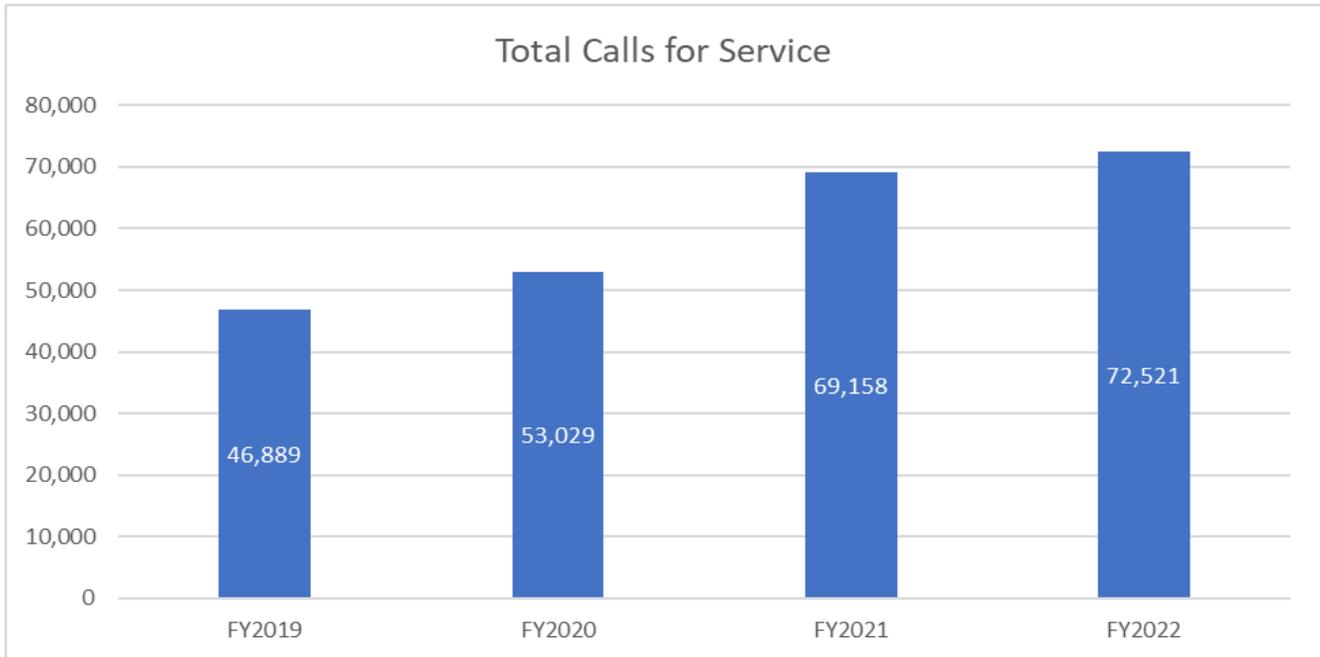
WORKLOAD STATISTICS & PERFORMANCE MEASURES

	FY2019	FY2020	FY2021	FY2022	Trend
Part I Crimes					
Murder	7	1	4	0	
Rape	15	30	21	31	
Robbery	29	30	32	30	
Aggravated Assault	24	36	58	39	
Burglary	123	130	124	110	
MV Theft	104	144	224	151	
Arson	0	3	5	3	
Larceny/Theft Subtotal	1,019	1,264	1,617	1,274	
Larceny (Pick Pocket)	1	0	1	0	
Larceny (Shoplifting)	404	452	684	366	
Larceny (From MV)	174	281	370	201	
Larceny (Theft of MV Parts)	84	96	200	357	
Larceny (Bicycles)	3	23	7	4	
Larceny (From Building)	189	136	118	137	
Larceny (All Other)	164	276	237	209	
Total Part I Crimes	1,321	1,638	2,085	1,638	
Calls for Service					
Suicide Attempt / Threat	345	275	208	192	
EDP Calls	957	839	884	861	
MV Stops	7,290	7,085	3,871	4,000	
MV Accidents with Injury	376	362	383	361	
MV Accidents without Injury	1,246	976	822	1,049	
MV Accidents Private Property	511	358	368	428	
Other	36,164	43,134	62,622	65,630	
Total Calls for Service	46,889	53,029	69,158	72,521	
% of Part I Crimes that are Larceny Related	77.1%	77.2%	77.6%	77.8%	
% of Larcenies that are Shoplifting	39.6%	35.8%	42.3%	28.7%	
Number of Cruiser Accidents	21	18	22	14	
Number of Officer at Fault Cruiser Accidents	15	9	15	5	
Arrests					
Part I crimes	465	1,442	1,904	1,685	
DUI/DWI	219	199	171	199	
Narcotics	170	269	102	173	
Other	2,449	1,172	2,546	1,464	
Total Arrests	3,303	3,082	4,723	3,521	
Number of Juvenile Arrests	200	209	141	166	
Number of MV fatalities	1	5	2	6	
DUI					
# of Arrests During DUI Enforcement Efforts	55	30	76	31	
# of Arrests During DUI Enforcement Effort (Non-DUI)	204	165	67	13	
Value of Parking Tickets Issued	\$62,495	\$34,070	\$28,320	\$32,393	

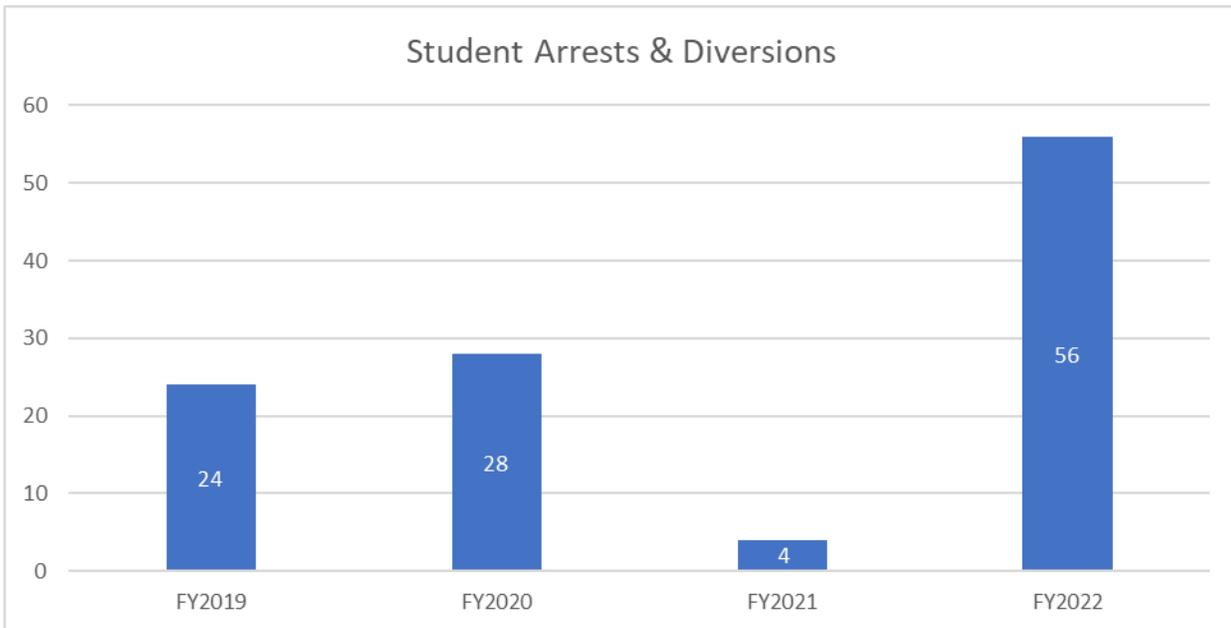
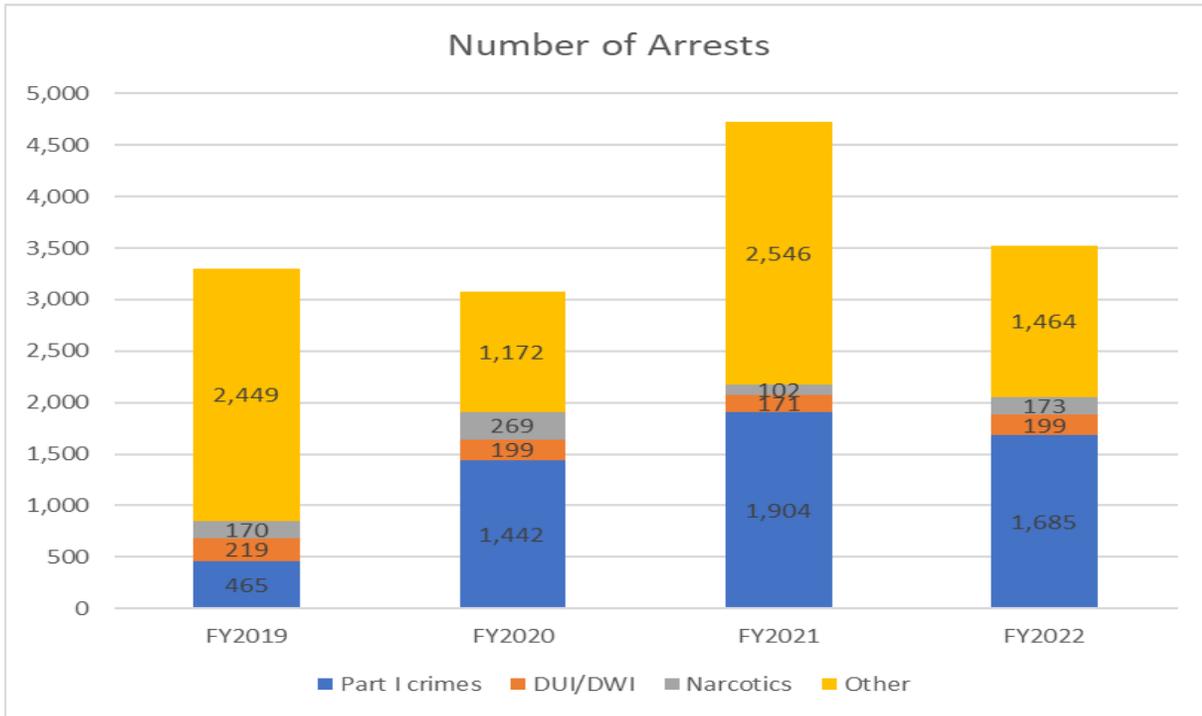
MANCHESTER POLICE DEPARTMENT

	FY2019	FY2020	FY2021	FY2022	Trend
Animal Control					
# of Dog Bites Reported	60	61	91	67	
# of Animals Returned to Owners	142	126	106	127	
# of Dogs Impounded	256	229	174	209	
# of Dogs Adopted	76	69	24	49	
# of Calls Returned for Animal Complaints	4,092	3,918	2,892	3,517	
# of Animals Euthanized	13	25	14	21	
# of CAD Calls	1,234	1,011	1,015	928	
Number of FTE - Sworn		114	113	110	
Avg. Calls for Service per FTE - Sworn		466	611	660	
Number of Traffic Stops Conducted During DWI Enforcement	1,795	1,372	1,689	1,483	
Number of Tickets while Conducting DWI Enforcement	879	830	565	513	
Number of Warnings During DWI Enforcement	657	636	462	124	
Communications - Number of Incoming Calls					
Fire	2,669	2,461	2,408	2,603	
Police	147,991	125,323	122,613	108,717	
Medical	7,417	7,772	6,988	6,778	
Total	158,077	135,556	132,009	120,098	
Number of Calls Resulting in Cases	12,600	11,811	15,284	11,105	
Call Volume per FTE	2,707	1,834	1,283	2,355	
Number of Officers In-Service Training	2	14	30	42	
Number of yearly recertification completed (NCIC)	1	0	12	4	
Number of yearly recertifications completed (MRT)	3	19	23	29	
Number of yearly recertifications completed (Other)	0	8	39	24	
Total yearly recertifications completed	6	41	104	99	
Hours of trainings conducted - In House	3,679	2,115	2,334	4,787	
Hours of trainings conducted - Other	5,059	1,097	2,542	4,143	
Hours of trainings conducted - Total	8,738	3,100	5,276	8,930	
Records					
Number of new arrest records	3,481	2,369	2,386	2,238	
Number of new citation records	4,024	3,869	2,350	2,553	
Number of new accident records	1,946	2,160	2,437	2,245	
Number of warrant validations	0	0	0	0	
Number case reports/records checks other govt agency	4,026	3,098	4,434	3,383	
Number of criminal records checks provided	127	82	42	81	
Number of case reports provided to individuals	3,702	3,399	3,361	3,649	
Number of local pistol permits issued	230	151	721	420	
Number of licenses/permits issued	86	44	62	68	
Number of parking ticket payments	604	384	467	563	
Number of new parking tickets	3,411	1,324	1,219	1,355	
Number of parking ticket delinquency letters sent	621	1,155	535	535	
Number of Parking Ticket Waivers	695	366	247	136	
Revenue					
Case report fees	\$12,712	\$12,365	\$7,149	\$12,671	
Criminal record check fees	\$635	\$410	\$175	\$405	
Alarm registration	\$1,946	\$1,881	\$1,819	\$1,756	
Pistol permits	\$16,030	\$10,570	\$50,425	\$29,330	
Licenses/permits	\$5,675	\$2,115	\$4,585	\$4,475	
Total	\$36,998	\$27,341	\$64,153	\$48,637	
Domestic Violence					
Number of Domestic Violence Calls	967	976	1,120	1,227	
Number of New Domestic Violence Cases	80	171	150	225	
Number of New Clients	9	81	110	94	
Number of Continuing Clients	71	94	129	118	
Number of Student Arrests	24	28	4	56	
Number of Educational Events	93	51	63	95	
Number of Block Watch Neighborhoods	26	7	2	8	
Participants- Police Explorers	19	27	51	18	
Police Explorers Events	50	33	34	43	
Car Seat Installations	289	191	0	119	
New domestic violence cases generated	80	171	150	225	
Firearms seizures or confirm disposals	255	135	118	157	

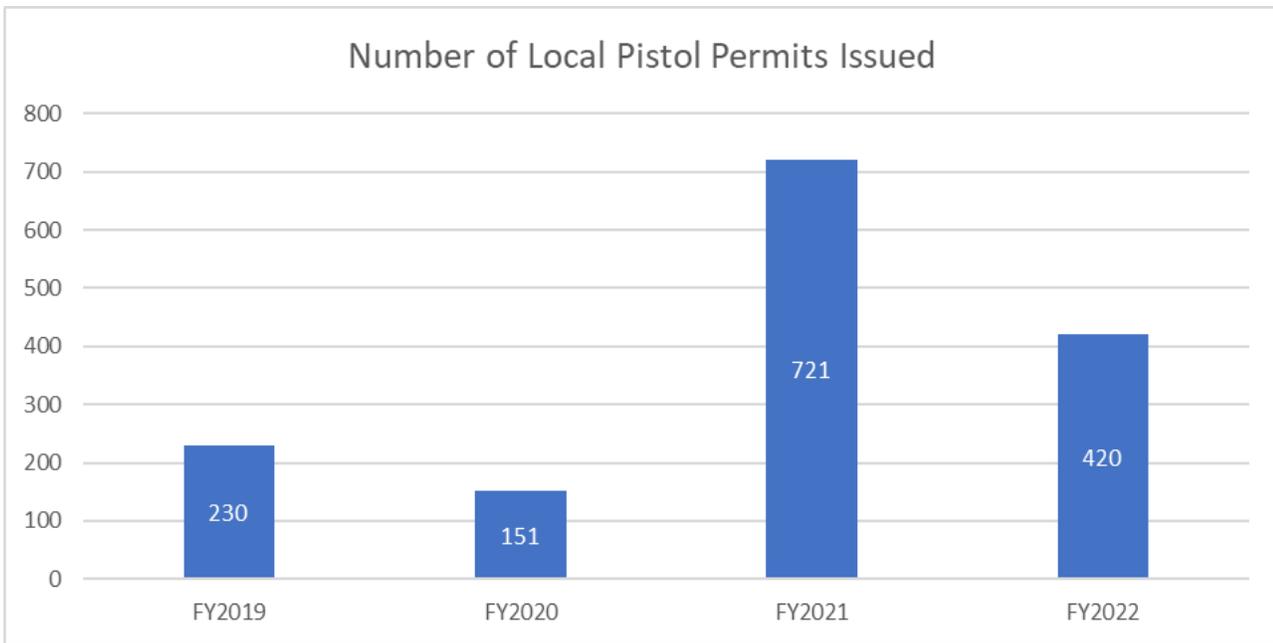
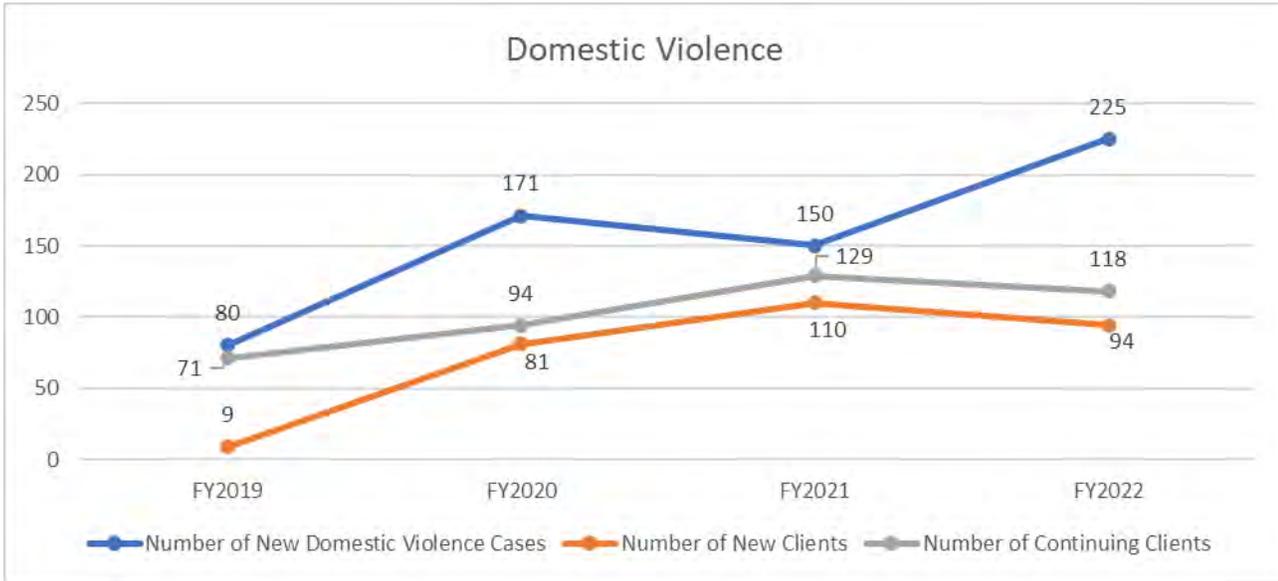
MANCHESTER POLICE DEPARTMENT



MANCHESTER POLICE DEPARTMENT



MANCHESTER POLICE DEPARTMENT



EMERGENCY MANAGEMENT

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	26,010.08	27,455	27,455	27,455	-	-	0.00%
Employee Benefits	2,005.08	2,100	2,100	2,100	-	-	0.00%
Purchased Services	12,650.00	15,316	15,316	15,316	-	-	0.00%
Supplies	11,532.19	14,100	14,100	14,100	-	-	0.00%
Equipment	803.21	2,000	2,000	2,000	-	-	0.00%
Other	-	-	-	-	-	-	-
TOTAL EMERGENCY MGMT	53,000.56	60,971	60,971	60,971	-	-	0.00%

Personnel & Employee Benefits:

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

Part Time Positions	Budgeted Hours 2022/23	Full Time Equivalents	Budgeted Hours 2023/24	Full Time Equivalents	Change in FTE's
Emergency Management Tech	1,066	0.51	1,066	0.51	0.00
TOTAL EMERGENCY MANAGEMENT PT STAFF	1,066	0.51	1,066	0.51	0.00

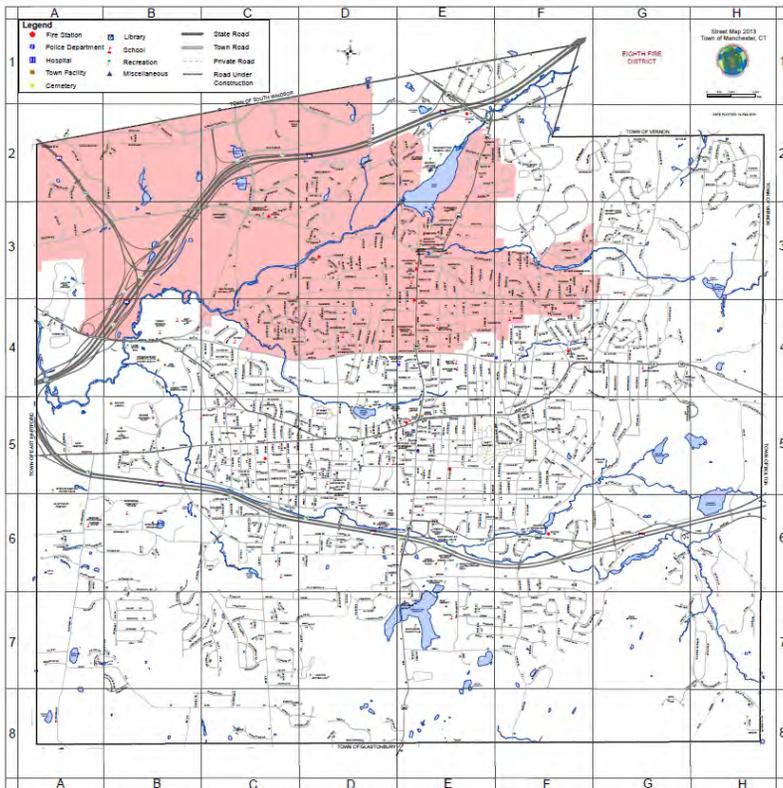
Purchased Services and Supplies:

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

MANCHESTER FIRE DEPARTMENT

DESCRIPTION

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



The Town has historically been served by two fire districts, the South Manchester Fire District (SMFD) and the Eighth Utilities District (8th District), with SMFD providing Fire services to the approximately 72% of the Town's geography (about 18 square miles), and the remainder of the Town (shaded in pink in the map to the left) receiving fire services from the Eighth Utilities District; and with SMFD providing advanced life support medical, and paramedic services to the entire town. On February 1st, 2023, the 8th District voters approved a merger of the districts. Therefore, effective July 1, 2023, the Town will be served by one Manchester Fire Department, which will be funded as part of the General Fund, and both special taxing districts will be dissolved.

The Department also serves as the base of operations for Emergency Management functions of the Town, with the Fire Chief serving as the Director. The Emergency Management Division is staffed with a part-time Technician which assures a high standard of readiness to respond to man-made or natural emergencies and who also oversees a hazardous materials storage inspection program and the Civilian Emergency Response Team.

The Manchester Fire-Rescue-EMS Department has an authorized staff of 83 uniformed personnel, including Officers, Fire Inspectors, Fire Fighters and Fire Fighter- Paramedics, which will be increased to 113 following the district merger, to provide full-time 24-hour fire protection and EMS service to the entire town. A volunteer division will also be managed and housed out of the former 8th Utilities station on 138 Main Street, to preserve the heritage of the District's volunteer department and to retain the committed service of its valued volunteer members.

Department personnel operate from five fire stations strategically located throughout the Town, plus two 8th Utilities stations as of 7/1/23. The Department's firefighting equipment consists of four Class A

MANCHESTER FIRE DEPARTMENT

pumpers and one aerial truck. The reserve fleet currently consists of two Class A pumpers and a quint. The apparatus currently owned by the 8th District will also be acquired, and the apparatus contingent for the Town will be analyzed and assessed as part of the merger process.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	9,022,055.69	9,706,193	9,902,984	12,832,860		3,126,667	32.21%
Employee Benefits	5,201,981.76	5,398,584	5,077,444	5,681,164		282,580	5.23%
Purchased Services	1,717,675.31	1,902,870	1,959,104	2,279,919		377,049	19.81%
Supplies	386,737.64	469,260	512,566	704,490		235,230	50.13%
Equipment	43,573.64	110,500	125,982	145,100		34,600	31.31%
Interfund Transfers	1,092,201.00	1,123,456	1,123,456	-		(1,123,456)	-100.00%
Apparatus Payments & Capital	640,000.00	740,000	740,000	-		(740,000)	-100.00%
Debt Service	-	-	-	-		-	-
Contingency	-	20,000	-	-		(20,000)	-100.00%
Other	-	-	-	-		-	-
TOTAL FIRE	18,104,225.04	19,470,863	19,441,536	21,643,533	-	2,172,670	11.16%

Expenditures by Function	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Fire Administration	4,239,112.40	4,327,181	4,172,028	1,779,783		(2,547,398)	-58.87%
Fire Fighting Service	9,079,661.08	10,033,463	9,393,490	13,822,628		3,789,165	37.77%
Alarms and Communications	426,954.93	445,201	452,201	467,678		22,477	5.05%
Fire Prevention	578,798.24	664,656	648,747	1,166,891		502,235	75.56%
Fire Training	248,693.14	233,198	252,777	276,146		42,948	18.42%
Volunteer Division				38,450		38,450	
Apparatus Service	176,490.47	186,835	186,835	334,768		147,933	79.18%
Bldgs & Grounds Maintenance	194,094.34	243,500	264,561	166,600		(76,900)	-31.58%
Paramedics	3,133,622.91	3,305,829	4,039,896	3,559,589		253,760	7.68%
Fire Debt Service	-	-	-	-		-	-
Fire Equipment	26,797.53	31,000	31,000	31,000		-	0.00%
Wage Contingency	-	-	-	-		-	-
TOTAL FIRE	18,104,225.04	19,470,863	19,441,536	21,643,533	-	2,172,670	11.16%

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with the following significant adjustments relating to the merger of the districts:

- An additional 28 firefighter positions are added in order to fully-staff a response vehicle at each station during all four shifts (24 hours). This includes 12 existing full-time firefighter positions that were funded by the 8th District, plus an additional 16 to reflect the conversion to full-time service. Eight of these positions will hold the rank of Lieutenant.
- A Deputy Chief position is funded to oversee the Volunteer Division.
- Seven part-time fire inspectors and a part-time Deputy Fire Marshal are added to the Fire Prevention Division.
- A full-time uniformed Fire Department Master Mechanic is funded in the Apparatus Division.
- A part time clerical position is added to Fire Administration

MANCHESTER FIRE DEPARTMENT

Personnel & Employee Benefits (cont'd):

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
<u>Fire Administration</u>					
Fire Chief	1.00	1.00	1.00	1.00	1.00
Assistant Fire Chief	1.00	1.50	1.25	1.50	1.50
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Shift Commander	2.00	2.00	2.00	2.00	2.00
Batallion Chief	2.00	2.00	2.00	2.00	2.00
Clerical Assistant	0.00	0.00	0.00	0.00	0.00
Subtotal:	7.00	7.50	7.25	7.50	7.50
<u>Volunteer Division</u>					
Deputy Chief				1.00	1.00
Subtotal:	0.00	0.00	0.00	1.00	1.00
<u>Firefighting Services</u>					
Lieutenant	20.00	20.00	20.00	28.00	28.00
Firefighter	35.00	35.00	35.00	55.00	55.00
Subtotal:	55.00	55.00	55.00	83.00	83.00
<u>Fire Prevention</u>					
Fire Marshal	1.00	1.00	1.00	1.00	1.00
Deputy Fire Marshal	1.00	1.00	1.00	1.00	1.00
Fire Inspector	1.00	1.00	1.00	1.00	1.00
Clerical Assistant	1.00	1.00	1.00	1.00	1.00
Subtotal:	4.00	4.00	4.00	4.00	4.00
<u>Fire Training</u>					
Training Haz. Mat. Safety Officer	1.00	1.00	1.00	1.00	1.00
Subtotal:	1.00	1.00	1.00	1.00	1.00
<u>Apparatus Services</u>					
Fire Department Master Mechanic	0.00	0.00	0.00	1.00	1.00
Subtotal:	0.00	0.00	0.00	1.00	1.00
<u>Paramedic Services</u>					
Assistant Fire Chief	0.00	0.50	0.25	0.50	0.50
Paramedics	18.00	18.00	17.00	18.00	17.00
Medical Officer/Emerg. Superv.	1.00	1.00	1.00	1.00	1.00
Clerical Assistant	0.00	0.00	0.00	0.00	0.00
Subtotal:	19.00	19.50	18.25	19.50	18.50
TOTAL FIRE FT STAFF	86.00	87.00	85.50	115.00	114.00

MANCHESTER FIRE DEPARTMENT

Personnel & Employee Benefits (cont'd):

Part Time Positions	Budgeted	Full Time	Budgeted	Full Time	Change in FTE's
	Hours 2022/23	Equivalents	Hours 2023/24	Equivalents	
Data Management Tech	1,000	0.48	1,000	0.48	0.00
Clerical Assistant	-		1,000	0.48	0.48
Fire Inspectors (7)			7,280	3.50	3.50
Deputy Fire Marshal			1,040	0.50	0.50
TOTAL FIRE PT STAFF	1,000	0.48	10,320	4.96	4.48

Purchased Services and Supplies:

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

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

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

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

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

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

Volunteer Division: volunteer stipends, training & educational materials, uniforms & personal protective equipment, firefighting gear.

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

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

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

The budget includes the following adjustments:

- An increase of \$412,852 across most line items to reflect the additional staff, buildings, grounds, apparatus, and response demand resulting from the merger of the districts.
- A reduction of \$50,780 to contracted apparatus services as a result of having an in-house apparatus technician.

MANCHESTER FIRE DEPARTMENT

- Fire station utilities, budgeted in the current year at \$121,000, are relocated to Public Works-Building Maintenance, and are increased to \$179,564 to reflect cost increases plus the addition of the 8th District stations & offices.

Sundries Accounts:

The sundries accounts cover the following costs:

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

Fire Equipment: replacement of cardiac monitors.

As a result of merging the Fire Department into the General Fund, the following costs are relocated to the Fixed/Miscellaneous budget:

- Transfer to Information Systems
- Transfer to MSIP (Town liability & worker’s comp insurance)
- Retiree Health
- Termination Benefits

Additionally, the following costs are removed from the budget:

- **Transfer to General Fund** for administrative support
- **Transfer to Fire Reserve-** the removal of transfers to capital assumes the Fire Fund’s current capital debt to the General Fund is liquidated as a result of merging the funds, and that current and near-term capital needs are covered by use of reserves of the two dissolved taxing districts, in order to minimize the impact on taxpayers resulting from the merger.

Revenues:

Revenues	Collected 2021/22	Adopted Projection 2022/23	Revised Estimate 2022/23	Manager's Projected 2023/24	Adopted Projection 2023/24	Change Over Current Year	Percent Change
Current Property Taxes	14,814,324.00	14,317,025	14,317,025	-	-	(14,317,025)	-100.00%
MV Supplemental	194,450.39	-	-	-	-	-	-
Ambulance Service Fees	542,137.48	450,000	450,000	550,000	100,000	100,000	22.22%
Fire Marshal Fees	81,167.00	125,000	125,000	200,000	75,000	75,000	60.00%
MV Tax Cap Transition Grant	-	1,603,009	1,603,009	-	-	(1,603,009)	-100.00%
Interest on Investments	-9,873.09	10,000	10,000	-	-	(10,000)	-100.00%
Paramedic Reimbursement	2,586,848.00	2,855,829	2,855,829	-	-	(2,855,829)	-100.00%
TOTAL FIRE REVENUES	\$18,209,053.78	19,360,863	19,360,863	750,000	-	(18,610,863)	-96.13%
Total Fire Expenditures	\$18,104,225.04	19,470,863	19,441,536				
Use of Reserves	-	110,000	80,673				

MANCHESTER FIRE DEPARTMENT

Revenues (cont'd):

Current Property Taxes & MV Supplemental: since the separate taxing districts will be dissolved as a result of the merger, the Fire Department will be funded by General Fund property tax revenue under one mill rate.

Ambulance Service Fees: represents fees receivable for advanced life support (ALS) services provided by the Paramedics operation. These revenues will be directed to General Fund- Charges for Service following the merger.

Fire Marshal Fees: collected for various property inspection & certification services performed by the Fire Marshal's office. These revenues will be directed to General Fund- Permits, Licenses and Fees following the merger.

MV Tax Cap Transition Grant: the State of Connecticut signed into law a cap on the total mill rate on motor vehicles that can be applied by a Town and its subsidiary taxing districts. A State grant was provided in FY22 to offset lost revenues. Following the district merger, the Town will only receive one MV Tax Cap Grant within the General Fund. Due to the mill rate reduction in FY23 resulting from the revaluation, total proceeds from this funding source will decrease by approximately \$1.5M.

Paramedic Reimbursement: since Paramedic services were provided for the entire Town, including portions outside the South Manchester Fire District, the General Fund reimbursed the Fire District Fund for the cost of the Paramedics operation, net of projected ambulance service fees to be collected. Beginning in FY24, all Fire & EMS services will be funded out of the General Fund, so no interfund reimbursement will be necessary.

STATUS OF 2022/23 GOALS

- 1. Development of Strategies for Attracting Potential Employees in Greater Numbers in Order to Meet Projected Vacancies.** For a variety of reasons, including an increased demand for paramedics and a decrease in the number of paramedics entering the workforce, the Department's applicant pool has been steadily declining. This program will identify new, effective methods for attracting potential candidates to MFRE. Maximizing efficiency in on-line forums and social media, building stronger relationships within non-traditional pathways such as EMT programs and hospitals and seeking to change (shorten) the recognized pathways for out of state or military paramedics to receive licensure reciprocity would all be among potential avenues pursued by this program.

Status: MFRE has worked diligently to expand its reach into the recruitment process for Firefighters/Paramedics. The Recruitment Committee has expanded into electronic advertising using the standard array of Social Media platforms as well as two professionally made recruitment videos which have been shared across the internet. To supplement these efforts the

MANCHESTER FIRE DEPARTMENT

Department has, with significant success, increased its work with Connecticut's Paramedic programs, offering students abundant "ride time" opportunities embedded in our companies. These interactions have proven to be extremely valuable. Given the opportunity to see the Department in action is often more than enough impetus for aspiring paramedic students to apply to work alongside the Department's extremely talented staff.

- 2. Continue Utilizing Strategic Planning to Meet the Expanding Needs of Manchester's Fire, Rescue and Emergency Medical Services.** This project utilizes in-house expertise and existing consulting results to plan for future demands in fire and EMS response and evaluate various models for optimized delivery of those required services incorporating stakeholder values and actual needs as foundations. A long-term plan will be created that will serve as the roadmap for the Department's growth, resource deployment and economic management for the next 8 to 10 years. This project will address planning to meet Manchester's integrated public safety needs as identified in the recent Strategic Planning initiative.

Status: Ahead of the Strategic Plan's schedule, in 2022 there were seismic shifts in Manchester's public safety interactions. For the first time, MFRE and the 8th Utilities district have implemented an automatic aid plan where units from both organizations deploy on the call for assistance as a singular response to emergencies, regardless of location or type. Further, the 8th District taxpayers are currently considering a merger proposal from the Town that would unify fire, rescue, and EMS services across the Silk City. A plan that will lead to efficiencies in both emergency services and town government as Manchester continues to provide much needed services to a growing populace.

- 3. Establish a Data Quality Assurance and Analysis Process** In order to capitalize on MFRE's move to consolidated RMS programs, the Department will seek to optimize the capture and use of data to streamline departmental functions and to predict future trends and demands for service. For instance, the interoperability between the Fire Marshal's records and the Line personnel's tablets will allow for pre-planning of properties for emergency response using real time data; information regarding the types and frequency of calls for service, their demographics and locations will serve as predictors of future needs for staffing and station locations. Moreover, data analysis will help drive future changes to service types and models as well as training needs for personnel.

Status: In 2021 MFRE began consolidating its RMS under the umbrella of ESO, a company that specializes in Fire and EMS records management. While we are still working to maximize our outcomes as the company expands its portfolio, ESO has allowed us to integrate several different platforms under one roof and extract information in a much more linear fashion. It has opened the door to an interoperability between the Fire Marshal's records and our Line personnel's tablets that we have not had before and extensive demographics, previously out of reach, will be available in the very near future. This goal will continue into the 23-24 FY.

- 4. Develop a Community Outreach Framework for Health, Safety and Community Relations Programming.** Conducting a community outreach needs assessment and creating an outline for services, education and public relations involvement will better position the department to leverage our unique expertise more efficiently in community health and safety with our unique

MANCHESTER FIRE DEPARTMENT

role in the community. This will guide the department in delivering non-emergency programming that improves community resiliency, builds trust in government, and improves the health and safety of our neighborhoods.

Status: In advance of completing a thorough community outreach needs assessment, the department has improved efforts to engage neighborhoods and congregate living communities through participation in several outreach activities. Fire department community engagement has been focused around creating opportunities for youth to learn about fire safety and the fire department, educating seniors on fire safety topics, and providing health and safety education to various community groups. We will continue to focus on improving community engagement around health and safety programming by continuing to pursue the completion of a community outreach needs assessment, and by building on the foundation of programs currently offered by the fire department.

- 5. Pursue Expanded Training Opportunities for MFRE's Chief Officers in Relevant Command and Administrative Capabilities** Given the limited size of MFRE's administrative team, redundancy in capabilities becomes paramount. This project delivers a breadth and depth of competencies to all Chief Officers in the core administrative and command functions required by our department. Training in areas related to administration would seek to develop skills including budgeting, computer software proficiencies, applicable IT program familiarity, Public Information Officer, social media familiarity, grant management, promotional testing and current legal issues facing public safety professionals to name a few. Advanced Command training would consist of classroom and tabletop exercises and include such topics as, Emergency Management functions and EOC operations, command and control of multi-jurisdictional incidents, large scale disaster management, management of searches for lost persons and more. The cumulative impact of this project will be an MFRE command staff with a broad array of overlapping areas of expertise creating a more well-rounded set of leaders and better preparing us for the challenges of the future.

Due to a large turnover of employees and many promotions of senior officers within the Department, this goal got a later start in the year initially planned. We weren't without some successes, however. MFRE delivered Chief Officer Leadership and FTO training to three newly promoted Battalion Chiefs as well as a self-study, online course in Public Information Officer for our entire administrative staff. As 2023 approaches, we will expand our Chief Officer training opportunities to include areas related to administration in order to develop officers' skills including budgeting, computer software proficiencies, applicable IT program familiarity, social media familiarity, grant management, promotional testing and current legal issues facing public safety professionals to name a few. Advanced Command training will consist of classroom and tabletop exercises and include such topics as, Emergency Management functions and EOC operations, command and control of multi-jurisdictional incidents, large scale disaster management, management of searches for lost persons and more. The cumulative impact of this project will be an MFRE command staff with a broad array of overlapping areas of expertise creating a more well-rounded set of leaders and better preparing us for the challenges of the future. This goal will continue into the 23-24 FY.

MANCHESTER FIRE DEPARTMENT

2023/24 GOALS

1. **Oversee the successful merger of the two fire districts, effective 7/1/23.**
2. **Development of strategies for attracting potential employees in greater numbers in order to meet projected vacancies.**
3. **Continue utilizing strategic planning to meet the expanding needs of Manchester's Fire Rescue and Emergency Medical Services.**
4. **Establish a data quality assurance and analysis process.**
5. **Pursue expanded training opportunities for MFRE's Chief Officers in relevant command and administrative capabilities.**
6. **Pursue funding opportunities to address training and experience deficits stemming from the many young members MFRE is hiring.**

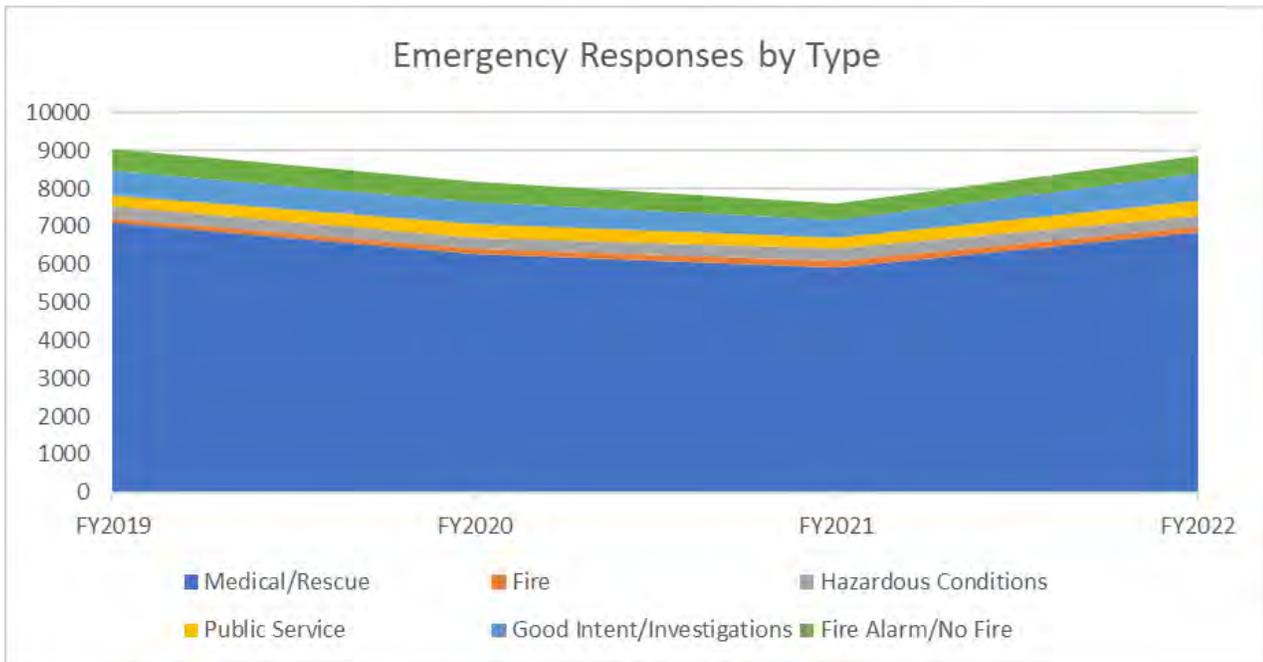
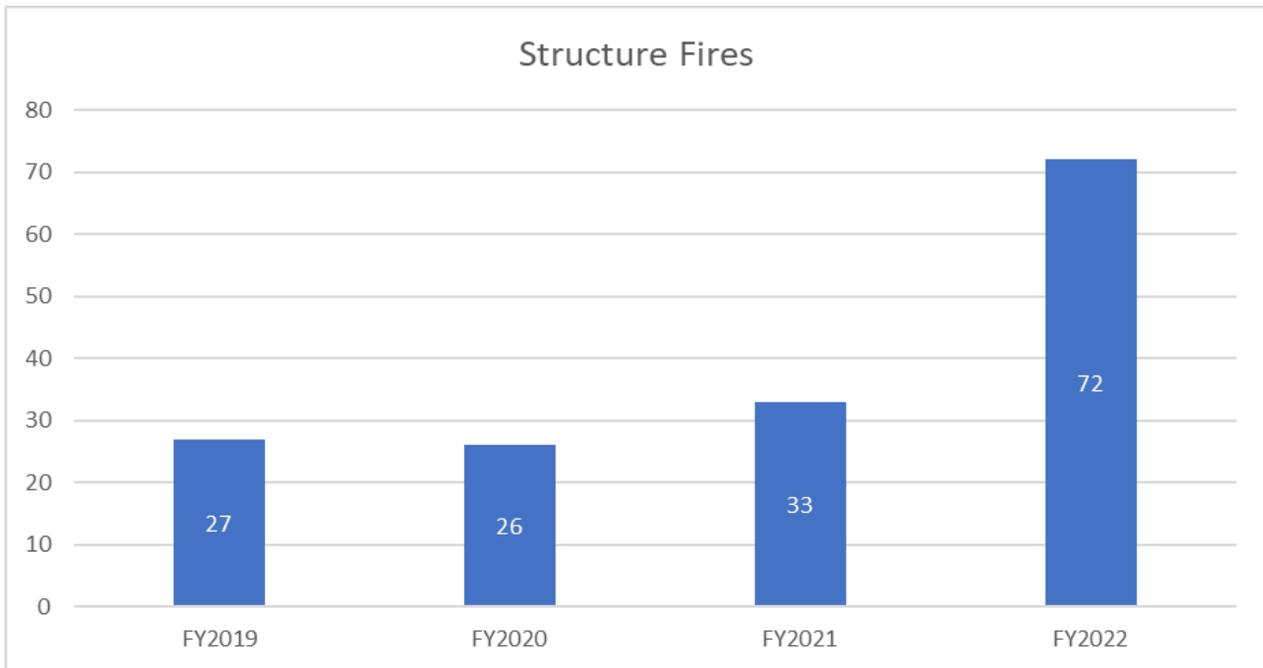
MANCHESTER FIRE DEPARTMENT

WORKLOAD STATISTICS & PERFORMANCE MEASURES

	FY2019	FY2020	FY2021	FY2022	Trend
Structure Fires	27	26	33	72	
Incident Types					
Medical/Rescue	7095	6259	5921	6855	
Fire	99	149	158	139	
Hazardous Conditions	323	310	349	291	
Public Service	316	336	268	374	
Good Intent/Investigations	624	602	478	732	
Fire Alarm/No Fire	579	509	447	472	
Total Incidents	9036	8165	7621	8863	
Mutual Aid - Provided To					
8th District	13	18	20	32	
Other	31	35	47	146	
Total	44	53	67	178	
Mutual Aid - Received From					
8th District	8	8	7	8	
Other	9	6	14	8	
Total	17	14	21	16	
EMS - Medical Calls					
Advanced Life Support	3404	2967	3110	3643	
Basic Life Support	2540	2004	1702	1994	
Refusals	854	925	737	789	
Deceased on scene	82	94	87	81	
Total	6880	5990	5636	6507	
Cardiac Arrest					
Resuscitations Attempted	50	52	50	52	
Return of Spontaneous Circulation Achieved	13	14	22	32	
% Return of Spontaneous Circulation Achieved	26.0%	26.9%	44.0%	61.5%	
Resuscitations Attempted - Witnessed Events	24	22	16	24	
Return of Spontaneous Circulation Achieved - Witnessed Events	10	12	12	20	
% Return of Spontaneous Circulation Achieved - Witnessed Events	41.7%	54.5%	75.0%	83.3%	
Advanced Life Support Fees					
Total Billed	\$3,193,128	\$3,015,234	\$3,084,833	\$3,585,712	
Total Collected	\$613,216	\$600,136	\$542,803	\$648,514	
% Collected	19.2%	19.9%	17.6%	18.1%	
Community Relations					
Public Relations Events	16	22	10.5	16	
Public Education Events	43	49	5	5	
Hours - Public Relations Events	40	66	13.5	25	
Hours - Public Education Events	116	145	60	13.5	

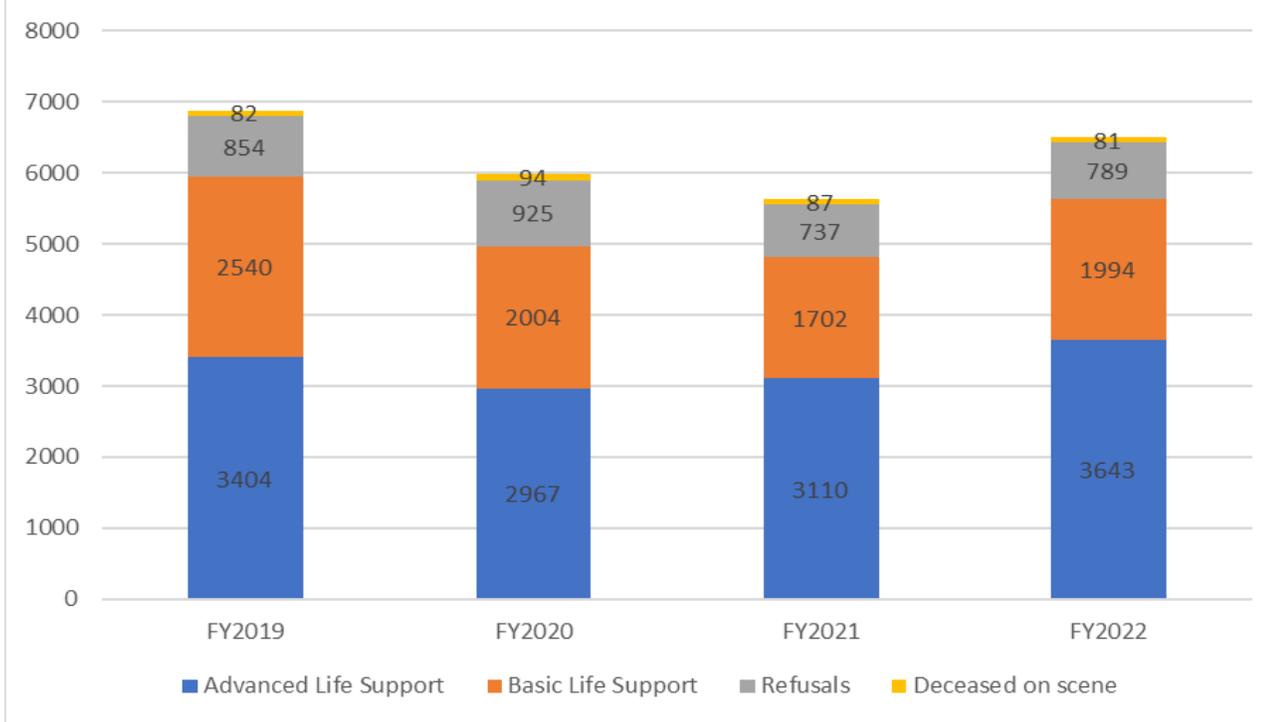
	FY2019	FY2020	FY2021	FY2022	Trend
Fire Inspections					
Total Inspections Conducted	641	764	617.5	1188	
Total Plan Reviews	468	308	251	136	
Total Referrals/Complaints/Consultations	284.5	315	468	290	
Total	1393.5	1387	1336.5	1614	

MANCHESTER FIRE DEPARTMENT

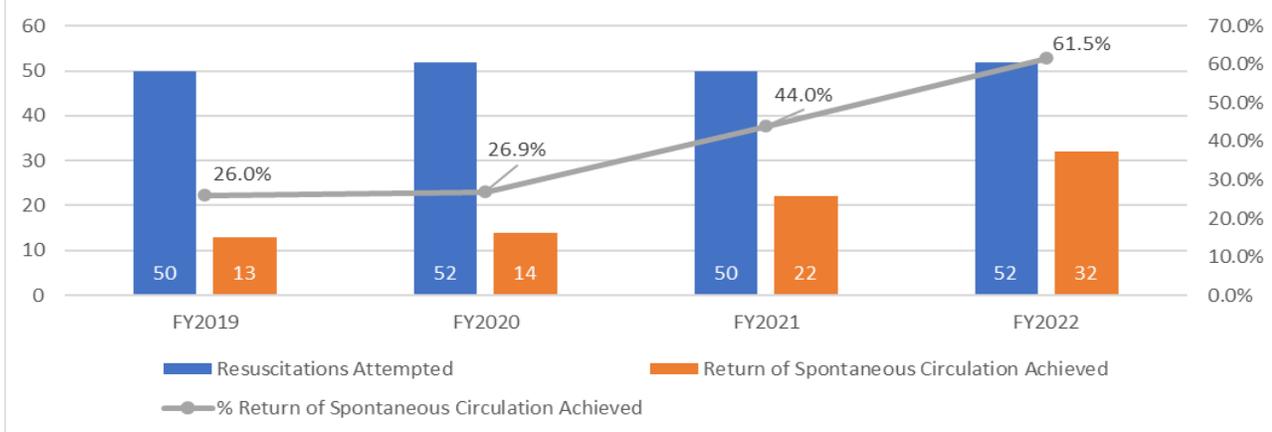


MANCHESTER FIRE DEPARTMENT

EMS Calls by Type

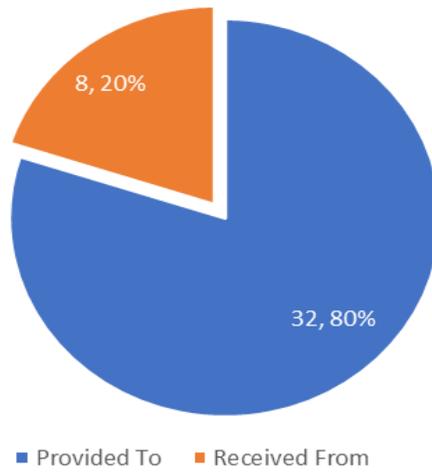


Cardiac Arrest - Return of Spontaneous Circulation

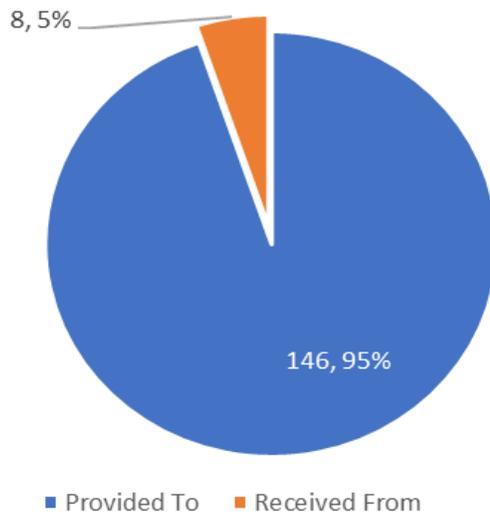


MANCHESTER FIRE DEPARTMENT

FY22 Mutual Aid - 8th District



FY22 Mutual Aid - Other Municipalities





Recommended Budget

Town of Manchester,
Connecticut

FY 2023-24

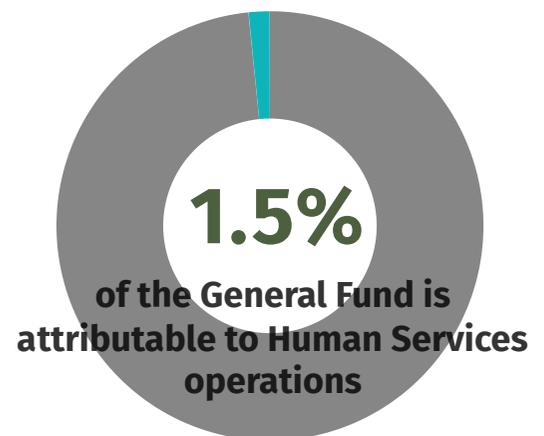
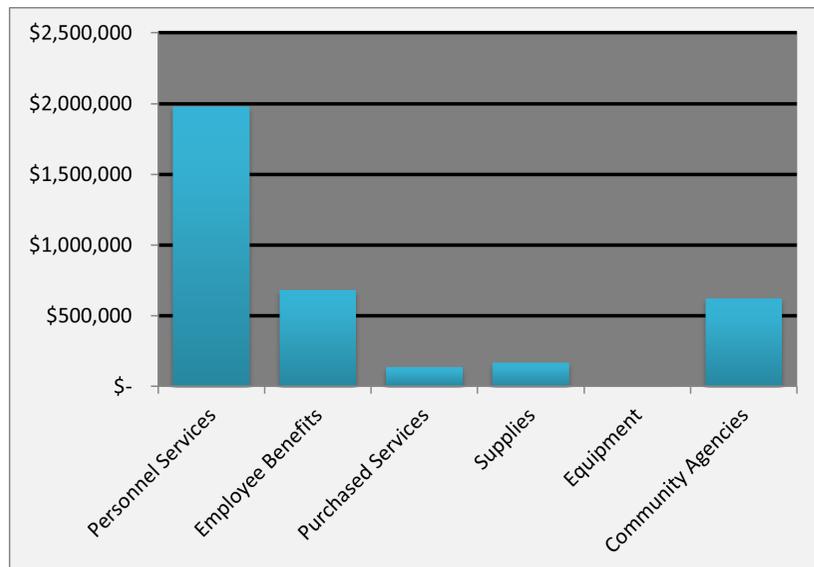
Human Services



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

Summary of Department Budgets

	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over Current Adopted	Percent Change
DEPARTMENT OF HUMAN SERVICES							
Human Services Administration	\$ 840,935.06	\$ 869,626	\$ 879,399	\$ 902,265	\$ -	\$ 32,639	3.75%
Health	\$ 891,934.15	\$ 992,351	\$ 861,921	\$ 1,035,138	\$ -	\$ 42,787	4.31%
Senior, Adult and Family Services	\$ 668,311.14	\$ 794,113	\$ 738,696	\$ 795,836	\$ -	\$ 1,723	0.22%
Senior Center	\$ 708,766.08	\$ 764,329	\$ 776,790	\$ 856,394	\$ -	\$ 92,065	12.05%
TOTAL	\$ 3,109,946.43	\$ 3,420,419	\$ 3,256,806	\$ 3,589,633	\$ -	\$ 169,214	4.95%



Total Budget
\$3,589,633



Increase
\$169,214



Percent Increase
4.95%

HUMAN SERVICES ADMINISTRATION

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	197,948.85	187,973	195,956	201,617		13,644	7.26%
Employee Benefits	66,615.32	64,587	65,729	66,540		1,953	3.02%
Purchased Services	3,831.26	8,920	9,568	8,015		(905)	-10.15%
Supplies	1,327.95	2,600	2,600	2,600		-	0.00%
Equipment	-	-	-	-		-	-
Community Agencies	571,211.68	605,546	605,546	623,493		17,947	2.96%
TOTAL HS ADMIN	840,935.06	869,626	879,399	902,265	-	32,639	3.75%

Personnel & Employee Benefits:

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

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
Director of Human Services	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00
TOTAL HS ADMIN FT STAFF	2.00	2.00	2.00	2.00	2.00

Purchased Services and Supplies:

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

HUMAN SERVICES ADMINISTRATION

Community Agencies:

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

Community Agencies	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Comm. Child Guidance Clinic	110,160.00	113,465	113,465	119,138		5,673	5.00%
Visiting Nurse & Health Services	82,104.15	90,000	90,000	90,000		-	0.00%
ECHN STEPP Teen Parent Prog.	9,650.00	9,650	9,650	9,650		-	0.00%
Community Renewal Team	4,113.00	5,000	5,000	5,000		-	0.00%
MARC, Inc.	76,700.00	80,842	80,842	84,884		4,042	5.00%
HGL Health Collective	13,433.00	13,433	13,433	13,433		-	0.00%
YWCA- Sexual Assault Crisis Ctr.	6,000.00	6,000	6,000	6,000		-	0.00%
N. Central Mental Health Board	4,076.00	4,179	4,179	4,179		-	0.00%
UR Community Cares	6,500.00	16,500	16,500	15,000		(1,500)	-9.09%
Manchester Early Learning Cent.	9,207.00	5,286	5,286	5,654		368	6.96%
Head Start Facility	42,894.00	-	-	-		-	-
MACC	113,516.00	143,191	143,191	146,055		2,864	2.00%
MACC Outreach and Referral	20,000.00	45,000	45,000	45,000		-	0.00%
Police Activities League	27,500.00	28,000	28,000	29,500		1,500	5.36%
Journey Home	5,000.00	5,000	5,000	5,000		-	0.00%
Manchester Housing Auth. RSC	20,000.00	20,000	20,000	20,000		-	0.00%
Community Services	20,358.53	15,000	15,000	15,000		-	0.00%
Ctr. Congregational Food Pantry	-	5,000	5,000	10,000		5,000	100.00%
TOTAL COMMUNITY AGENCIES	571,211.68	600,546	605,546	623,493	-	22,947	3.82%

This budget includes an overall increase of \$17,947, representing incremental increases provided per request of the agency & review of the Director of Human Services to account for changes in program costs and workload.

STATUS OF 2022/23 GOALS

- 1. Continue to facilitate, develop, and promote partnerships, programs and services that seek to address homelessness in the Manchester area.** The Human Services Department has continued to foster programs, services, and conversations to address homelessness in the community. For example, the Department pursued participation in the Greater Hartford CAN leadership meetings, a Board resolution regarding homelessness, and a partnership with Manchester Area Conference of Churches to provide a Winter Warming Center in the winter of 2021 and 2022.
- 2. Work with the Town Manger and leadership to review the Senior Center needs assessment and make plans based on the recommendations therein.** The assessment was completed with a presentation to the Board of Directors at its December 2022 meeting.
- 3. Work with IS, to procure and implement new case management software in the Department that allows better tracking of services, coordination, and planning.** The Department identified a new platform and developed a proposal for consideration in the FY24 budget.

HUMAN SERVICES ADMINISTRATION

2023/24 GOALS

- 1. Continue to facilitate, develop, and promote partnerships, programs and services that seek to address basic needs in the Manchester area.**
- 2. Using the information contained in the completed Senior Center Needs Assessment, facilitate conversation and planning with leadership to chart the course forward.**

HEALTH DEPARTMENT

DESCRIPTION

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

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

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

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	592,685.08	670,674	560,683	705,388		34,714	5.18%
Employee Benefits	252,393.28	264,277	244,254	270,620		6,343	2.40%
Purchased Services	38,319.85	48,465	47,186	50,195		1,730	3.57%
Supplies	8,535.94	8,935	9,797	8,935		-	0.00%
Equipment	-	-	-	-		-	
Other	-	-	-	-		-	
TOTAL HEALTH	891,934.15	992,351	861,921	1,035,138	-	42,787	4.31%

HEALTH DEPARTMENT

Expenditures by Function	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Community Health Services	384,890.36	434,123	391,478	479,450		45,327	10.44%
Environmental Health Services	468,332.51	510,898	436,356	508,878		(2,020)	-0.40%
Clinic Service	38,711.28	47,330	34,087	46,810		(520)	-1.10%
TOTAL HEALTH	891,934.15	992,351	861,921	1,035,138	-	42,787	4.31%

Personnel & Employee Benefits:

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

- This budget represents the first full year of funding for the Health Equity Coordinator position, which was grant-funded through the first four months of FY23.

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
Community & Personnel Health					
Director of Health		1.00	1.00	1.00	1.00
Community Health Nurse		1.00	1.00	1.00	1.00
Clerical Assistant		1.00	1.00	1.00	1.00
Health Equity Coordinator		0.00	1.00	0.66	1.00
Subtotal- Community & Personnel		3.00	4.00	3.66	4.00
Environmental Health					
Chief Sanitarian		1.00	1.00	1.00	1.00
Senior Administrative Secretary		1.00	1.00	1.00	1.00
Environmental Health Inspector		3.00	3.00	3.00	3.00
Subtotal- Environmental Health		5.00	5.00	5.00	5.00
TOTAL HEALTH FT STAFF		8.00	9.00	8.66	9.00

Part Time Positions	Budgeted Hours 2022/23	Full Time Equivalents	Budgeted Hours 2023/24	Full Time Equivalents	Change in FTE's
Clinic Nurse	1,014	0.49	1,014	0.49	0.00
TOTAL HEALTH CLINICAL PT STAFF	1,014	0.49	1,014	0.49	0.00

Purchased Services and Supplies:

Covers the following costs:

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

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

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

HEALTH DEPARTMENT

The budget includes no significant adjustments over the current year.

STATUS OF 2022/23 GOALS

- 1. Explore new and innovative public health educational programing that would benefit town residents based on need with a focus on improving accessibility for all.** The Health Department began to engage in several exciting initiatives aimed at increasing accessibility and access to pertinent Public Health information. This included: tabling events at seasonal farmers markets, increased public health messaging through various social media platforms, resuming services at the Enfield Senior Center and working collaboratively with partners to disseminate important Public Health information. The Health Department also engaged in an exciting regional initiative to address and mitigate the effects of the Opioid crisis in our communities.
- 2. Review department record management practices and file system organization while analyzing historical records for the purpose of efficiency and access.** The Health Department began the process of reviewing records. Due to the nature and volume of the records, this process will continue in FY 23/24.
- 3. Continue to establish new key performance measure data for both health equity and identified public health disparities while evaluating current performance measure data.** The Health Department Covid Health Equity staff began examining Manchester's Health Equity indicators and developing strategies to ensure health equity in the community. Following the end of COVID-related funding in November of 2022, the Department hired a full time Health Equity Specialist who has begun to develop a framework that will ensure that Health Department and Town continue to prioritize Health Equity in processes, procedures, practices, and organizational culture.

2023/24 GOALS

- 1. The Health Department will continue to prioritize Health Equity by developing strategies, programs and initiatives to promote equitable health outcomes for all Manchester residents.**
- 2. The Health Department will continue to develop, implement, and strategize programs, services, and partnerships to address and mitigate the effects of the opioid crisis and other substance abuse/misuse in the community.**
- 3. The Health Department will continue to review department record management practices and file system organization while analyzing historical records for the purpose of efficiency and access.**

HEALTH DEPARTMENT

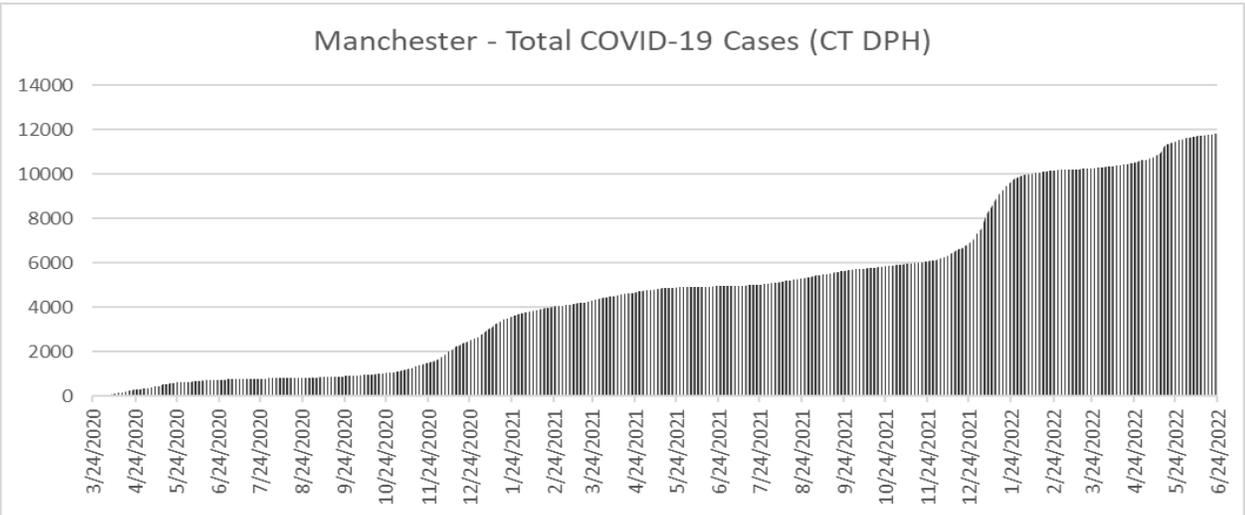
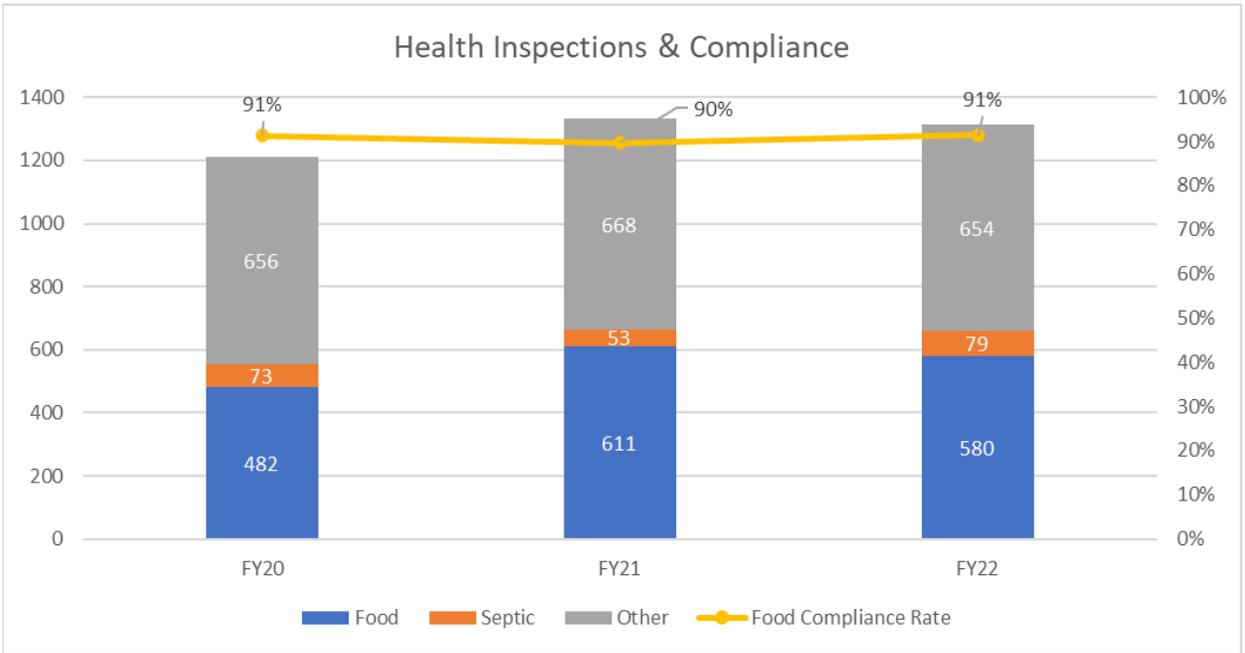
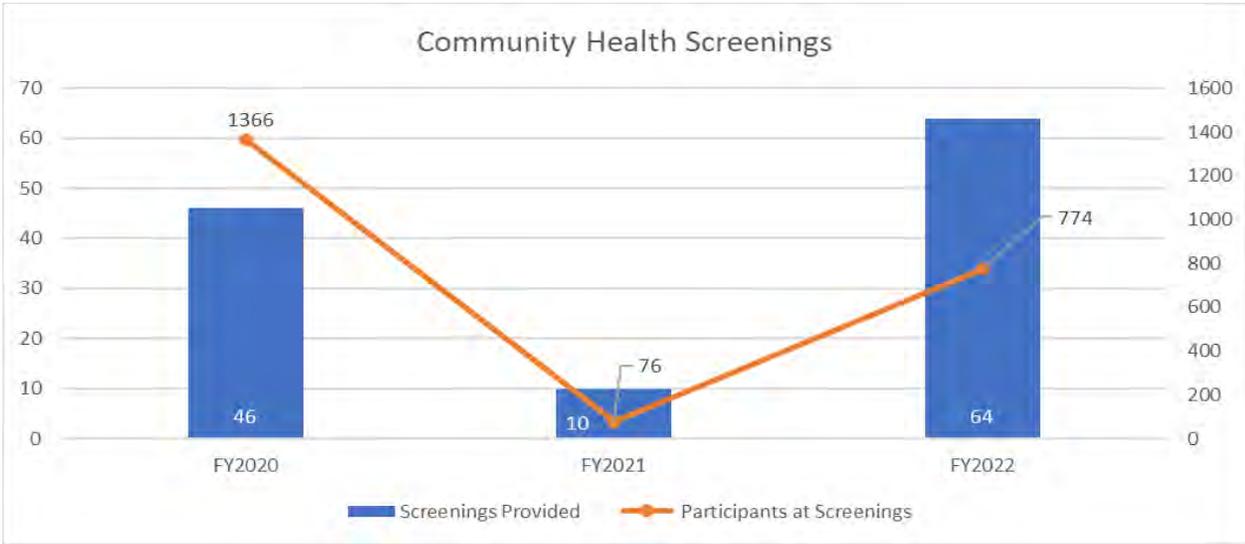
4. The Health Department will continue to ensure that it is fairly, effectively, and efficiently enforcing the various Public Health Regulations of the Town and State.

HEALTH DEPARTMENT

WORKLOAD STATISTICS

	FY2020	FY2021	FY2022	Trend
Inspections				
Food	482	611	580	
New Septic	5	10	14	
Repair Septic	68	43	65	
Cosmetolog	38	26	53	
Massage Therapy	30	24	33	
Pool	32	47	53	
Complaint	291	242	229	
Other	265	329	286	
Total	1211	1332	1313	
Re-inspections required for Food establishments	96	74	106	
Failed Restaurants	42	63	50	
Complaints				
New Complaints Foodservice	123	99	58	
New Complaints Cosmetology	2	1	3	
New Complaints Housing/Garbage/Hoarding	34	50	41	
New Complaints Insects/Rodents	24	45	49	
New Complaints Other (Lead/Wells/Septic, ETC.)	66	70	35	
COVID Complaints	NA	NA	39	
Total Complaints	249	265	225	
Plan Reviews and Approvals				
New Septic System Plan Review/Approvals	4	4	4	
Repair Septic System Plan Review/Approvals	44	20	32	
Building Permit Review/Approvals	2347	2266	2100	
B-100A Plan Review/Approvals	33	41	24	
Food Plan Review/Approval	48	40	38	
Lead Abatement Plan Review/Approvals	1	8	6	
Total	2477	2379	2204	
Licensing & Permitting				
Licenses Issued - Food	308	284	281	
Licenses Issued- Itinerant	15	15	13	
Licenses Issued - Temp.	98	61	102	
Licenses Issued - Total	421	360	396	
Board of Ed Temp Events Processed	60	3	2	
Phone/Office Consults - Temp.	120	50	103	
Number of Letters Sent for Upcoming Expirations	254	301	286	
Disease Surveillance				
New Venous lead reports: 5-19 µg/dl	23	9	7	
New Venous lead reports: 20+ µg/dl	3	0	0	
New Capillary lead reports: 5-19 µg/dl	8	14	16	
New Capillary lead reports: 20+ µg/dl	5	0	2	
Follow up Venous lead: 5-19 µg/dl contacts	191	103	91	
Follow up Venous lead: 20+ µg/dl contacts	1	0	0	
Follow up Capillary lead: 5-19 µg/dl contacts	22	43	116	
Follow up Capillary lead: 20+ µg/dl contacts	1	0	1	
Total Open Child Lead Cases (Year End)	31	37	26	
Reportable Diseases	1724	3276	3778	
STDs (included in reportable Diseases)	358	362	219	
Enteric Diseases (included in reportable Diseases)	29	18	18	
Health Education & Promotional Programs				
Screenings Provided	46	10	64	
Participants at Screenings	1366	76	774	
Senior Health Education Programs	16	0	12	
Participants at Senior Health Education Programs	264	0	313	
Awareness Campaigns/Materials Provided	327	0	184	
Community Health Programs	6	18	2	
Participants at Community Health Programs	72	3245	22	
Employee Wellness Programs	1	0	6	
Participants at Wellness Programs	56	0	193	
Employee Health Screenings	21	0	8	
Employees at Health Screenings	223	0	56	

HEALTH DEPARTMENT



SENIOR ADULT & FAMILY SERVICES

DESCRIPTION

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	473,472.63	584,208	535,680	584,884		676	0.12%
Employee Benefits	171,022.80	187,655	180,984	187,702		47	0.03%
Purchased Services	11,526.83	12,250	12,032	13,250		1,000	8.16%
Supplies	12,288.88	10,000	10,000	10,000		-	0.00%
Equipment	-	-	-	-		-	
Other	-	-	-	-		-	
TOTAL SAFS	668,311.14	794,113	738,696	795,836	-	1,723	0.22%

Personnel & Employee Benefits:

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

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
Social Worker		3.00	4.00	4.00	4.00
Administrative Secretary		1.00	1.00	1.00	1.00
Case Management Supervisor		1.00	1.00	1.00	1.00
TOTAL SAFS FT STAFF		5.00	6.00	6.00	6.00

Part Time Positions	Budgeted Hours 2022/23	Full Time Equivalents	Budgeted Hours 2023/24	Full Time Equivalents	Change in FTE's
Social Worker/ Conservator Agent	-	0.00	-	0.00	0.00
Social Workers (4)	4,836	2.33	4,836	2.33	0.00
TOTAL SENIOR ADULT & FAM PT STAFF	4,836	2.33	4,836	2.33	0.00

SENIOR ADULT & FAMILY SERVICES

Purchased Services and Supplies:

Covers office administrative expenses for the Senior Adult & Family office, case management software, and emergency needs funding, with no significant adjustments.

STATUS OF 2022/23 GOALS

- 1. Increase the visibility of Senior, Adult & Family Services and the services it provides through community outreach.** SAFS conducted ten (10) outreach presentations. Audiences included MPD officers, MFRE Lieutenants (2), MCSC membership, Probate Court staff, Illing Middle School social work staff, and social work staff at two iCare facilities in Manchester. In addition, SAFS had a presence at two East Side Farmer's Markets in June.
- 2. Ensure that lower-income residents have access to permanent, stable housing by providing security deposit and back rent assistance.**
Proposed # of households: 11
 - Actual # of households: 18Proposed amount of assistance: \$10,000
 - Actual amount of assistance: \$34,985
- 3. Ensure that Manchester's Senior & Disabled residents, regardless of means, have full access to opportunities and services by providing customized transportation to points of interest within greater Manchester.**
Proposed # trips: 25,000
 - Provided: 11,134 (ADA trips provided for free during final quarter of year)Proposed # of riders: 400
 - Actual: 362
- 4. Ensure that all eligible Manchester residents receive available and appropriate Federal, State, local and private financial assistance by educating residents about the programs, screening potential applicants, and processing applications in a courteous and timely manner.**
Proposed # households served: 2,500
 - Actual: 2,521Proposed amount of assistance accessed: \$2.4M
 - Actual \$2.8M
- 5. Facilitate the transition to safe, affordable, and permanent housing for residents who are homeless as a result of fire or building code violations.**
Average dislocation period: Not to exceed 45 days
 - Actual: 28 daysProposed percentage of dislocated residents returned to permanent affordable housing within 60 days: 90%

SENIOR ADULT & FAMILY SERVICES

- Actual: 83%

2023/24 GOALS

- 1. Increase the visibility of Senior, Adult, and Family Services and the services it provides through community outreach. (Target: 10 presentations)**
- 2. Ensure that lower-income residents have access to permanent, stable housing by providing security deposit and back rent assistance. (Target: 50 households, \$100,000)**
- 3. Ensure that Manchester's Senior & Disabled residents, regardless of means, have full access to opportunities and services by providing customized transportation to points of interest within greater Manchester. (Target: 25,000 trips, 400 riders)**
- 4. Ensure that all eligible Manchester residents receive available and appropriate Federal, State, local and private financial assistance by educating residents about the programs, screening potential applicants, and processing applications in a courteous and timely manner. (Target: 2,500 households, \$2mil)**
- 5. Facilitate the transition to safe, affordable and permanent housing for residents who are homeless as a result of fire or building code violations. (Target: An average dislocation of less than 45 days, percentage returned within 60 days 90%+)**

SENIOR ADULT & FAMILY SERVICES

WORKLOAD STATISTICS

	FY2019	FY2020	FY2021	FY2022	Trend
Conservator					
Conserved of Person Only	24%	31%	23%	13%	
Conserved of Estate Only	34%	22%	34%	34%	
Conserved of Person & Estate	42%	47%	43%	53%	
Total Clients Conserved	50	50	45	33	
Youngest Client	31	18	34	42	
Oldest Client	100	101	102	103	
Median/Avg Age	64	64	65	64	
% of Clients Over 60	60%	56%	58%		
Clients Living in Community	48%	52%	42%	52%	
Clients Living in Skilled Nursing Facility	38%	34%	36%	24%	
Clients Living in Residential Care Home/Group Home	14%	14%	22%	24%	
Clients Living in psychiatric hospital	0%	0%	0%	0%	
Clients with Profound Mental Illness/Addiction	92%	92%	91%	91%	
Clients with Physical Disabilities	20%	26%	24%	21%	
Clients with Dementia/Cognitive Impairments	32%	32%	31%	27%	
New Clients	5	5	1	0	
Discharged Clients	2	5	6	12	
Clients Involuntarily Conserved	58%	60%	56%	42%	
Clients Receiving an Appropriate Level of Care	100%	100%	100%	100%	
Clients with Stable Finances	100%	100%	100%	100%	
Clients with Stable Housing	100%	100%	100%	100%	
Clients Linked with State and Community Support Services	100%	100%	100%	100%	

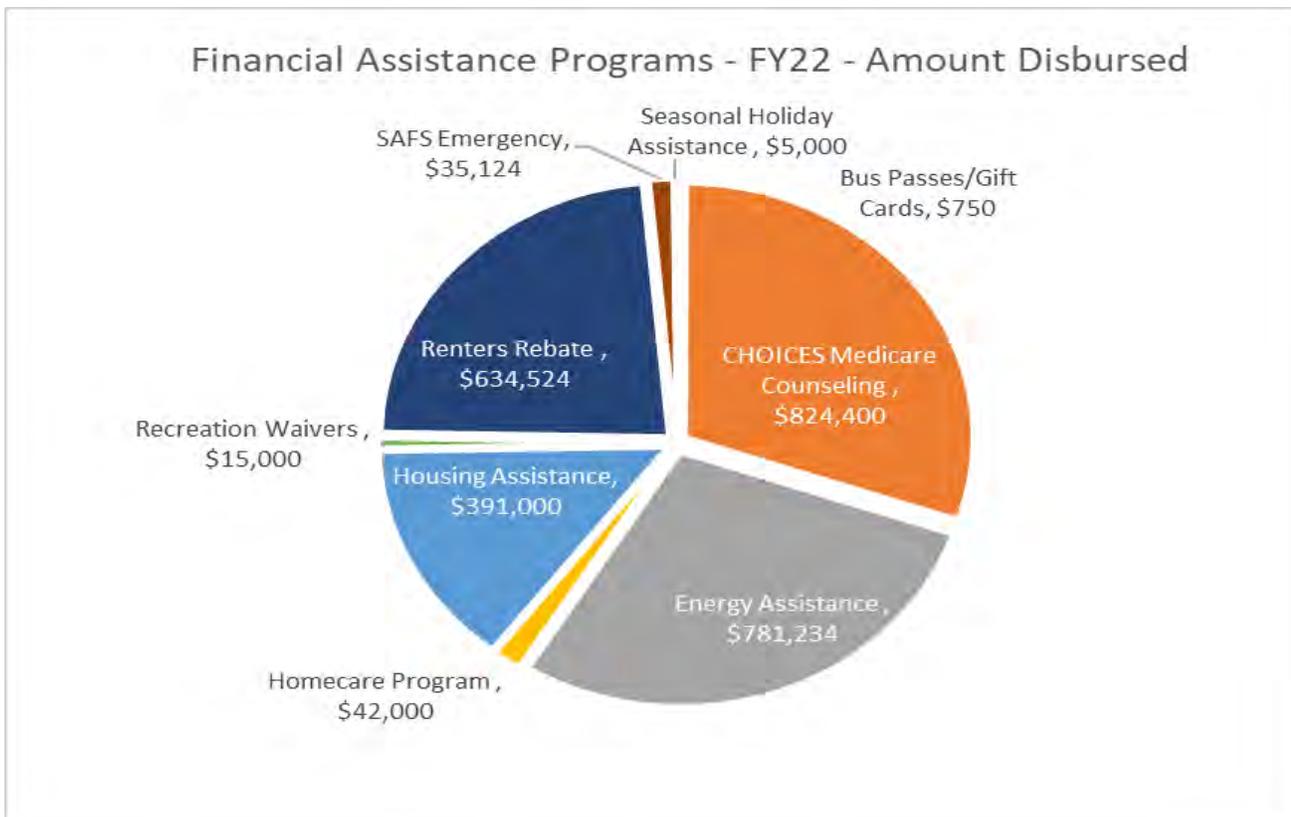
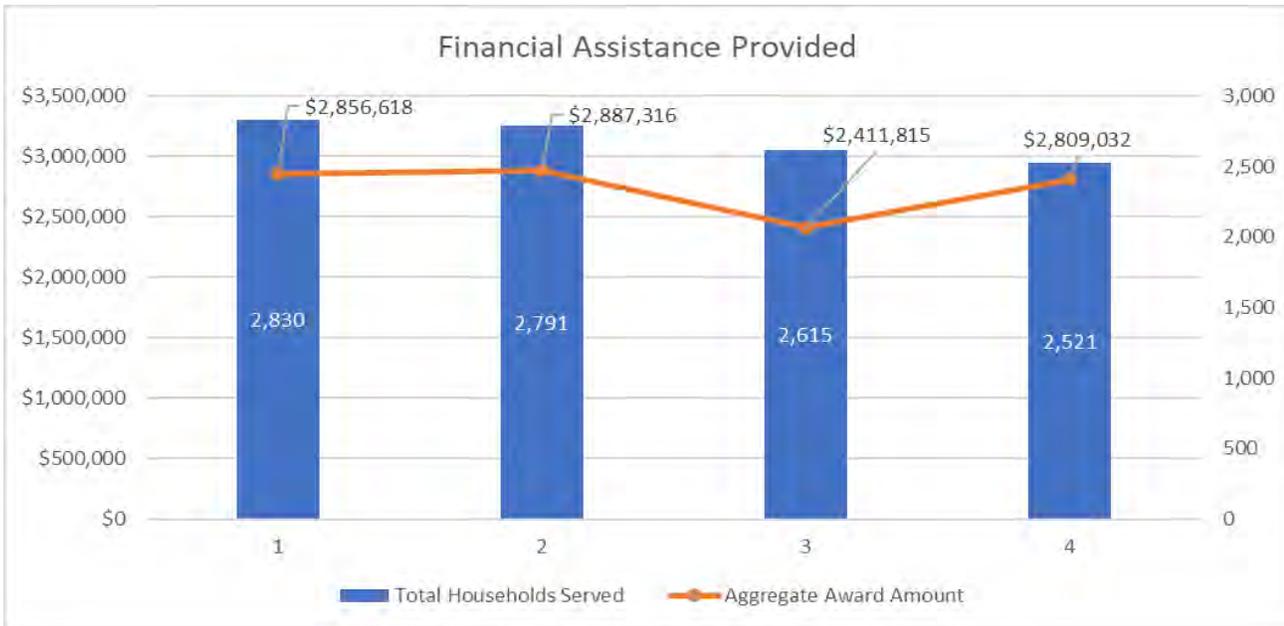
	FY2019	FY2020	FY2021	FY2022	Trend
Financial Assistance					
Total Households Served	2,830	2,791	2,615	2,521	
Aggregate Award Amount	\$2,856,618	\$2,887,316	\$2,411,815	\$2,809,032	
Median Recipient Household Income	\$17,350	\$17,521	\$16,897	\$18,802	
% Income Paid Towards Rent/Utilities (Avg.)	58%	55%	57%	64%	
Median Award Amount	\$1,005	\$1,034	\$949	\$1,109	
Change in Aggregate Award Amount	\$117,810	\$30,698	-\$475,501	\$397,217	
Average Income Increase due to Financial Assistance	6%	6%	6%	6%	

FY22 Financial Assistance Program Breakdown										
	Amount	Households	Black	White	Asian	Multi	Hisp	Over 60	Disabled	
Bus Passes/Gift Cards	\$750	50	66%	34%	0%	0%	24%	15%	18%	
CHOICES Medicare Counseling	\$824,400	NA	25%	63%	5%	7%	12%	72%	28%	
Energy Assistance	\$781,234	1,740	38%	46%	6%	10%	26%	19%	22%	
Homecare Program	\$42,000	45	19%	67%	5%	9%	11%	75%	25%	
Housing Assistance	\$391,000	121	48%	34%	2%	16%	21%	18%	15%	
Recreation Waivers	\$15,000	50	40%	39%	0%	21%	25%	2%	5%	
Renters Rebate	\$634,524	1,179	31%	48%	3%	18%	24%	59%	41%	
SAFS Emergency	\$35,124	77	27%	56%	5%	12%	16%	32%	42%	
Seasonal Holiday Assistance	\$5,000	50	33%	61%	0%	6%	10%	80%	20%	

	FY2019	FY2020	FY2021	FY2022	Trend
Relocation Assistance					
Avg. Days Between Dislocating Event and First SAFS Contact	1	1	1	1	
Avg. Dislocation Period (Days)	40	11	28	31	
Median Dislocation Period (Days)	38	5	10	10	
Households Served	49	28	29	29	
Residents Served	101	77	83	57	
Households Connected to Permanent Housing	86%	96%	86%	100%	
Households Connected to Temporary Housing	4%	4%	14%	0%	
Cause of Dislocation - Fire	38%	50%	52%	75%	
Cause of Dislocation - Other Code Violation	62%	50%	48%	25%	
Cost (Town Assistance)	\$27,644	\$12,770	\$21,939	\$28,971	
Cost (Per Household)	\$564	\$456	\$756	\$999	
Initial Contact with Dislocated Households Within Two Days of Event	100%	100%	100%	100%	
Returned to Permanent, Affordable Housing within 60 Days of Dislocating Event	50%	93%	83%	90%	
Dislocated Households are Connected to Secondary Services	61%	33%	21%	49%	

SENIOR ADULT & FAMILY SERVICES

	FY2019	FY2020	FY2021	FY2022	Trend
Transportation					
Unduplicated Riders	515	465	328	362	
Trips Provided - Total	27,484	22,044	14,045	11,134	
Trips Provided - HVCC (35%)	8,514	4,834	2,855	3,954	
Trips Provided - ADA (65%)	18,970	17,210	11,190	7180*	
Cost Per Trip - Total	\$7.71	\$8.19	\$12.55	\$15.17	
Cost Per Trip - HVCC (75%)	\$20.00	\$27.53	\$50.80	\$37.43	
Cost Per Trip - ADA (25%)	\$3.00	\$3.00	\$3.00	\$3.00	
% Cancellations	15%	15%	15%	14%	
% No-Shows	3%	3%	2%	2%	
Total Operating Costs	\$212,000	\$183,826	\$203,120	\$216,763	



SENIOR CENTER

DESCRIPTION

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

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

Senior Center programming is concentrated in three major areas:

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	440,783.48	454,033	457,258	485,828		31,795	7.00%
Employee Benefits	154,187.66	152,102	151,676	155,418		3,316	2.18%
Purchased Services	33,894.22	66,294	75,956	66,080		(214)	-0.32%
Supplies	79,900.72	89,400	89,400	146,568		57,168	63.95%
Equipment	-	2,500	2,500	2,500		-	0.00%
Other	-	-	-	-		-	
TOTAL SENIOR CENTER	708,766.08	764,329	776,790	856,394	-	92,065	12.05%

Personnel & Employee Benefits:

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

- An increase of \$17,579 for part time staffing, to reflect increased program instructor costs.

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
Senior Center Director	1.00	1.00	1.00	1.00	1.00
Senior Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Clerical Assistant	1.00	1.00	1.00	1.00	1.00
Recreation Supervisor	1.00	1.00	1.00	1.00	1.00
Custodian/Bus Driver	1.00	1.00	1.00	1.00	1.00
TOTAL SENIOR CENTER FT STAFF	5.00	5.00	5.00	5.00	5.00

SENIOR CENTER

Personnel & Employee Benefits (Cont'd):

Part Time Positions	Budgeted	Full Time Equivalents	Budgeted	Full Time Equivalents	Change in FTE's
	Hours 2022/23		Hours 2023/24		
Program Assistant	975	0.47	975	0.47	0.00
Senior Bus Driver	2,250	1.08	2,250	1.08	0.00
Kitchen Tech	975	0.47	975	0.47	0.00
Kitchen Assistant	975	0.47	975	0.47	0.00
Therapeutic Recreation	-	0.00	-	0.00	0.00
Fitness Instructor	650	0.31	650	0.31	0.00
Instructor	450	0.22	450	0.22	0.00
TOTAL SENIOR CENTER PT STAFF	6,275	3.02	6,275	3.02	0.00

Purchased Services and Supplies:

Covers the office & maintenance expenses associated with operating the Senior Center facility, programming costs, instructor fees, food provision for the Senior Meals Program, and operating expenses for the transportation program, the following adjustment:

- An increase of \$56,768 for the Manchester Area Conference of Churches (MACC) meal program, due to significant increase in demand and program cost.

STATUS OF 2022/23 GOALS

1. **The Senior Center will continue to serve the older adult population to provide services, program and COVID19 related assistance as we continue to work through the challenges of the on-going pandemic.** The Senior Center has worked over the last fiscal year to bring program participation back to pre-COVID levels with success. The Center has observed an increase in new members and interest in attendance at meetings designed to introduce programs and services at the Center. The Senior Center meal program has nearly doubled in attendance since re-opening with an average of 80 participants daily.
2. **The Senior Center will work with Human Services Administration to finalize the facility needs assessment with Lifespan Design Studio and EDM Architects to deliver a comprehensive report on the future programming, service and facility needs for the benefit of the older adult population of Manchester.** This project has been completed. The report from Lifespan Design and EDM was presented to the Board of Directors at the December 2022 meeting.

SENIOR CENTER

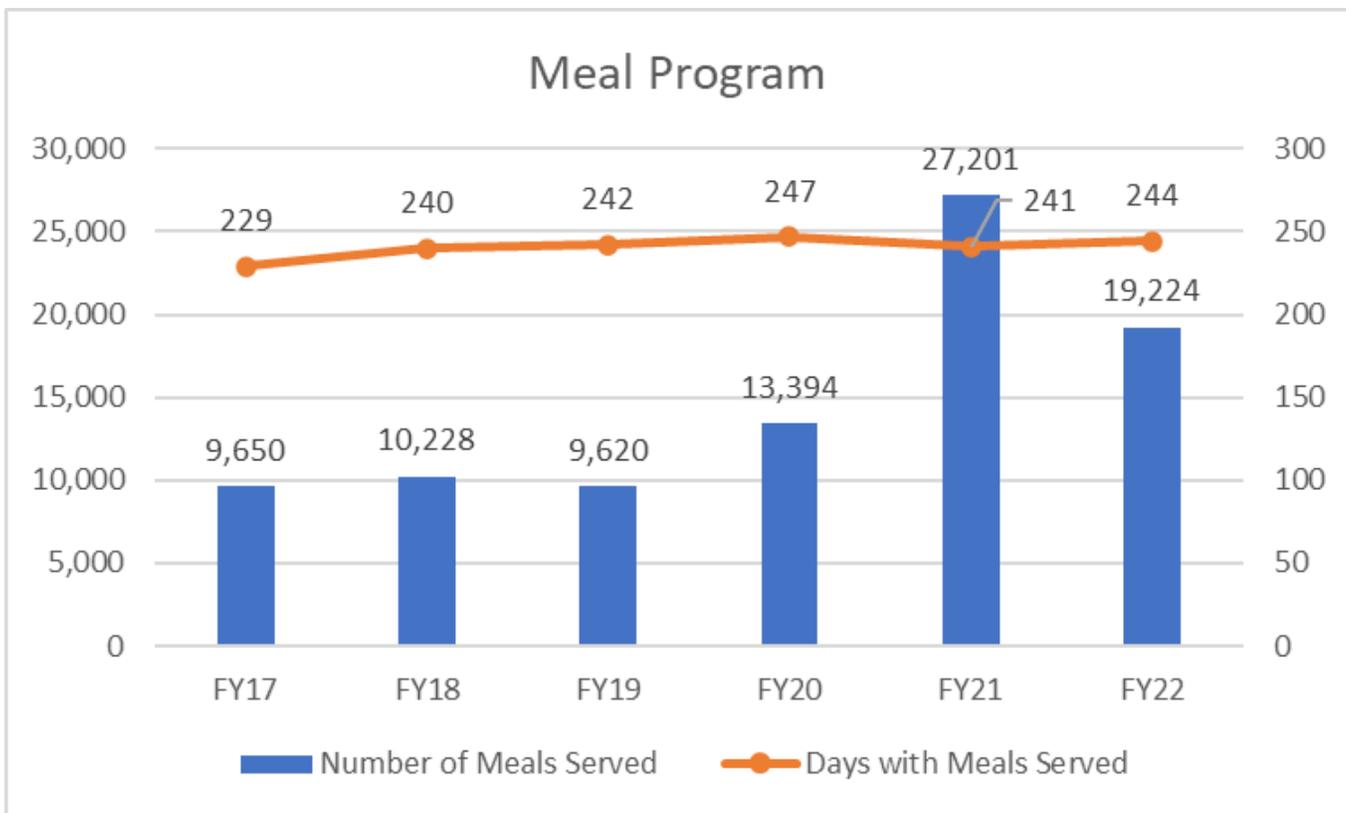
2023/24 GOALS

- 1. Renew emphasis on bringing health and wellness programming that was severely curtailed during the COVID-19 pandemic back to the Senior Center with the goal of increasing participation levels.**
- 2. Develop and implement programs, resources, and opportunities to encourage participation by older adult community residents who speak languages other than English.**
- 3. Working in partnership with the entire Manchester community to preserve and incorporate the stories, experiences, and memories of its older adults into the celebration of Manchester's Bicentennial Year: 1823-2023.**

SENIOR CENTER

WORKLOAD STATISTICS

	FY2019	FY2020	FY2021	FY2022	Trend
Number of Classes					
Education	11	10	0	1	
Fitness	775	553	67	911	
Health	67	37	10	56	
Leisure	841	683	2	878	
Social	65	54	1	121	
Total	1,759	1,337	80	1,967	
Clinics					
Served @ Blood Pressure Clinic	1,771	937	0	470	
Served @ Foot Care Clinic	402	286	76	175	
Information & Referral					
Total Client Units/Visits (Duplicated)	2,314	3,248	3,571	3,938	
Estimated Number of Clients (Unduplicated)	419	517	515	652	
Estimated Hours Spent on Social Work Services	784	949	528	867	
Senior Center Members	1,328	876	577	1,093	
Meal Program					
Number of Meals Served	9,620	13,394	27,201	19,224	
Days with Meals Served	242	247	241	244	
Transportation Program					
Total Passengers (Duplicated)	4,719	3,520	35	2,708	
One Way Trips	8,237	6,281	0	4,907	
Shopping Trips	1,267	748	0	28	
Nutrition Trips	1,906	2,999	0	4,879	
Days in Operation	245	245	242	245	
Miles Traveled	19,888	14,843	7,345	12,538	





Recommended Budget

Town of Manchester,
Connecticut

FY 2023-24

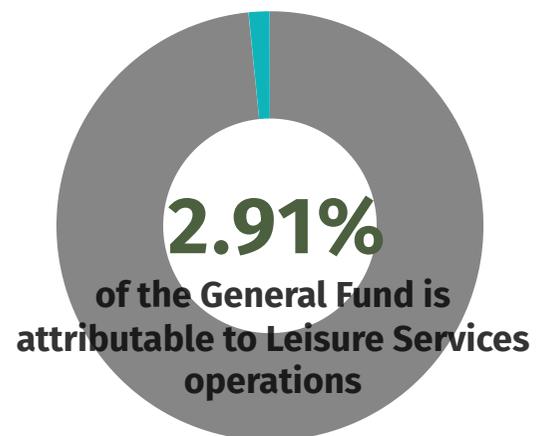
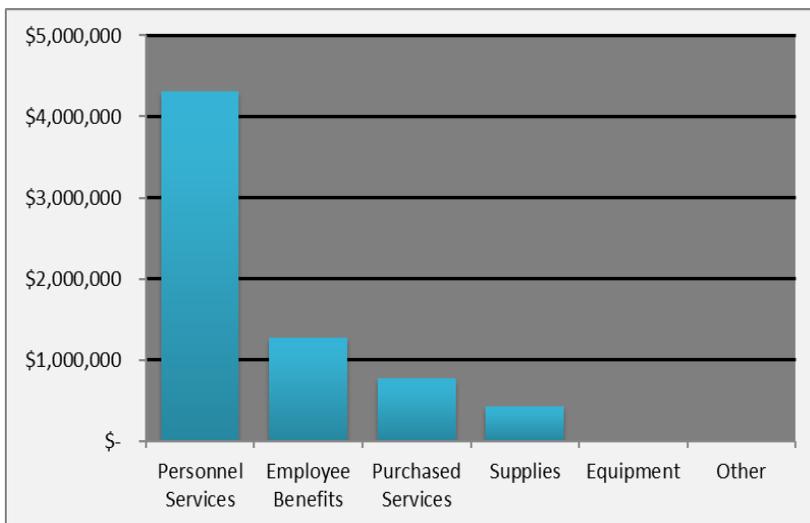
Leisure Services



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

Summary of Department Budgets

	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over Current Adopted	Percent Change
LEISURE SERVICES							
Recreation	\$ 1,989,913.98	\$ 2,233,703	\$ 2,241,016	\$ 2,294,084	\$ -	\$ 60,381	2.70%
Neighborhood & Families	\$ 207,059.39	\$ 241,304	\$ 182,048	\$ 237,567	\$ -	\$ (3,737)	-1.55%
Youth Services Bureau	\$ 670,013.15	\$ 734,688	\$ 695,097	\$ 779,573	\$ -	\$ 44,885	6.11%
Library	\$ 3,172,428.23	\$ 3,422,834	\$ 3,388,734	\$ 3,479,674	\$ -	\$ 56,840	1.66%
TOTAL	\$ 6,039,414.75	\$ 6,632,529	\$ 6,506,895	\$ 6,790,898	\$ -	\$ 158,369	2.39%



Total Budget
\$6,790,898



Increase
\$158,369



Percent Increase
2.39%

LEISURE & FAMILY SERVICES- RECREATION

DESCRIPTION

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

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	1,232,067.68	1,381,357	1,387,893	1,433,665		52,308	3.79%
Employee Benefits	280,093.98	302,318	304,051	308,816		6,498	2.15%
Purchased Services	387,200.28	470,678	455,964	472,253		1,575	0.33%
Supplies	90,552.04	79,350	93,108	79,350		-	0.00%
Equipment	-	-	-	-		-	
Other	-	-	-	-		-	
TOTAL RECREATION	1,989,913.98	2,233,703	2,241,016	2,294,084	-	60,381	2.70%

Expenditures by Function	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Recreation Administration	1,060,026.26	1,148,064	1,137,365	1,191,199		43,135	3.76%
Recreation Facilities	437,338.81	445,789	463,606	464,916		19,127	4.29%
Aquatics	244,005.89	303,246	303,246	287,181		(16,065)	-5.30%
Camp Kennedy	2,105.88	10,063	10,063	10,356		293	2.91%
Summer Camp Program	229,922.42	268,441	268,636	282,332		13,891	5.17%
IOH Pool	16,514.72	58,100	58,100	58,100		-	0.00%
TOTAL RECREATION	1,989,913.98	2,233,703	2,241,016	2,294,084	-	60,381	2.70%

LEISURE & FAMILY SERVICES- RECREATION

Personnel & Employee Benefits:

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

- Temporary employee salaries in Aquatics are decreased based on the timing of the summer season in FY2023/24.
- Overall part time employee staffing is increased to reflect the increase in minimum wage and the addition of Rec on the Run staff funding.
- The Senior Administrative Secretary position is reclassified to IT Tech Office Associate, resulting in an increase of \$7,887.

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
Director of Leisure, Families and Rec.	1.00	1.00	1.00	1.00	1.00
Assistant Director of Recreation	0.00	0.00	0.00	0.00	0.00
Recreation Supervisor	3.00	3.00	3.00	3.00	3.00
Senior Recreation Supervisor	2.00	2.00	2.00	2.00	2.00
IT Tech Office Associate	0.00	0.00	0.00	1.00	1.00
Senior Administrative Secretary	1.00	1.00	1.00	0.00	0.00
Administrative Secretary	2.00	2.00	1.00	2.00	1.00
TOTAL RECREATION FT STAFF	9.00	9.00	8.00	9.00	8.00

Part Time Positions	Budgeted Hours 2022/23	Full Time Equivalents	Budgeted Hours 2023/24	Full Time Equivalents	Change in FTE's
Facilities - Mahoney	7,123	3.42	7,123	3.42	0.00
Facilities - Community Y	8,494	4.08	8,494	4.08	0.00
Facilities - Nathan Hale	4,890	2.35	4,890	2.35	0.00
Facilities- Rec on the Run			336	0.16	0.16
Aquatics - Indoor	2,256	1.08	2,256	1.08	0.00
Acquatics - Outdoor	10,871	5.23	10,871	5.23	0.00
Summer Camps	9,840	4.73	9,840	4.73	0.00
Camp Kennedy	264	0.13	264	0.13	0.00
TOTAL RECREATION PT STAFF	43,738	21.03	44,074	21.19	0.16

Purchased Services and Supplies:

Covers the cost of the following:

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

LEISURE & FAMILY SERVICES- RECREATION

- Recreation Facilities:** custodial expenses for the rec centers, program supplies, and water utilities.
- Aquatics:** electricity & water utilities for the pools, cleaning, lifeguard training, and program supplies.
- Camp Kennedy:** transportation costs & program supplies.
- Summer Camp:** activity fees, transportation, food & supplies for camp programs.
- IOH Pool:** utility costs, custodial maintenance, pool treatment chemicals, cleaning and repair.

These budgets include no significant adjustments.

Revenues:

The General Fund receives revenues from the Recreation programs in the form of registration fees & rec pass charges. The Board of Directors has adopted a temporary abeyance of fees for most recreation programs beginning in FY23.

Revenues	Collected 2021/22	Adopted Projection 2022/23	Revised Estimate 2022/23	Manager's Projected 2023/24	Adopted Projection 2023/24	Change Over Current Year	Percent Change
Recreation Facility Pass	22,104.00	-	-	-	-	-	-
Summer Camp Fees	4,674.50	100,000	100,000	100,000	-	-	0.00%
Organized Sports Fees	10,665.00	-	-	-	-	-	-
Aquatics	12,310.00	-	-	-	-	-	-
TOTAL	\$49,753.50	100,000	100,000	100,000	-	-	0.00%

STATUS OF 2022/23 GOALS

1. **To assess and compare department wide fee structure with neighboring communities with similar demographics to determine a more current and competitive fee schedule.** Currently developing a fee inventory in preparation for developing a survey to be sent through a professional association to all participating towns with similar demographics in Connecticut.
2. **To continue to improve and build out program areas that support our current and future program development and that are safe, accessible and welcoming (i.e. Movement Lab, Tech Lab, Gymnasium, Music & Creative Writing Lab and new supervisor office at Leisure Labs at Mahoney Center).** Emphasis to be given to program assessment and development for middle and high school aged students. Working with partner groups for the purposes of sharing funding, staff, facilities, etc. to build out creative work and learning spaces that will benefit Manchester High School age youth. The supervisor's office was established at Leisure Labs. Improved program spaces to accommodate large scale summer camp program.
3. **Develop second generation of OurParks campaign utilizing imagery and direction from the Parks & Facilities Master Plan – future facing.** On hold due to the onset of our department being responsible for the development and marketing of our bicentennial.
4. **Advocate for breaking of ground and completion of Charter Oak West by 2023 in conjunction with the Town's 200th birthday.** The department has encouraged elected officials and

LEISURE & FAMILY SERVICES- RECREATION

administration to support by funding Charter Oak Park West as the most immediate park project. This priority relates to the Board's commitment to build a skate park at Charter Oak Park West.

2023/24 GOALS

- 1. Work collaboratively with department divisions along with other town departments, education, community partners and residents to provide a comprehensive schedule of opportunities to celebrate our city's bicentennial.**
- 2. In response to the growing trends in adult sports such as kickball, pickleball, etc., the department will focus on creating both formal and informal opportunities for participation.**
- 3. Increase the number of outreach workers from 1 to 6 to help contend with behavior interventions at each camp location.**
- 4. Reexamine current communication and marketing practices. Look to how the town's Marketing and Communications office is evolving and determine if there are opportunities for collective growth and/or collaboration.**

LEISURE & FAMILY SERVICES- RECREATION

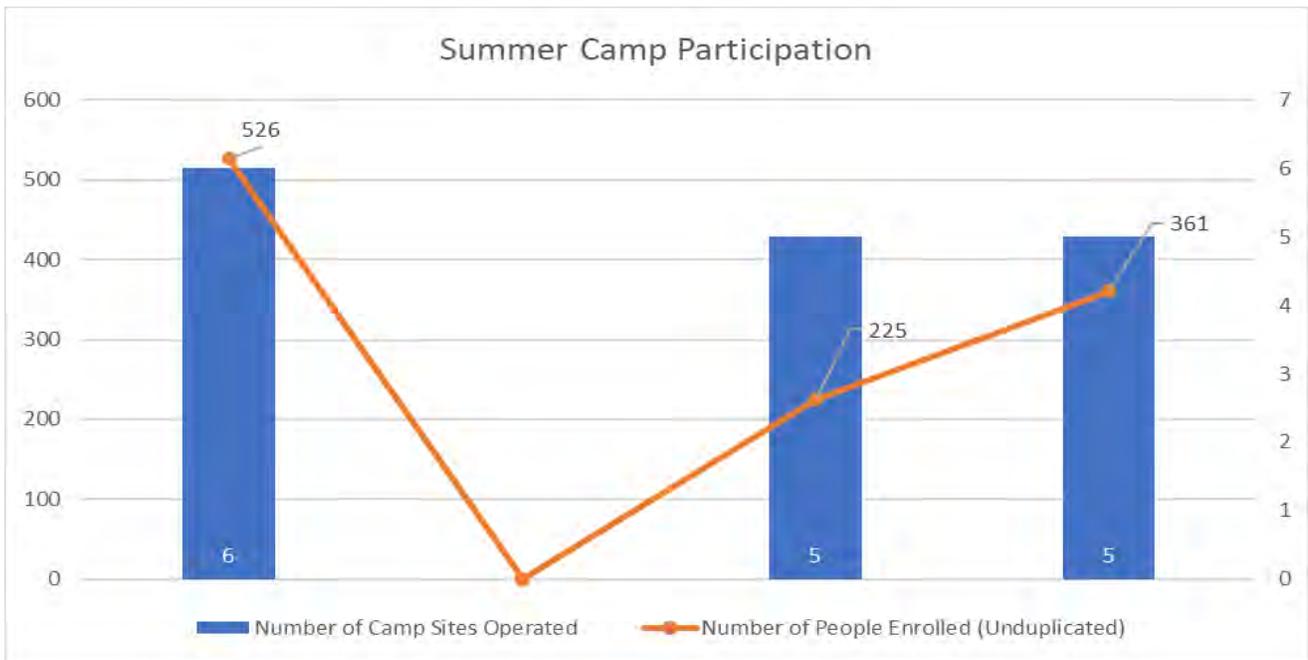
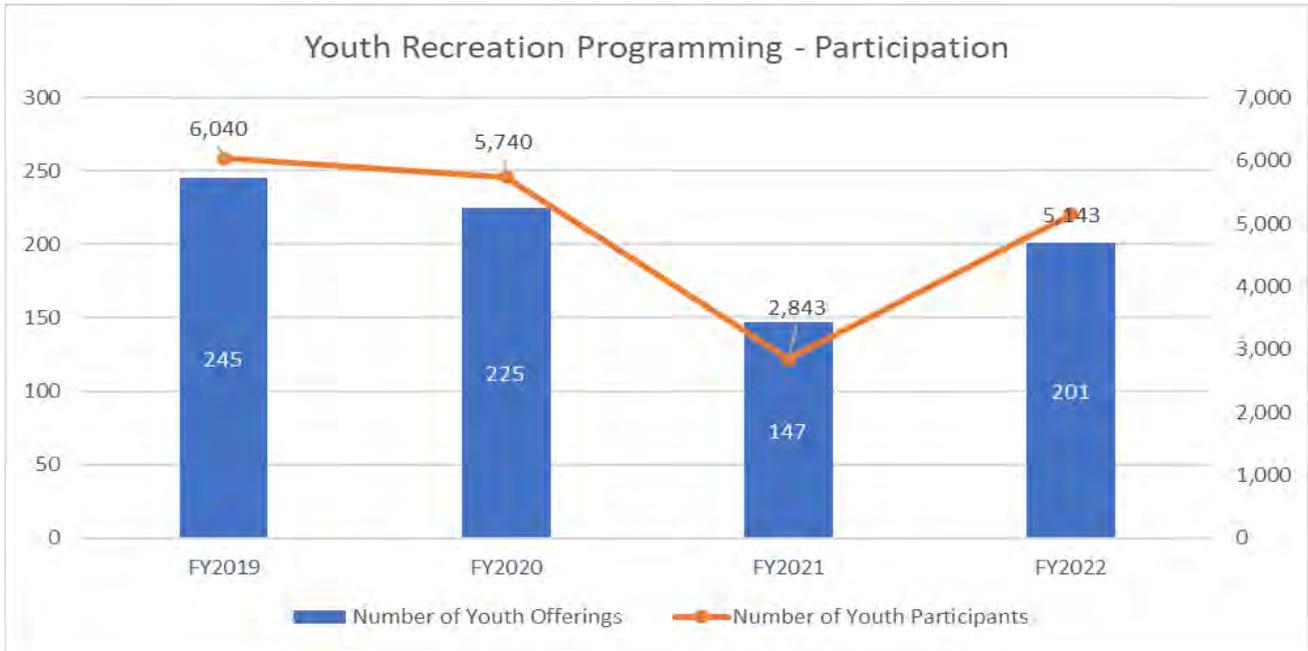
WORKLOAD STATISTICS & PERFORMANCE MEASURES

	FY2019	FY2020	FY2021	FY2022	Trend
Youth Indoor Basketball					
Number of Teams	28	28	28	24	
Number of Leagues	4	4	4	3	
Number of Players	280	280	280	280	
Games per Team	8	8	8	8	
Cost	\$8,420	\$8,420	\$8,420	\$8,420	
Cost per Person	\$30	\$30	\$30	\$30	
Revenue Collected	\$8,400	\$8,400	\$8,400	\$8,400	
Youth Indoor Soccer					
Number of Teams	8	8	8	8	
Number of Leagues	2	2	2	2	
Number of Players	85	85	85	85	
Games per Team	8	6	6	8	
Cost	\$3,048	\$2,286	\$2,286	\$3,408	
Cost per Person	\$36	\$0	\$27	\$40	
Revenue Collected	\$2,550	\$0	\$0	\$2,940	
Youth Indoor Swim Lessons					
Number of Programs	81	78	0	82	
\$ Spent on Programs	\$6,275	\$5,459	\$0	\$0	
Spring Swim Lessons	306	340	0	353	
Fall Swim Lessons	346	359	0	304	
Total Participants	652	699	0	657	
MHS Registrants	220	288	0	229	
IOH Registrants	432	411	0	428	
Staff Time Spent on Program	525	460	0	0	
Fees Collected	\$16,931	\$12,751	\$0	\$8,911	
Fees Refunded	\$0	\$4,114	\$0	\$375	
Youth Outdoor Swim Lessons					
Number of Programs	182	170	0	135	
\$ Spent on Programs	\$16,000	\$15,000	\$0	\$12,250	
Number of Students	1,199	1,238	0	778	
Globe Hollow	265	252	0	159	
Salters	204	208	0	165	
Swanson	341	375	0	138	
West Side	389	403	0	316	
Staff Time Spent on Program	1,530	1,500	0	1,500	
Fees Collected	\$30,180	\$31,347	\$0	\$17,450	
Outdoor Pool Attendance (Average Weekday)					
Globe Hollow	230	150	86	105	
Salters	97	85	91	89	
Swanson/Waddell	101	125	73	80	
Waddell	169	85	NA	NA	
West Side	95	105	80	143	
Outdoor Pool Attendance (Average Weekend)					
Globe Hollow	94	22	113	44	
Salters	38	40	80	50	
Swanson/Waddell	30	30	74	58	
Waddell	30	27	NA	NA	
West Side	62	50	84	102	

LEISURE & FAMILY SERVICES- RECREATION

	FY2019	FY2020	FY2021	FY2022	Trend
Summer Camp					
Number of Camp Sites Operated	6	0	5	5	
Number of People Enrolled (Unduplicated)	526	0	225	361	
Number of Days in Operation	30	0	30	34	
Cost of Camp Program	\$293,074	\$0	\$250,060	\$222,234	
Revenue from Camp Program	\$159,052	\$0	\$52,707	\$0	
Number of Scholarships Provided	58	0	21	39	
\$ of Scholarships Provided	\$26,180	\$0	\$8,990	\$17,902	
Cost per Site	\$54,176	\$0	\$20,370	\$44,447	
Cost per Participant	\$542	\$0	\$552	\$616	
Cost per Day per Site	\$1,890	\$0	\$708	\$1,307	
Summer Camp (Continued)					
Number of Camp Sites Operated	1	0	1	1	
Number of People Enrolled (Unduplicated)	25	0	16	25	
Number of Days in Operation	5	0	5	5	
Cost of Camp Program	\$7,314	\$0	\$1,028	\$3,960	
Revenue from Camp Program	\$750	\$0	\$420	\$750	
Number of Scholarships Provided	0	0	2	0	
\$ of Scholarships Provided	\$0	\$0	\$60	\$0	
Cost per Site	\$7,314	\$0	\$1,028	\$3,960	
Cost per Participant	\$293	\$0	\$64	\$158	
Cost per Day per Site	\$1,463	\$0	\$206	\$792	
Youth Programming (General)					
Youth Sports	32	33	38	44	
Swim	125	100	62	73	
Special Events	18	26	25	32	
Health & Wellness	11	6	0	11	
Education/Exploration	14	22	2	8	
Camps (summer & specialty)	11	7	4	6	
Leisure/Creative Arts	34	31	16	27	
Number of Youth Offerings	245	225	147	201	
Number of Youth Participants	6,040	5,740	2,843		
Pass Daily Visits					
Bennet	3,862	1,310	0	0	
Community Y	21,677	13,219	3,754	13,515	
Mahoney	2,201	1,060	0	2,394	
Total	27,740	15,589	3,754	15,909	

LEISURE & FAMILY SERVICES- RECREATION



LEISURE & FAMILY SERVICES- YOUTH SERVICES

DESCRIPTION

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	453,264.98	499,142	459,334	540,173		41,031	8.22%
Employee Benefits	176,521.74	188,354	188,812	192,208		3,854	2.05%
Purchased Services	16,956.06	31,736	30,050	31,736		-	0.00%
Supplies	23,270.37	15,456	16,901	15,456		-	0.00%
Equipment	-	-	-	-		-	
Other	-	-	-	-		-	
TOTAL YOUTH SERVICES	670,013.15	734,688	695,097	779,573	-	44,885	6.11%

Personnel & Employee Benefits:

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

- An Additional \$32,500 to provide for 5 new part time summer outreach workers to help with post-COVID behavioral challenges, particularly in the Summer Camps program.

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
Youth Services Director	1.00	1.00	1.00	1.00	1.00
Youth Services Coordinator	4.00	4.00	4.00	4.00	4.00
Early Childhood Specialist	0.50	0.50	0.50	0.50	0.50
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
TOTAL YOUTH SERVICES FT STAFF	6.50	6.50	6.50	6.50	6.50

Part Time Positions	Budgeted Hours 2022/23	Full Time Equivalents	Budgeted Hours 2023/24	Full Time Equivalents	Change in FTE's
Youth Workers (2)	3,042	1.46	3,042	1.46	0.00
Summer Outreach Workers	420	0.20	1,436	0.69	0.49
TOTAL YSB PT STAFF	3,462	1.66	4,478	2.15	0.49

LEISURE & FAMILY SERVICES- YOUTH SERVICES

Purchased Services and Supplies:

Covers office administrative expenses and management & maintenance of the YSB facility, and program supplies for youth services programming, with no significant adjustments.

STATUS OF 2022/23 GOALS

- 1. Work with staff to optimize youth and family contact to increase participation in programs and case management.** Currently nine programs work into the evenings including: Manchester Restorative Diversion Collaborative; Youth & Police; Family Passport Program; Creative Families; Youth Commission, etc.

YSB currently has six in-school programs, staff are attending Student Assistance Team meetings at MHS, and have been granted access to diversion and truant youth to conduct case management during school hours.

Journey, Family Passport, and Creative Families are engaging youth in the target age group (8-10). YSB has reengaged with Family Resource Centers which will provide programming opportunities to elementary aged youth.

The YSB increased the number of summer programs offered, providing 11 weeklong, full-time programs for youth 8-18. We also, have each day of winter break and April break planned with full day positive youth development programs and activities.

- 2. Explore rebranding and redesigning the Teen Center as a Youth and Family Engagement Center to provide a space for all populations we serve from 0-21 years old and families.** Rebranding and redesigning the Teen Center as a Youth and Family Engagement Center: We have cleared out unused clutter, purchased furniture, and new equipment. Summer youth employment youth painted a colorful geometric mural and an accent wall. The floors have been refinished. During winter 2023, walls will be painted. We will be working with the LFR's marketing talent and the Town's communications director to ensure widespread exposure.
- 3. Collaborate with all Leisure, Family and Recreation divisions on large scale events to maximize staff, fiscal resources and attracts a diverse community population.** The YSB is fully engaged with LFR. YSB staff help to plan and attend events. The events include the Bicentennial planning team, Fall Fest, Holiday in the Park, and in 2023, will invest time and resources to support the Bicentennial celebrations.
- 4. Officially launch the Manchester Restorative Diversion Collaborative and implement a restorative approach to diverting Manchester youth from the Juvenile Court System.** MRDC meets monthly to provide a supportive forum for youth and families. 40% of youth referred to diversion by the Manchester Police Department (MPD) have engaged in a restorative circle. Collaborators include the YSB, Recreation Division, MPD, Manchester Public Schools (MPS), DCF,

LEISURE & FAMILY SERVICES- YOUTH SERVICES

Community Health Resources, and community members.

The MRDC Policy and Procedure Manual, What to Expect brochures, and all pertinent administrative paperwork is published. An informational bookmark will be completed by the end of the fiscal year for police officers to give to parents and guardians.

2023/24 GOALS

- 1. Personal and professional development:** With shifting roles at the YSB, staff will be offered opportunities to support their work and to stay attuned to current trends in youth development. We will also offer personal development opportunities as a team and individually to encourage self-care, temper burn out, and support personal interests. Success will be measured by each staff attending at least one professional development and one personal development event.
- 2. Strengthen school collaboration and communication.** To continue our 2023 work with MPS, we will develop a consistent communication strategy to ensure the schools are aware of programs and services the YSB offers. The YSB will work closely with the Superintendent's Office, the Department of Race and Equity, and the Social Work and Student Support Department to strengthen the connection between the Town and schools. Success will be measured by providing bi-monthly updates to MPS, written procedures on the chain of communication, and expanding on the number of YSB groups and programs in schools.
- 3. Increase YSB's community exposure.** We will work with LFR's marketing talent and the Town's communications director to expand the YSB's community exposure through various media outlets. Success will be measured by the number of new participants enrolled in our programs who indicate that they heard about the programs through the media on their intake forms.
- 4. Develop a truancy intervention plan.** By state statute, the YSB is required to work with truant youth. We will work with MPS' Attendance and Residency Office, Counseling and Student Support Department, and school administrators to create and implement a plan of action to address the exorbitant number of truant youth. YSB staff will be active participants in the Connecticut Youth Service Association's Truancy Task Force to gain insight, provide support, and strategize approaches. Success will be measured by the development of a written plan with clear parameters about the capacity YSB can realistically case manage and creating intake and case management protocol.
- 5. Launch the Unaccompanied Homeless Minors Pilot.** Since spring of 2022 the YSB has been working with Human Services, Journey Home, and the Center for Children's Advocacy developing a case conferencing model to effectively intervene with youth who are deemed homeless without parents or guardian. In FY 24 the planning team will launch the pilot. Success will be measured by having a referral process, intake procedures, and a case conferencing team established. We will also have youth friendly marketing materials distributed through media outlets, schools, and youth centric locations.

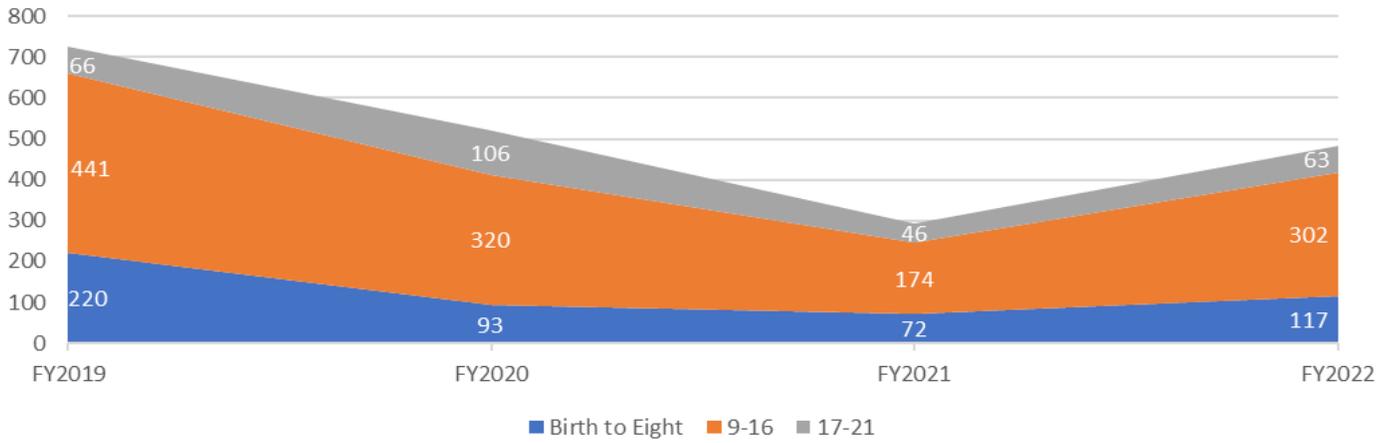
LEISURE & FAMILY SERVICES- YOUTH SERVICES

WORKLOAD STATISTICS

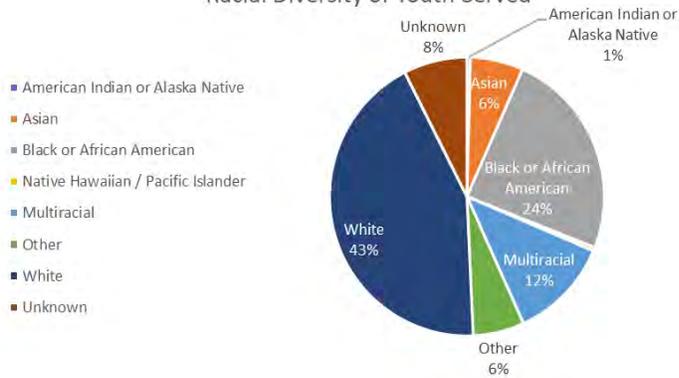
	FY2019	FY2020	FY2021	FY2022	Trend
Referral by Source					
Police	56	60	33	77	
School	170	165	27	99	
Parent/Guardian	270	210	79	248	
DCF	0	0	2	2	
Superior Court/Juvenile Matters	0	0	0	0	
Social Service Agency	7	2	12	6	
Juvenile Review Board	0	0	0	0	
Self	53	18	9	21	
Other	171	106	129	28	
Total	727	561	291	481	
Program Participation by Category					
Summer Positive Youth Development				513	
Family Engagement & Support				367	
Community Service & Leadership				1201	
Positive Youth Development				554	
Special Events				1590	
Youth Employment				26	
Early Childhood					
Grant Funding for Youth Programming					
Grants Awarded (#)	13	11	10	19	
Grants Awarded (\$)	\$1,472,276	\$1,442,870	\$641,796	\$856,963	
Adopted Budget	\$731,946	\$704,986	\$717,978	\$740,795	
Grants Leveraged/\$ GF	\$2.01	\$2.05	\$0.89	\$1.16	
Number of Juvenile Arrests	200	209	141	166	
Gender of Youth Served					
Male				212	
Female				266	
Transgender				0	
Non-binary				3	
Did not report				0	
Number of Youth Served					
Birth to Eight	220	93	72	117	
9-16	441	320	174	302	
17-21	66	106	46	63	
Total	727	519	292	482	

LEISURE & FAMILY SERVICES- YOUTH SERVICES

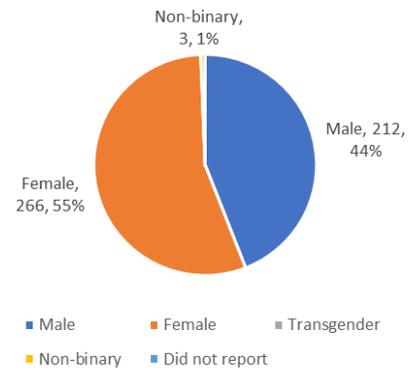
Age of Youth Served by YSB



Racial Diversity of Youth Served



Gender of Youth Served



LEISURE & FAMILY SERVICES- NEIGHBORHOODS & FAMILIES

DESCRIPTION

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	155,190.93	176,313	121,748	172,953		(3,360)	-1.91%
Employee Benefits	36,461.13	37,821	33,130	37,444		(377)	-1.00%
Purchased Services	8,039.14	21,320	21,320	21,320		-	0.00%
Supplies	7,368.19	5,850	5,850	5,850		-	0.00%
Equipment	-	-	-	-		-	
Other	-	-	-	-		-	
TOTAL ONF	207,059.39	241,304	182,048	237,567	-	(3,737)	-1.55%

Personnel & Employee Benefits:

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

Purchased Services and Supplies:

Covers the cost of operating the East Side Recreation Center/ Office of Neighborhood & Families, and program supplies & expenses, with no adjustments.

STATUS OF 2022/23 GOALS

- 1. Develop a year-round schedule for the Culture Lab at Leisure Labs at Mahoney Center to continually support the departments DEI initiatives and progress the work of the community wide DEI plan through support of grassroots organizations, area partners, and through culturally significant special events including Juneteenth, LovePride, and others.** The Culture Lab at the Leisure Labs at Mahoney Center hosted several culturally significant programs and

LEISURE & FAMILY SERVICES- NEIGHBORHOODS & FAMILIES

public events over the past fiscal year, including programs that highlighted veterans of color, a Black History Month speaker panel, multiple women-only “Paint and Vent” programs, as well as the youth art exhibit “Things That Make You Happy”, a collaboration with the board of Education.

During this time, the Neighborhood and Families Division posted and interviewed candidates for a Diversity Equity and Inclusion coordinator to further support the division mission and expand the program and service line of the Culture Lab. While several qualified candidates were interviewed the position was not filled due to unforeseen circumstances. At this time, the Neighborhood and Families division has refocused its efforts to better serve a broader cross-section of underrepresented communities within Manchester with a specific focus on the LGBTQIA+ and Disability communities.

- 2. Research and assess the availability of existing resources for those community members and families in need of special accommodation to participate in our programs and services, and develop an interdepartmental strategic plan to include but not limited to educational workshops for staff, and the development of relationships with area organizations and agencies that are more readily equipped to serve populations that exceed our expertise or abilities to provide adequate service in terms of staffing, specialized equipment, or other interventions.** The Leisure, Family, and Recreation Department collaborated with several area partners to better serve community members who require accommodation to participate in our programming and services. Over the course of the last year the department and its divisions have worked with organizations such as the Manchester Adult Resource Center to eliminate barriers caused by both cost and transportation for adults with disabilities to attend Camp Kennedy. Other ongoing partnerships such as the one with the Manchester Early Learning Center have led to funding that supports access to fresh produce and vegetables for economically disadvantaged families at our community market series as well as food vouchers for families at other town sponsored special events.
- 3. Based on the initial result of our pilot indoor market event on November 27th, 2021, the Neighborhoods and Families Division plans to develop year-round market program utilizing the Nathan Hale Facility during its current decommissioned status to provide SNAP benefit qualifying services for community members over the course of the calendar year.** The community market series saw its best year to date in terms of the number of both patrons and vendors, as well as by exceeding expectations in the amount of Supplemental Nutrition Assistance redeemed at both the Spruce Street and Northwest Park Markets. This momentum is carrying over into our indoor season which will run for the first time November through February with specialty markets that offer a diverse array of vendors and goods, many of which will qualify for SNAP and Double SNAP benefits.

LEISURE & FAMILY SERVICES- NEIGHBORHOODS & FAMILIES

2023/24 GOALS

- 1. Continue to promote market growth and visibility by programming 10 complimentary market day events that encourage multi-generational patronage and engagement with local vendors and interdepartmental initiatives.**
- 2. Expand the audience and readership of Better Manchester Magazine by incorporating multi-media resources such as recorded interviews, short format video, and digital image stories into the bi-weekly publication.**
- 3. Utilize existing relationships with area partners to increase the ease of participation and number of recreational opportunities for individuals with physical and developmental disabilities.**
- 4. Work collaboratively with department divisions along with other town departments, education, community partners and resident to provide a comprehensive schedule of opportunities to celebrate our city's bicentennial.**

MANCHESTER PUBLIC LIBRARIES

DESCRIPTION

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

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	1,962,479.33	2,127,213	2,099,251	2,171,686		44,473	2.09%
Employee Benefits	692,436.05	722,960	719,163	729,890		6,930	0.96%
Purchased Services	203,786.64	242,111	239,770	247,498		5,387	2.23%
Supplies	313,726.21	330,550	330,550	330,600		50	0.02%
Equipment	-	-	-	-		-	
Other	-	-	-	-		-	
TOTAL LIBRARY	3,172,428.23	3,422,834	3,388,734	3,479,674	-	56,840	1.66%

Personnel & Employee Benefits:

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

MANCHESTER PUBLIC LIBRARIES

Purchased Services and Supplies:

Covers the cost of operating and maintaining the two branch libraries, book purchases, programming supplies and expenses, book cataloguing and processing technology, vehicle expenses for the Bookmobile, phone line charges, membership fees for the CT Library System, building security services, and professional development and affiliations for librarians, with no significant adjustments.

STATUS OF 2022/23 GOALS

- 1. Dependent upon the upcoming political process, most of the focus this year may be upon building space planning needs.** There was an intense period of public education regarding space needs before the Board of Directors approved sending a bond referendum to the voters in August.

This was followed by further staff work supporting grant applications, providing tours through Mary Cheney for community groups who might want to occupy the space if the library should relocate, and the continued gathering and compiling of information for the Library Board. Ultimately, voters approved the November bond referendum question for a new main library building.

- 2. Conduct a successful One Book reading event.** A diverse community group reviewed several possible authors and Zakiya Dalila Harris, author of "The Other Black Girl," was chosen.

The author spent a day in September meeting with a wide range of residents to discuss her novel and its upcoming adaptation on Hulu. By the date of the event, 1,016 borrows of copies of the novel in all formats had been recorded with hundreds more in the weeks after the event. Several book groups, some sponsored by the library and several unaffiliated in the community, read and discussed the book. A diverse group of people, including students at the high school and the Community College, were able to discuss the wide range of topics that arose during the reading of this story.

- 3. Monitor results of equity audits of the book and media collection.** Software purchased by the regional computer consortium showed that Manchester is among the leaders in the Greater Hartford area for the number of diverse items in its public library collection. Efforts will continue to build a welcoming, inclusive book collection.

2023/24 GOALS

- 1. Staff will actively support the public input process and initial architectural planning for a new main library facility, as well as planning and preparing for the eventual move of the collection of books and other materials.**
- 2. Monitor the progress of adding diverse titles to the book and media collections at both library buildings. Continuing Education opportunities, especially for staff involved with public programming events, can expand the staff's ability to seamlessly incorporate diversity and inclusion throughout library services.**

MANCHESTER PUBLIC LIBRARIES

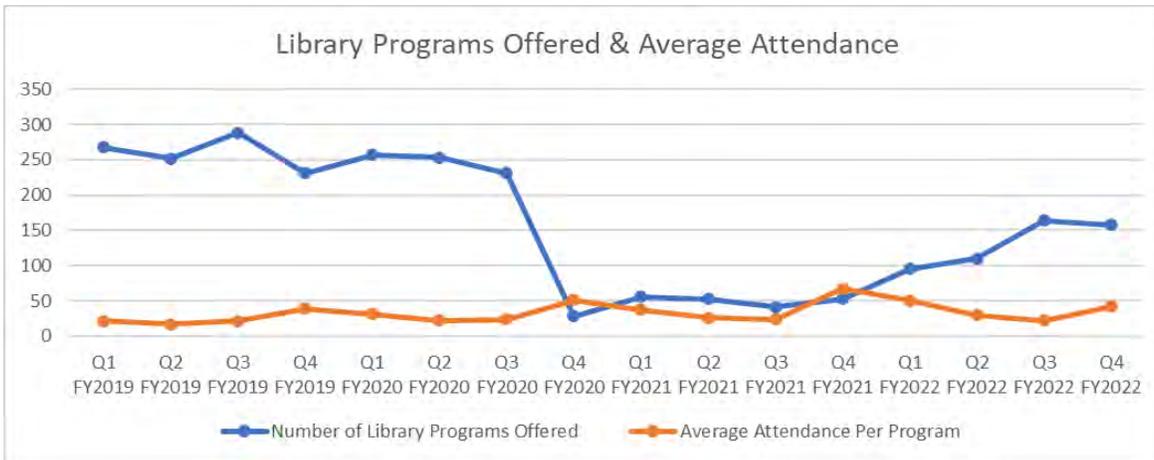
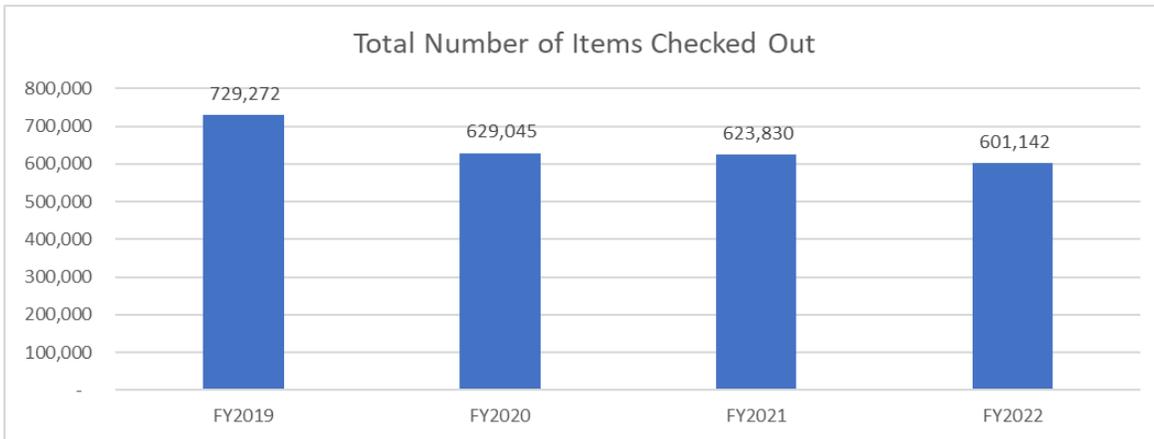
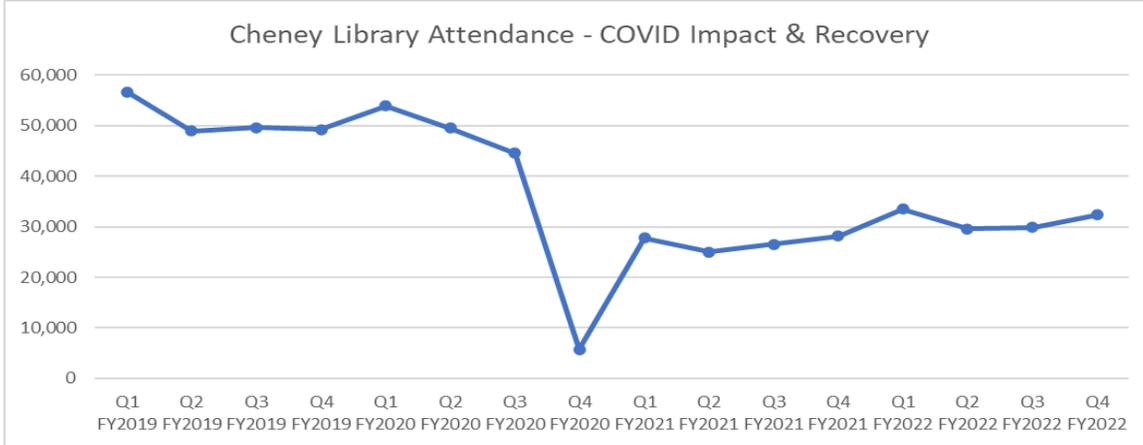
WORKLOAD STATISTICS & PERFORMANCE MEASURES

	FY2019	FY2020	FY2021	FY2022	Trend
Cheney Attendance	204,454	153,742	107,489	125,280	
Number of Materials in Collection					
Video	16,588	12,888	13,382	13,413	
Books (Adult)	124,000	123,511	128,101	131,569	
Magazines (Adult)	5,751	5,729	5,635	5,663	
Other Materials	9,029	8,485	9,172	8,970	
Teen Items	5,392	5,456	5,825	5,719	
Teen Magazines	116	40	34	31	
Children's Items	60,787	60,756	63,323	62,868	
Total	221,663	216,865	225,472	228,233	
Number of New Materials Added					
Video	1,577	1,509	1,016	1,146	
Print (Adult)	9,764	9,776	10,823	10,044	
Other Materials	909	645	834	575	
Teen	591	626	921	959	
Children	7,432	7,942	7,255	6,044	
Total	20,273	20,498	20,849	18,768	
Number of Items Checked Out					
Video (Adult)	135,150	120,584	99,620	83,235	
Print (Adult)	224,133	190,637	211,983	200,900	
Other Material (Adult)	55,206	46,800	43,737	44,915	
Teen	19,355	18,230	21,105	23,441	
Children	295,397	252,794	247,385	248,651	
Total	729,241	629,045	623,830	601,142	
Circulation (Cheney)					
Video (Adult)	110,314	100,507	82,989	68,651	
Print (Adult)	162,526	152,730	169,490	160,440	
Other Material (Adult)	50,558	43,925	41,549	42,968	
Teen	17,213	16,283	19,337	22,175	
Children	236,760	204,809	204,144	208,270	
Total	577,371	518,254	517,509	502,504	
Circulation (Whiton)					
Video (Adult)	24,836	20,077	16,631	14,584	
Print (Adult)	48,985	37,907	42,483	40,460	
Other Material (Adult)	4,649	2,875	2,188	1,947	
Teen	2,142	1,947	1,768	1,266	
Children	58,637	47,985	43,231	40,381	
Total	139,249	110,791	106,301	98,638	

MANCHESTER PUBLIC LIBRARIES

	FY2019	FY2020	FY2021	FY2022	Trend
Electronic Borrowing					
Ebooks (All Types/Ages)	29,320	34,275	39,465	32,685	
Downloadable Magazines	1,847	2,011	2,305	4,183	
Downloadable Movies	3,770	5,041	3,916	2,999	
Downloadable Audiobooks	16,979	21,792	22,886	26,162	
Downloadable Music Albums	1,857	1,589	1,189	1,023	
Total	53,773	64,708	69,761	67,052	
Bookmobile Stops	446	396	439	455	
Items Reported as Missing/Mis-shelved	821	1,097	490	417	
Number of Materials Processed per FTE	10,841	10,961	11,149	10,036	
Change in the Number of New Materials Added					
Video (Adult)	-26%	-4%	-33%	13%	
Print (Adult)	1%	0%	11%	-7%	
Other	5%	-29%	29%	-31%	
Teen	21%	6%	47%	4%	
Children	-6%	7%	-9%	-17%	
Total	-4%	1%	2%	-10%	
Change in Total Cheney Attendance	-7%	-25%	-30%	17%	
Change in the Number of Materials Checked Out					
Video (Adult)	-15%	-11%	-17%	-16%	
Print (Adult)	19%	-15%	11%	-5%	
Other	13%	-15%	-7%	3%	
Teen	36%	-6%	16%	11%	
Children	20%	-14%	-2%	1%	
Total	11%	-14%	-1%	-4%	
Number of Registered Cardholders					
Adult	18,192	17,732	17,547	15,171	
Teen	1,673	880	2,609	1,103	
Childrens	4,928	3,013	7,631	9,474	
Total	24,793	21,625	27,787	25,748	
Number of Programs Offered (In Person)					
Adult	198	169	103	154	
Teen	114	70	34	50	
Childrens 0-2	239	161	0	0	
Childrens 3-5	91	81	2	57	
Childrens 6-14	129	49	8	10	
Childrens (General)	268	239	56	256	
Total	1,039	769	203	527	
Number of Programs Offered (Virtually)					
Adult	NA	NA	39	1	
Teen	NA	NA	0	0	
Childrens 0-2	NA	NA	0	7	
Childrens 3-5	NA	NA	0	4	
Childrens 6-14	NA	NA	5	0	
Childrens (General)	NA	NA	91	36	
Total	NA	NA	135	48	
Number of Program Participants (In Person)	25,012	20,485	8,043	18,346	
Number of Program Participants (Virtual)	NA	NA	3,665	2,733	
Number of Inquiries Received					
At Counter	37,770	30,838	32,223	32,054	
Electronically	414	86	366	2,851	
By Phone	3,114	2,822	3,658	3,496	
By Mail	3	0	0	0	
Total	41,301	33,746	36,247	38,401	
Number Internet Workstation Customers	39,494	25,804	14,234	16,080	
Number Pages Printed by Customers	71,913	51,709	56,216	52,962	

MANCHESTER PUBLIC LIBRARIES





Recommended Budget

Town of Manchester,
Connecticut

FY 2023-24

Education

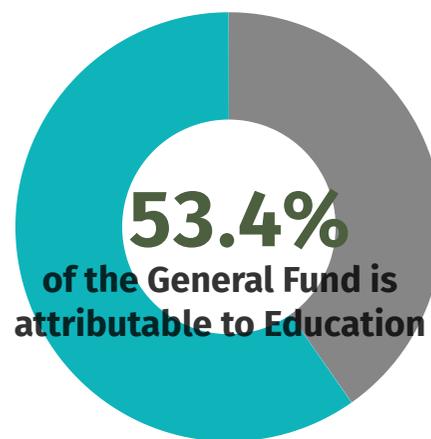
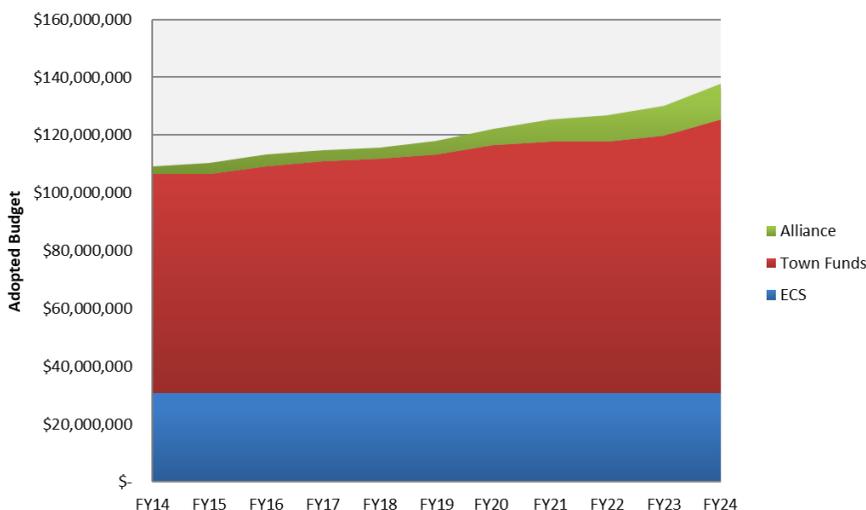


The Board of Education is funded out of the General Fund but operates as a separate governing body. Their budget proposal is detailed in a separate document, available at mpspride.org

Summary of Department Budgets

	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Increase	Percent Increase
EDUCATION							
Board of Education	\$ 116,281,237.00	\$ 119,689,163	\$ 117,774,174	\$ 125,443,512	\$ -	\$ 5,754,349	4.81%
Priv. Sch. Health & Welfare	\$ 410,182.56	\$ 434,928.00	\$ 426,145.00	\$ 434,928.00	\$ -	\$ -	0.00%
Transitional Living Center	\$ 188,821.00	\$ 68,622.00	\$ 68,622.00	\$ 68,622.00	\$ -	\$ -	0.00%
TOTAL	\$ 116,880,240.56	\$ 120,192,713	\$ 118,268,941	\$ 125,947,062	\$ -	\$ 5,754,349	4.79%

Manchester Education Funding- 10 Year History



Total Budget

\$125,947,062



Increase

\$5,754,349



Percent Increase

4.79%



Recommended Budget

Town of Manchester,
Connecticut

FY 2023-24

Fixed/ Miscellaneous

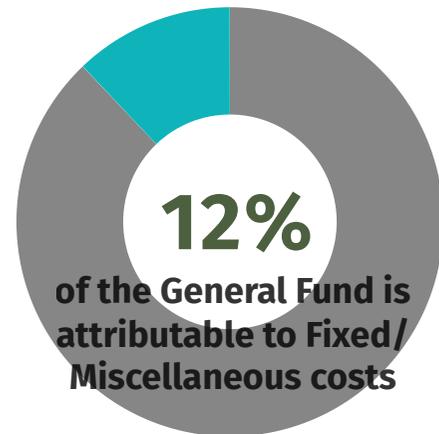
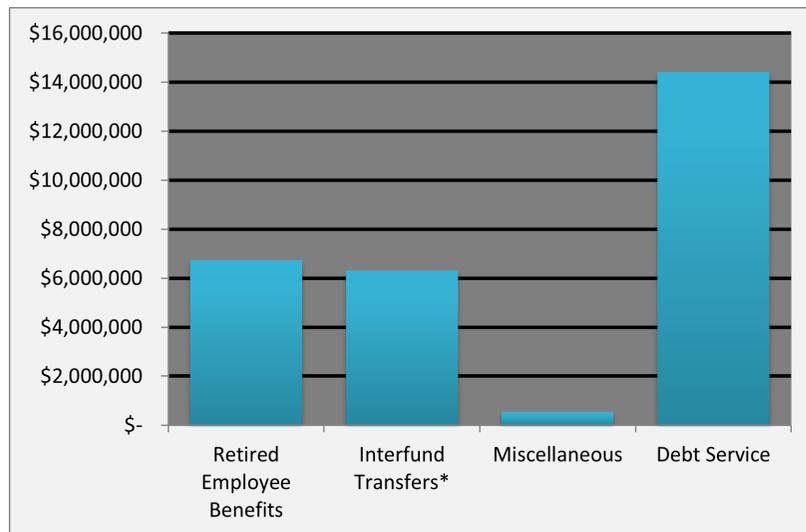


This section of the budget includes all funding for Retirees life insurance, medical insurance and separation benefit payouts, all interfund transfers, the capital budget, debt service, and miscellaneous costs including a contingency account.

Summary of Department Budgets

	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over	
						Current Adopted	Percent Change
FIXED COSTS AND MISCELLANEOUS							
Retired Employee Benefits	\$ 4,855,357.86	\$ 4,996,756	\$ 4,996,986	\$ 6,742,757	\$ -	\$ 1,746,001	34.94%
Interfund Transfers*	\$ 7,265,647.00	\$ 4,736,345	\$ 4,992,345	\$ 6,307,743	\$ -	\$ 1,571,398	33.18%
Miscellaneous	\$ 440,134.73	\$ 575,214	\$ 339,722	\$ 555,074	\$ -	\$ (20,140)	-3.50%
Debt Service	\$ 13,228,528.59	\$ 13,849,583	\$ 13,849,583	\$ 14,416,038	\$ -	\$ 566,455	4.09%
TOTAL	\$ 25,789,668.18	\$ 24,157,898	\$ 24,178,636	\$ 28,021,612	\$ -	\$ 3,863,714	15.99%

*- Transfer to Paramedics, previously included as interfund transfers, is now shown under Public Safety



Total Budget
\$28,021,612



Increase
\$3,863,714



Percent Increase
15.99%

FIXED COSTS AND MISCELLANEOUS

RETIREE BENEFITS

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Retirees Medical Insurance	3,371,668.00	3,370,745	3,370,745	4,644,548		1,273,803	37.79%
Defined Benefit Pension	1,186,324.00	1,316,059	1,316,059	1,613,257		297,198	22.58%
Unemployment Comp.	16,716.75	16,800	16,800	16,800		-	0.00%
Termination Benefits	238,968.34	250,000	250,000	425,000		175,000	70.00%
Social Security	14,705.79	15,300	15,530	15,300		-	0.00%
Prof & Tech Services	26,215.02	26,352	26,352	26,352		-	0.00%
Retiree Life Insurance	759.96	1,500	1,500	1,500		-	0.00%
TOTAL RETIREE BENEFITS	4,855,357.86	4,996,756	4,996,986	6,742,757	-	1,746,001	34.94%

Retirees Medical Insurance: reflects the actuarially-determined costs of health coverage for current retirees net of reimbursements paid by retirees to the Town. The increase includes a shift in the Fire Department retiree health costs from the Fire Fund to the General Fund as part of the district merger (\$781,739) as well as increases relating to an initial actuarial assessment of the retiree population (over and under 65) and funding levels needed to cover projected claims liabilities in the Town's self-insurance fund.

Defined Benefit Pension: reflects the contribution necessary to maintain adequate funding levels for defined benefit pension plan. The increase reflects the results of an actuarial analysis of the Town's pension funds & investments, which incurred losses during the post-Covid economic downturn.

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

Termination Benefits: The Termination Benefits account covers the cost to the Town for accumulated leave payout to employees who retire in the upcoming year or to retirees who are scheduled to receive an installment on a leave payout that is spread out over three years. An additional \$175,000 is provided due to the merging of the Fire operations into the General Fund.

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

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

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

FIXED COSTS AND MISCELLANEOUS

MISCELLANEOUS

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Community Services	54,319.00	64,369	64,369	61,092		(3,277)	-5.09%
Lutz Museum	36,150.00	36,150	36,150	39,042		2,892	8.00%
Contingency	223,621.13	200,000	-	200,000		-	0.00%
Central Costs	38,526.04	135,000	105,008	107,700		(27,300)	-20.22%
Youth Commission	-	10,000	10,000	10,000		-	0.00%
Community Events	87,518.56	129,695	124,195	137,240		7,545	5.82%
Vacancy Salary Savings	-	-	-	-		-	
TOTAL MISCELLANEOUS	440,134.73	575,214	339,722	555,074	-	(20,140)	-3.50%

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

Lutz Museum: The Town has historically made an annual contribution to the Lutz Museum. The increase reflects a funding increase request received from the museum to cover increasing costs.

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

Central Costs: this includes funding for building security services and credit card fees for payments received by the Town. Credit card fees are removed in FY2023/24 and will be covered as a revenue credit going forward.

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

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

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

FIXED COSTS AND MISCELLANEOUS

INTERFUND TRANSFERS

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Transfer to Special Grants	219,500.00	274,315	279,815	275,500		1,185	0.43%
Transfer to Capital Projects	-	-	-	-		-	
Transfer to Capital Reserve	4,162,185.00	1,728,000	1,978,000	1,827,000		99,000	5.73%
Transfer to Info. Sys.	1,210,647.00	1,241,179	1,241,179	1,606,027		364,848	29.40%
Transfer to MSIP	1,673,315.00	1,492,851	1,493,351	2,599,216		1,106,365	74.11%
TOTAL INTERFUND TRANSFERS	7,265,647.00	4,736,345	4,992,345	6,307,743	-	1,571,398	33.18%

Transfer to Paramedics*	2,586,848.00	2,855,829	2,855,829	-	-	(2,855,829)	-100.00%
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* General Fund contribution to Fire Fund for Paramedics operation is classified as Public Safety in summary budget tables & exhibits

Transfer to Manchester Self-Insurance Program (MSIP) Fund: The MSIP contribution is based on the actuarial study completed in FY18, the results of which are being phased-in over a 5 year period. An additional \$1.2 million is added to reflect the merged Fire Department's contribution to the fund; the South District's contribution was previously budgeted in the Fire Fund.

Transfer to Capital Reserve: An increase of \$99,000 reflects transitioning from using one-time revenue sources for ongoing capital needs to funding infrastructure needs more sustainably through the General Fund. Details regarding the capital budget can be found in the Capital Improvement Plan portion of this document.

Transfer to Special Grants: consists of the following components:

- \$150,000 is the total cost of the Dial-A-Ride and shared van program in the upcoming fiscal year.
- \$30,000 to support the Downtown Arts & Culture Grant Program.
- \$50,000 to fund an employee student loan assistance program, per collective bargaining agreement
- \$20,000 to support the operating expenses of Channel 16, Manchester's Public Access television station
- \$15,000 in support of the Work_Space art gallery public & cultural programs on Main Street
- \$7,500 to support the Hockanum River Committee
- \$3,000 to support the Manchester Arts Commission.

Transfer to Information Systems: The General Fund contribution to Information Systems, to cover technical support services for all Town departments. This includes \$149,040 associated with the Fire Department, which was previously budgeted in the Fire Fund prior to the merger, and also reflects budget increases in the Information Systems Department, largely attributed to the upgrade to Microsoft MS365 operating system in order to improve cybersecurity for the Town.

Transfer to Paramedics: contribution to the Fire Fund to provide paramedic emergency response services throughout Town. This transfer is eliminated from the FY2023/24 budget due to the Fire Fund merging with the General Fund.

FIXED COSTS AND MISCELLANEOUS

GENERAL FUND DEBT SERVICE

Debt Service Budget:

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Principal	9,345,000.00	9,360,000	9,360,000	9,590,000		230,000	2.46%
Interest	3,883,528.59	4,489,583	4,489,583	4,826,038		336,455	7.49%
TOTAL DEBT SERVICE	13,228,528.59	13,849,583	13,849,583	14,416,038	-	566,455	4.09%

The debt service budget reflects the net effect of the following:

- Year 1 payments on a 2023 general purpose bond issue for school construction, the new library, historic preservation, and public works
- Maintains \$1.8M use of anticipated & existing debt premium receipts to offset debt costs
- Retirement of old & refinanced debt

Debt Issuances & Authorizations:

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

Referendum Date	Project	Amount Authorized
11/8/2011	Public Works- Roads, Sidewalks, Drainage, Bridges, Ctr Springs Pk Ext	12,000,000
11/6/2012	School Repairs	4,900,000
11/5/2013	Public Works- Roads, Sidewalks, Charter Oak Park, Pedestrian/bike Improv.	10,000,000
11/4/2014	School Construction (SMARTR1)	37,600,000
11/3/2015	Public Works- Roads, Sidewalks, Ctr Springs Pond, Drainage, Traffic Signals	12,000,000
11/7/2017	Public Works- Roads, Sidewalks, Parking Lots, Union Pond Dam, Ctr Springs Pond	13,000,000
11/7/2017	Land Acquisition & Historic Property Investment	4,000,000
6/4/2019	School Construction (SMARTR2)	47,000,000
11/5/2019	Public Works- Roads, Sidewalks, Union Pond Dam, Traffic Signals	16,500,000
11/2/2021	Public Works- Roads, Sidewalks, Union Pond Dam	17,250,000
11/8/2022	New Library	39,000,000

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

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

FIXED COSTS AND MISCELLANEOUS

	Amount	Bond Issue Date												
		Authorized	2011	2012	2013	2014	2016	2017	2018	2019	2020	2021	2022	2023
GENERAL FUND (TOWN)														
Library 2022/23	\$ 39,000,000													
Public Works 2021/22	\$ 17,250,000													
Public Works 2019/20	\$ 16,500,000													
Public Works 2017/18	\$ 13,000,000													
Land Acq. & Historical Property 2017/18	\$ 4,000,000													
Public Works 2015/16	\$ 12,000,000													
Broad Street Redevelopment 2010	\$ 8,000,000													
Public Works 2013/14	\$ 10,000,000													
Public Works 2011/12	\$ 12,000,000													
Land Acquisition 2004/05	\$ 3,000,000													
Public Works 2009/10	\$ 8,000,000													
Public Works 2007/08	\$ 5,890,000													
GENERAL FUND (SCHOOL)														
School Construction 2019 (SMARTR 2)	\$ 47,000,000													
School Construction 2014 (SMARTR I)	\$ 37,600,000													
School Repairs 2012	\$ 4,900,000													
Highland Park School	\$ 13,100,000													

Authorized/ Unissued Debt:

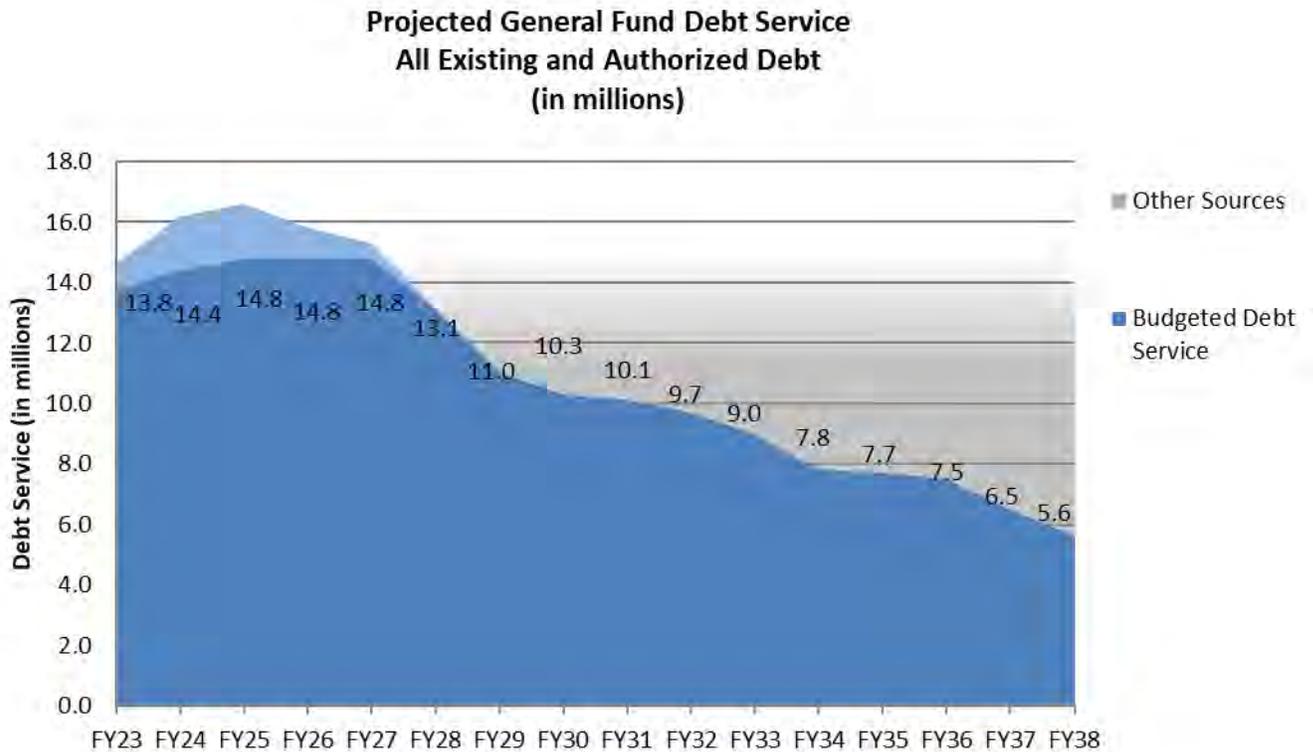
The following table summarizes authorized/unissued debt:

Year	Description	Original Authorization	Issued	Unissued
2017	Land Acquisition	\$ 4,000,000	\$ 3,000,000	\$ 1,000,000
2019	SMARTR 2	\$ 47,000,000	\$ 27,000,000	\$ 20,000,000
2021	DPW FY22	\$ 17,250,000	\$ 8,250,000	\$ 9,000,000
2022	Library	\$ 39,000,000	\$ 1,250,000	\$ 37,750,000
	TOTAL	\$ 107,250,000	\$ 39,500,000	\$ 67,750,000

FIXED COSTS AND MISCELLANEOUS

Projected Debt Service:

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



FIXED COSTS AND MISCELLANEOUS

Statement of Limitation on Indebtedness:

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

Figures shown in thousands of \$

Total Tax Collections (Including Interest and Lien Fees) for the Prior Year	\$ 163,920
Reimbursement for Revenue Loss on:	
State Owned and Private Tax Exempt Properties	980
Property Tax Relief	51
Base for Debt Limitation	51
Computation	\$ 164,951

	General Purposes	Schools	Sewers	Urban Renewal	Pension Deficit
Debt Limitation:					
2 1/4 Times Base	\$ 371,140	\$ -	\$ -	\$ -	\$ -
4 1/2 Times Base	-	742,280	-	-	-
3 3/4 Times Base	-	-	618,566	-	-
3 1/4 Times Base	-	-	-	536,091	-
3 Times Base	-	-	-	-	494,853
Total Debt Limitation	371,140	742,280	618,566	536,091	494,853
Indebtedness:					
Bonds and Serial Notes Payable	70,338	59,192	-	-	-
Debt Authorized but Unissued	50,750	37,000	-	-	-
Grants Receivable	-	(13,166)	-	-	-
Total Indebtedness	121,088	83,026	-	-	-
Debt Limitation in Excess of Outstanding and Authorized Debt	\$ 250,052	\$ 659,254	\$ 618,566	\$ 536,091	\$ 494,853

Note 1: In no event shall the total debt exceed seven times annual receipts from taxation. The maximum amount permitted would be \$1,154,657.

Note 2: Bonds and serial notes payable do not include Water serial notes of \$1,981 and Sewer serial notes of \$22,295 as they are self-supporting debt.

Note 3: Sewer bonds authorized and unissued of \$1,700 are excluded from the analysis above as they are self-supporting debt.



Recommended Budget

Town of Manchester,
Connecticut

FY 2023-24

Water & Sewer Funds

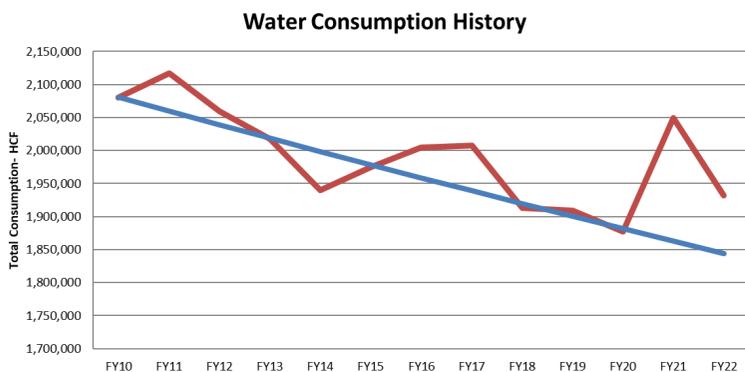


The Town of Manchester operates its own water & sewer utilities. The Water Department oversees the operation of the Globe Hollow Water Treatment Plant, along with the reservoirs & Town-wide distribution system. The Sewer Department oversees the operation of the Hockanum River Wastewater Treatment Plant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

Summary of Department Budgets

	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over Current Adopted	Percent Change
OTHER BUDGETED FUNDS:							
WATER FUND	\$ 7,869,802.72	\$ 9,005,828	\$ 8,850,721	\$ 10,164,019	\$ -	\$ 1,158,191	12.86%
SEWER FUND	\$ 6,933,256.70	\$ 10,185,014	\$ 10,139,007	\$ 11,533,925	\$ -	\$ 1,348,911	13.24%

Note: Debt activity related to short-term note financing was budgeted only for interest to-date; the remainder of the associated capital & financing costs took place off-budget against cash balance. Beginning in FY24, estimated short-term note paydowns are represented in the budget. Absent this shift in accounting, the increases for the Water & Sewer funds would be 7.24% and 8.86%, respectively.



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

Water Fund



Total Budget
\$10,164,019



Increase
\$1,158,191



Percent Increase
12.86



Rate Increase
8%

Sewer Fund



Total Budget
\$11,533,925



Increase
\$1,348,911



Percent Increase
13.24



Rate Increase
8%

WATER FUND

DESCRIPTION

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

Based on current projections, the Water Fund will require an acceleration of rate adjustments, due to the following:

- To support several large upcoming capital projects, including organic compound reduction, infrastructure improvements, work to ensure compliance under the EPA's revised lead and copper rule, and townwide water meter replacements
- to keep pace with significant inflation seen in the cost of materials, equipment and commodities needed to maintain the operation
- to account for a long-term trend in decreasing billed consumption, which results in less revenue generation without a proportionate reduction in the cost of service provision

For FY 2023/24, a rate increase of 8.0% is recommended. This increase is in line with historical adjustments made before large infrastructure investments, such as the renovation of the water treatment plant, and is consistent with increases required by utilities throughout the region and country.

The resulting water rate will be \$3.86 per hundred cubic feet (HCF), up from \$3.57 in the current year. For the average residential sewer customer using 22HCF per quarter, the increase in the rate would result in a water bill increase of about \$6.28 per quarter, or \$25.12 per year.

BUDGET TABLES & COMMENTARY

Expenses by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	2,063,607.70	2,268,318	2,052,981	2,319,355		51,037	2.25%
Employee Benefits	1,554,978.58	1,528,041	1,498,436	1,741,784		213,743	13.99%
Purchased Services	1,649,666.53	2,110,584	2,278,636	1,996,949		(113,635)	-5.38%
Supplies	564,698.85	711,733	718,516	833,248		121,515	17.07%
Other	1,362.21	1,415	1,415	1,500		85	6.01%
Contingency	-	85,000	-	85,000		-	0.00%
Interfund Transfers	1,909,380.00	2,035,833	2,035,833	2,137,767		101,934	5.01%
Debt Service	126,108.85	264,904	264,904	1,048,416		783,512	295.77%
TOTAL WATER FUND	7,869,802.72	9,005,828	8,850,721	10,164,019	-	1,158,191	12.86%

Increase in debt service reflects shift towards accounting for short-term note paydowns in the operating budget per recommendation of rate consultants, which was previously reflected off-budget within the rate model. Absent this, the year-to-year increase for the Water Fund expense budget would be 7.24%.

WATER FUND

Expenditures by Function	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Water Administration	1,420,167.95	1,271,795	1,298,460	1,431,449		159,654	12.55%
Water Customer Service	257,511.96	312,003	291,250	296,788		(15,215)	-4.88%
Water Meters	111,586.77	110,611	110,881	113,232		2,621	2.37%
Water Source of Supply	260,889.06	340,297	289,458	357,077		16,780	4.93%
Water Power & Pumping	807,741.09	897,552	934,014	915,508		17,956	2.00%
Water Treatment Plant	1,531,262.08	2,004,919	1,909,982	1,994,565		(10,354)	-0.52%
Water Treatment Laboratory	201,870.70	219,832	228,006	273,429		53,597	24.38%
Water Transmission & Distributi	1,112,267.41	1,259,795	1,228,303	1,290,094		30,299	2.41%
Water Existing Mains & Tanks	61,731.31	82,370	91,525	86,479		4,109	4.99%
Water T&D Existing Service	43,828.82	73,330	100,229	76,968		3,638	4.96%
Water T&D Hydrant Maintenanc	25,456.72	47,587	67,876	57,247		9,660	20.30%
Water Contingency	-	85,000	-	85,000		-	0.00%
Water Interfund Transfers	1,909,380.00	2,035,833	2,035,833	2,137,767		101,934	5.01%
Water Debt Service	126,108.85	264,904	264,904	1,048,416		783,512	295.77%
TOTAL WATER FUND	7,869,802.72	9,005,828	8,850,721	10,164,019	-	1,158,191	12.86%

Personnel & Employee Benefits:

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

- After the recent retirement of the Project and Technical Support Manager, the job duties were re-structured into two positions (Project Support Manager and SCADA Support Specialist) to ensure employees with the necessary expertise can be recruited. Both positions are split between the Water & Sewer Funds.

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
Water Administration					
Water/Sewer Administrator	0.50	0.50	0.50	0.50	0.50
Budget & Research Officer	0.15	0.15	0.15	0.15	0.15
Senior Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	0.50	0.50	0.50	0.50	0.50
Safety and Compliance Coordinator	0.50	0.50	0.50	0.50	0.50
Subtotal:	2.65	2.65	2.65	2.65	2.65

WATER FUND

Personnel & Employee Benefits (cont'd):

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
<u>Water Customer Service</u>					
Customer Service Manager	1.00	1.00	1.00	1.00	1.00
Account Associate	1.00	1.00	1.00	1.00	1.00
Environmental Technician	0.50	0.50	0.50	0.50	0.50
Subtotal:	2.50	2.50	2.50	2.50	2.50
<u>Water Meters</u>					
Water Meter Technician	1.00	1.00	1.00	1.00	1.00
Subtotal:	1.00	1.00	1.00	1.00	1.00
<u>Water Source of Supply</u>					
W&S Maint. Equip. Op. I	2.00	2.00	2.00	2.00	2.00
Field Maintenance Supervisor	0.50	0.50	0.50	0.50	0.50
Subtotal:	2.50	2.50	2.50	2.50	2.50
<u>Water Power & Pumping</u>					
Water Treatment Plant Operator	1.00	1.00	1.00	1.00	1.00
Subtotal:	1.00	1.00	1.00	1.00	1.00
<u>Water Treatment Plant</u>					
Project Technical Support Manager	0.50	0.50	0.50	0.50	0.50
SCADA Support Specialist				0.50	0.50
Water Treatment Plant Supt.	1.00	1.00	1.00	1.00	1.00
Water Treatment Plant Operator	4.00	4.00	4.00	4.00	4.00
Subtotal:	5.50	5.50	5.50	6.00	6.00
<u>Water Treatment Laboratory</u>					
Laboratory Director	0.50	0.50	0.50	0.50	0.50
Chemist II (frozen/unfunded)	0.50	0.50	0.00	0.50	0.00
Chemist	1.00	1.00	1.00	1.00	1.00
Subtotal:	2.00	2.00	1.50	2.00	1.50
<u>Water Transmission & Distribution</u>					
W&S Maint/Equip. Op. II	2.00	2.00	2.00	2.00	2.00
W&S Maint/Equip. Op. I	6.00	6.00	6.00	6.00	6.00
Field Maintenance Manager	0.50	0.50	0.50	0.50	0.50
Field Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Subtotal:	9.50	9.50	9.50	9.50	9.50
TOTAL WATER FUND FT STAFF	26.65	26.65	26.15	27.15	26.65

WATER FUND

Part Time Positions	Budgeted		Budgeted		Change in FTE's
	Hours 2022/23	Full Time Equivalents	Hours 2023/24	Full Time Equivalents	
Groundskeeping	960	0.46	960	0.46	0.00
Fire Hydrant Painting	480	0.23	480	0.23	0.00
TOTAL WATER PT STAFF	1,440	0.69	1,440	0.69	0.00

Purchased Services and Supplies:

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

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

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

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

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

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

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

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

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

Existing Mains & Tanks: repair of water main breaks.

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

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

The following significant adjustments are included:

- An increase of \$12,000 in Power & Pumping to reflect rising electricity costs.
- An increase of \$7,299 in Transmission and Distribution to reflect rising natural gas costs.
- A decrease of \$159,100 in the sewer use fee charged by the Sewer Fund, which is reflected as revenue in that fund's budget. This change reflects updated trends and usage figures.
- An increase of \$90,888 for water control chemicals reflecting cost increases due to supply chain disruptions.
- An increase of \$23,550 in professional and technical services for sample collection and testing to ensure compliance under the Environmental Protection Agency's Unregulated Contaminant Monitoring Rule (UCMR).

WATER FUND

- Increases of \$5,150 and \$3,310 for gasoline and diesel fuel, respectively.
- A decrease of \$7,500 in professional and technical services for the customer service division.
- An increase of \$18,100 to replace equipment used in the water treatment laboratory, such as ion analysis and deionization equipment.
- An increase of \$2,225 for repair materials for use on exiting water mains and tanks.

Capital Budget (Cash Funded)

The following capital projects are funded for the upcoming year:

Treatment Communication Replacement	\$	100,000
Tank Painting - WR 388	\$	200,000
Water Pump Replacement/Well Redevelopment - WR 392	\$	50,000
Butterfly Valves Replacement	\$	150,000
Syphon Replacement	\$	40,000
Well 2A Site Remediation	\$	90,000
Vehicle Replacement - Source of Supply - WR 329	\$	75,000
Vehicle Replacement - Transmission and Distribution - WR 329	\$	77,000
Vehicle Replacement - Meters - WR 329	\$	55,000
Heavy Equipment Replacement - T&D - WR 386	\$	95,000
TOTAL	\$	932,000

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

Debt Service

- Principal on loans increases by \$568,595 because of additional State Clean Water Fund loans and budgeting for principal for short-term notes.
- Interest on notes is increased by \$214,917 based on note issuance results in a higher interest rate environment.
- New authorizations anticipated in the upcoming fiscal year include:
 - \$1,200,000 for system improvements
 - \$5,000,000 for organic compound reduction at several Town wells
 - \$400,000 to begin a lead service line removal project that will result in compliance under the Environmental Protection Agency's Revised Lead and Copper Rule, and
 - \$1,000,000 for the replacement of existing water meters, associated meter reading equipment, and software systems.

Details are provided in the Capital Improvement Plan portion of the budget.

WATER FUND

REVENUES

Revenues	Collected 2021/22	Adopted Projection 2022/23	Revised Estimate 2022/23	Manager's Projected 2023/24	Adopted Projection 2023/24	Change Over Current Year	Percent Change
Water Service - Regular	7,152,231.30	7,870,698	7,679,314	8,289,506		418,808	5.32%
Fire Service - Private	393,400.03	367,710	367,710	397,127		29,417	8.00%
Fire Service - Towns	1,097,411.00	1,165,482	1,165,482	1,246,942		81,460	6.99%
Interest & Lien Fees	136,600.90	100,000	64,744	100,000		-	0.00%
Meter Installation Fees	20,219.00	9,000	4,069	9,000		-	0.00%
System Connections	186,300.00	70,000	18,740	70,000		-	0.00%
Repairs	2,613.26	5,000	1,880	5,000		-	0.00%
Review & Inspection	12,660.00	7,000	2,000	7,000		-	0.00%
Rpd Inspection	72,647.27	61,000	39,390	65,000		4,000	6.56%
Interest	-2,571.47	10,000	10,000	10,000		-	0.00%
Premium On Debt Sale	91,156.91	-	-	-		-	N/A
Rent	18,776.16	355,000	355,000	298,727		(56,273)	-15.85%
Sale Of Town Owned Property	12,205.70	20,000	-	20,000		-	0.00%
Timber Sales	0.00	-	-	-		-	N/A
Miscellaneous Revenue	3,950.00	8,000	8,000	20,000		12,000	150.00%
Assessments	0.00	-	-	-		-	N/A
TOTAL	\$9,197,600.06	10,048,890	9,716,329	10,538,302	-	489,412	4.87%

Water revenues increase by 4.87%, which is primarily attributable to the recommended rate increases. The rate increase required to maintain the target level of reserves, adjust to decreasing consumption levels, and cover pending infrastructure needs. Other revenues are adjusted based on analysis of multi-year trends.

STATUS OF 2022/23 GOALS

1. **Provide the highest quality of potable water at the lowest possible cost.** In FY22 96.2% of all raw water turbidity was removed. The average daily high turbidity was 0.05 NTU, well below the State mandated threshold of 0.3 NTU.
2. **Reduce the amount of unaccounted for water to below the industry standard of 15%.** The percentage of unaccounted for water rose to 20.35%, up from 16.92 in FY21.
3. **Implement infrastructure improvements (WQIP) - Complete construction of the Little Street area and Griswold Street area replacement projects.** The Little Street area is complete. The Griswold Street area has been started and is scheduled for completion by the end of the 2023 construction season.
4. **Decrease percent of water account receivables (>120 days delinquent).** The percentage of water receivables over 120 days delinquent was 40% in FY22, down from 42% in FY21.
5. **Based on the organic and inorganic treatment study, start the design for upgrades to the treatment facilities at Wells #5, #6, #7a, #8, #10 and #11.** The design will include the

WATER FUND

chlorine conversion at New State Rd Wells #6, #7 and #8. Study is in progress. The report will likely propose another study to determine other alternatives.

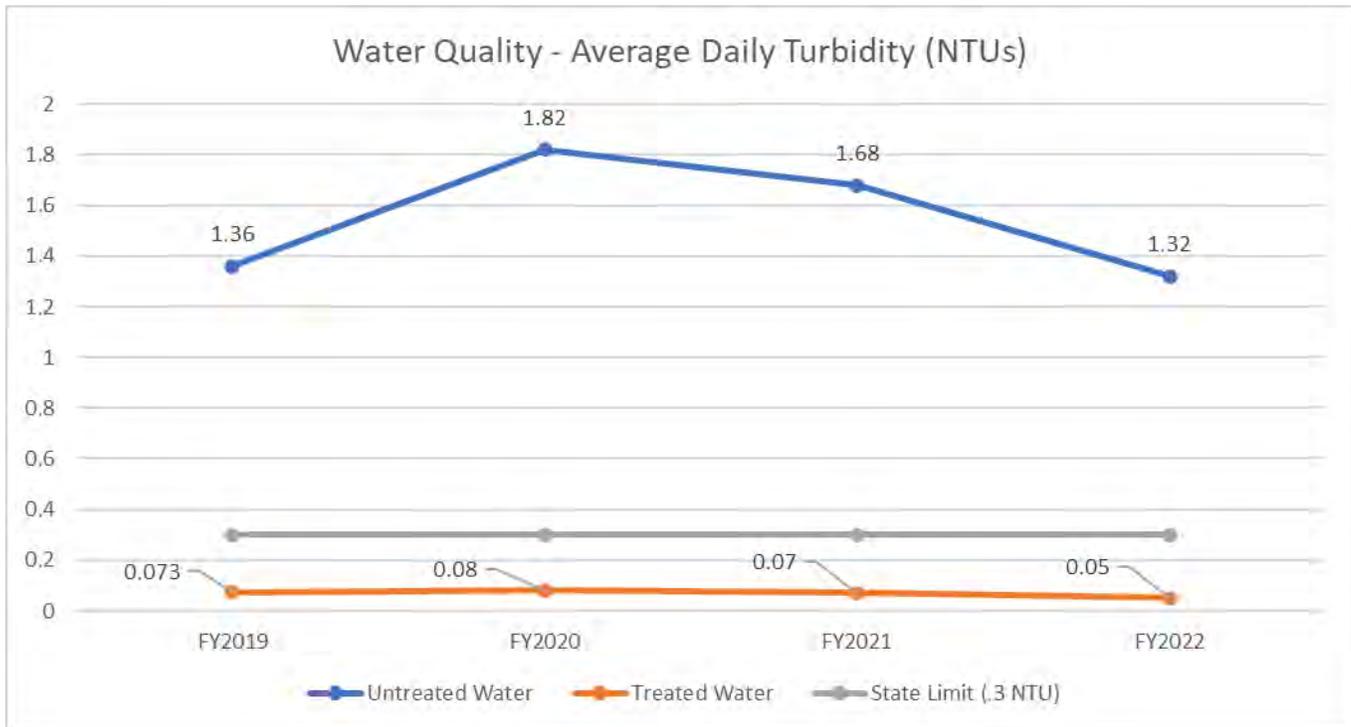
2023/24 GOALS

1. Provide the highest quality of potable water at the lowest possible cost.
2. Reduce the amount of unaccounted for water to below the industry standard of 15%.
3. Decrease percent of water account receivables (>120 days delinquent).
4. Implement infrastructure improvements (WQIP): Complete construction of the Griswold Street area and Chestnut Street area phase 1 replacement projects.
5. Study alternatives to the construction of treatment plants for New State Road Wells and Love Lane Well.
6. Select the type of metering and billing systems that the Department will move forward with.

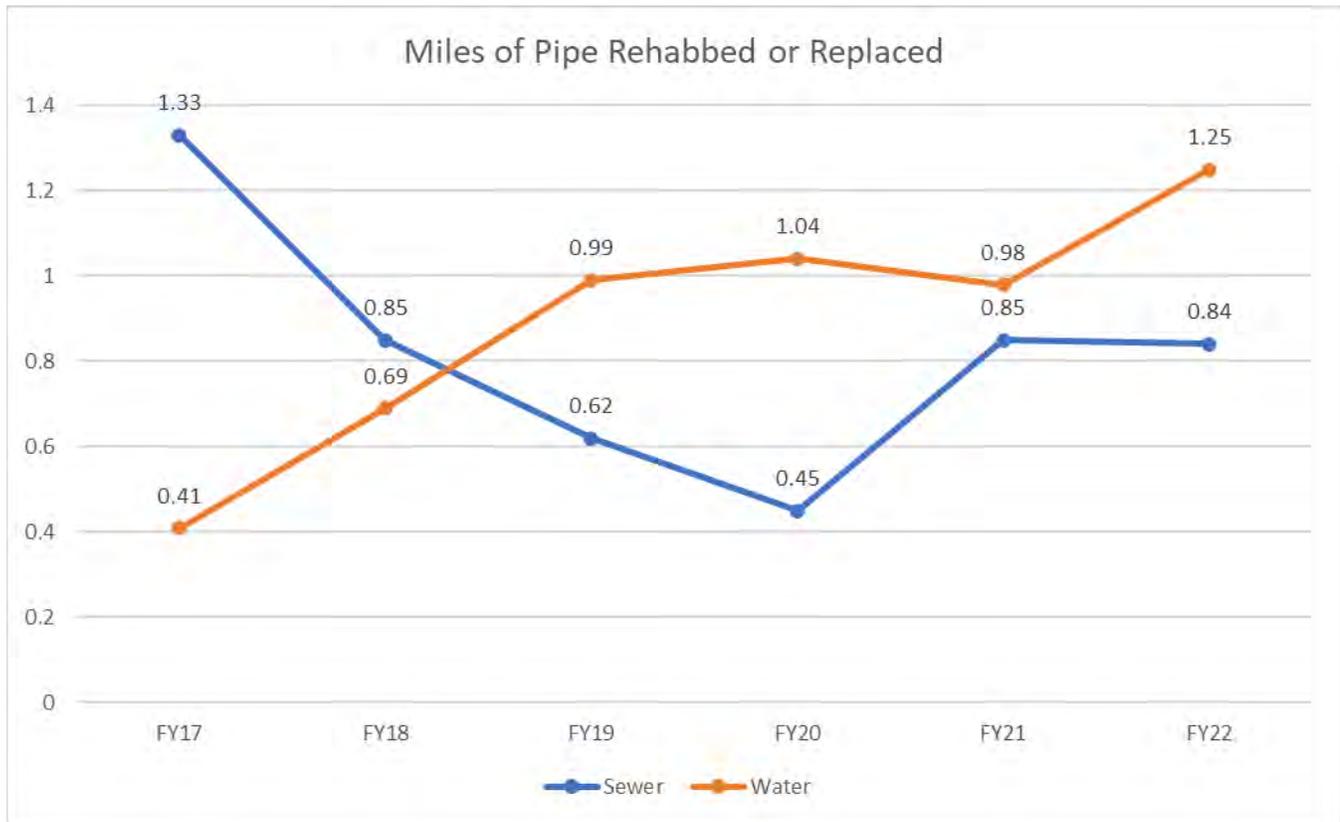
WATER FUND

WORKLOAD STATISTICS & PERFORMANCE MEASURES

	FY2019	FY2020	FY2021	FY2022	Trend
Million Gallons (MG) of Water Produced	1,675.41	1,739.60	1,890.00	1,820.40	
Water Treatment Operators (FTE's)	6.5	6.5	6.5	6.5	
MG treated per Water Treatment Operator	258	268	291	280	
MG Treated per Water Account	0.03	0.03	0.03	0.03	
Water Treatment					
Filtered Water: Avg Daily High Turbidity (NTU)	0.07	0.08	0.07	0.05	
Raw Water: Avg. Daily Turbidity (NTU)	1.36	1.82	1.68	1.32	
Amount of Raw Water Turbidity Removed	1.29	1.74	1.61	1.28	
% Removal of Turbidity	94.3%	95.0%	95.4%	96.2%	
MG of Metered Water Distributed	1,321.27	1,432.27	1,522.50	1,447.12	
Replacement and Rehab (Water)					
Miles of Pipe	259	260	260	260	
Miles of Pipe Rehabbed or Replaced	0.99	1.04	0.98	1.25	
Average Age of System	45	46	47	48	
MG of Non-metered Water (Estimated Volume)	29.25	33.75	37	21.25	
MG of Unaccounted Water	324.9	273.6	330.5	352.0	
% of Unaccounted Water	19.78%	15.27%	16.92%	19.37%	
Number of Breaks	20	48	45	34	
Billing and Collection					
Number of Water Accounts Billed	65,815	65,985	66,052	66,274	
Number of New Water Accounts	31	29	16	31	
Metered Sales (HCF)	\$1,795,049	\$1,877,035	\$2,049,366	\$1,923,049	
Water Consumption (HCF - Est. Monthly from Quarterly Bills)	1,766,281	1,914,673	2,035,287	1,934,519	
Metered Water Sales	\$6,927,836	\$6,791,487	\$7,527,004	\$7,130,082	
Total Water Accounts Receivable (Unpaid Bills)	\$991,121	\$1,114,298	\$1,006,291	\$1,295,505	
Value of Water Accounts > 120 Days Delinquent	\$358,892	\$336,148	\$425,001	\$512,849	
% of Water Receivables > 120 Days Delinquent	36%	30%	42%	40%	
Compliance & Safety					
Number of Analyses	39,603	40,580	40,065	37,295	
Number of Regulatory Reports Submitted	95	113	134	161	
Total Hours Worked - All W&S Employees	104,568	108,444	105,683	104,768	



WATER FUND



SEWER FUND

DESCRIPTION

The Sewer Department oversees the operation of the Hockanum River Wastewater Treatment Plant and the Town-wide sewer system. Due to the recently approved merger with the 8th Utilities District, several operational cost increases are proposed in FY2023/24, along with the addition of two positions, enabling the Department to safely absorb the workload associated with maintaining the 8th District's aging infrastructure.

Based on current projections, the Water Fund will require an acceleration of rate adjustments, due to the following:

- To support several large upcoming capital projects, including organic compound reduction, infrastructure improvements, work to ensure compliance under the EPA's revised lead and copper rule, and townwide water meter replacements
- to keep pace with significant inflation seen in the cost of materials, equipment and commodities needed to maintain the operation
- to account for a long-term trend in decreasing billed consumption, which results in less revenue generation without a proportionate reduction in the cost of service provision

For FY 2023/24, a rate increase of 8.0% is recommended. This increase is in line with historical adjustments made before large infrastructure projects, such as the renovation of the water treatment plant, and is consistent with increases required by utilities throughout the region and country.

The resulting sewer rate will be \$6.13 per hundred cubic feet (HCF), up from \$5.68 in the current year. For the average residential sewer customer residing in the South Manchester district in FY2022/23 using 22HCF per quarter, the proposed rate increase would result in a water bill increase of about \$10.00 per quarter, or \$40.00 per year. For residents residing in the 8th Utilities District, the special taxing district will be merged into a single Town-wide taxing district, and sewer expenses previously covered through the 8th District property tax mill rate will transition to a usage-based billing system, as is currently the case for the remainder of the Town.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended	Adopted	Estimated	Manager's	Change Over		Percent Change
	2021/22	2022/23	Expend. 2022/23	Recom. 2023/24	Adopted 2023/24	2022/23 Adopted	
Personnel Services	1,977,607.64	2,146,061	2,013,606	2,351,688		205,627	9.58%
Employee Benefits	1,176,159.30	1,136,278	1,132,802	1,313,591		177,313	15.60%
Purchased Services	1,561,874.23	1,694,609	1,861,934	1,726,305		31,696	1.87%
Supplies	347,032.65	453,089	460,688	659,702		206,613	45.60%
Other	-	-	-	-		-	N/A
Contingency	-	85,000	-	87,550		2,550	3.00%
Interfund Transfers	1,338,169.00	1,595,272	1,595,272	1,691,237		95,965	6.02%
Debt Service	532,413.88	3,074,705	3,074,705	3,703,852		629,147	20.46%
TOTAL SEWER FUND	6,933,256.70	10,185,014	10,139,007	11,533,925	-	1,348,911	13.24%

SEWER FUND

Expenditures by Function	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Sewer Administration	1,031,393.87	1,070,932	1,096,065	1,096,956		26,024	2.43%
Sewer Customer Service	117,014.93	151,965	144,927	153,826		1,861	1.22%
Sewer Collection System Maint.	776,515.98	823,687	798,139	1,038,598		214,911	26.09%
Sewer Lines Maint.	31,569.60	48,726	48,726	58,230		9,504	19.50%
Sewer Manhole Maint.	16,962.66	33,789	36,919	39,597		5,808	17.19%
Sewer Pumping Stations	10,664.95	12,795	10,146	29,193		16,398	128.16%
Wastewater Treatment Plant	1,522,572.20	1,647,681	1,517,875	1,759,687		112,006	6.80%
Wastewater Primary Building	1,365,930.25	1,437,245	1,614,548	1,656,384		219,139	15.25%
Sewer Treatment Laboratory	190,049.38	203,217	201,685	218,815		15,598	7.68%
Sewer Contingency	-	85,000	-	87,550		2,550	3.00%
Sewer Interfund Transfers	1,338,169.00	1,595,272	1,595,272	1,691,237		95,965	6.02%
Sewer Debt Service	532,413.88	3,074,705	3,074,705	3,703,852		629,147	20.46%
TOTAL SEWER FUND	6,933,256.70	10,185,014	10,139,007	11,533,925	-	1,348,911	13.24%

Increase in debt service reflects shift towards accounting for short-term note paydowns in the operating budget per recommendation of rate consultants, which was previously reflected off-budget within the rate model. Absent this, the year-to-year increase for the Sewer Fund expense budget would be 8.86%.

Personnel & Employee Benefits:

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

- Two (2) Maintainer/Equipment Operator I positions added due to the merger with the 8th Utilities District.
- After the recent retirement of the Project and Technical Support Manager, the job duties were re-structured into two positions (Project Support Manager and SCADA Support Specialist) to ensure employees with the necessary expertise can be recruited. Both positions are split between the Water & Sewer Funds.

SEWER FUND

Personnel & Employee Benefits (cont'd):

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
<u>Sewer Administration</u>					
Water/Sewer Administrator	0.50	0.50	0.50	0.50	0.50
Senior Account Associate	1.00	1.00	1.00	1.00	1.00
Budget & Research Officer	0.15	0.15	0.15	0.15	0.15
Safety and Compliance Coordinator	0.50	0.50	0.50	0.50	0.50
Administrative Secretary	0.50	0.50	0.50	0.50	0.50
Subtotal:	2.65	2.65	2.65	2.65	2.65
<u>Sewer Customer Service</u>					
Account Associate	1.00	1.00	1.00	1.00	1.00
Environmental Technician	0.50	0.50	0.50	0.50	0.50
Subtotal:	1.50	1.50	1.50	1.50	1.50
<u>Sewer Collection System</u>					
Field Maintenance Manager	0.50	0.50	0.50	0.50	0.50
W&S Maint. Equip. Op. I	5.00	5.00	5.00	7.00	7.00
W&S Maint/Equip. Op. II	1.00	1.00	1.00	1.00	1.00
Field Maintenance Supervisor	0.50	0.50	0.50	0.50	0.50
Subtotal:	7.00	7.00	7.00	9.00	9.00
<u>Sewer Treatment Plant</u>					
Wastewater Treatment Plant Supt.	1.00	1.00	1.00	1.00	1.00
Process Control Supervisor	1.00	1.00	1.00	1.00	1.00
Project Technical Support Manager	0.50	0.50	0.50	0.50	0.50
SCADA Support Specialist				0.50	0.50
Wastewater Treatment Plant Operator	10.00	10.00	10.00	10.00	10.00
Subtotal:	12.50	12.50	12.50	13.00	13.00
<u>Sewer Treatment Laboratory</u>					
Laboratory Director	0.50	0.50	0.50	0.50	0.50
Chemist II (frozen/unfunded)	0.50	0.50	0.00	0.50	0.00
Chemist	1.00	1.00	1.00	1.00	1.00
Subtotal:	2.00	2.00	1.50	2.00	1.50
TOTAL SEWER FUND FT STAFF	25.65	25.65	25.15	28.15	27.65

SEWER FUND

Personnel & Employee Benefits (cont'd):

Part Time Positions	Budgeted		Budgeted		Change in FTE's
	Hours 2022/23	Full Time Equivalents	Hours 2023/24	Full Time Equivalents	
Groundskeeping	480	0.23	480	0.23	0.00
TOTAL SEWER PT STAFF	480	0.23	480	0.23	0.00

Purchased Services and Supplies:

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

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

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

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

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

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

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

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

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

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

The following significant adjustments are included:

- A decrease of \$42,896 in sewer use fees due to an adjustment to projected flow quantities.
- An increase of \$7,500 and \$1,800 for gasoline and diesel costs, respectively.
- An increase of \$25,820 for professional and technical services at the sewer treatment plant, including increases for radio system maintenance, contract lab testing analysis, software licenses, tank fall protection inspection, used oil removal, and SCADA consolidation with the 8th District.
- An increase of \$8,120 for repairs to equipment, which includes repairs to fall protection and hoist equipment and copier maintenance.
- An increase of \$163,735 for chemicals used to maintain high effluent quality via the removal of phosphorous, nitrogen, and other chemicals.
- An increase of \$9,200 to repair and replace equipment used in the sewer laboratory.

SEWER FUND

Capital Budget (Cash Funded)

The following capital projects are funded for the upcoming year:

Aeration Blower Service Plan	\$	75,000
Odor Control Media Replacement (Carbon and Shell)	\$	10,000
Sludge Processing Replacement Parts/Lobes	\$	40,000
Wash Press Auger Replacement	\$	12,000
Dewatering Manholes	\$	60,000
Sodium Hypochlorite Storage Tanks - HRWPCF	\$	12,000
Aeration Tank 3 and 4 Profibus Cable Conduit - HRWPCF	\$	40,000
UV Disinfection System Replacement Parts - HRWPCF	\$	20,000
Solids Handling Filtrate Wetwell Backup Pump - HRWPCF	\$	23,000
Grit Channel Rebuilds NMI	\$	60,000
Washpress Tub Replacement NMI	\$	23,000
Rebuild Bar Screens	\$	35,000
Aeration Tank Fall Protection - HRWPCF	\$	30,000
Rebuild Return Sludge and Influent Sewage Pumps	\$	55,000
Pump Station - Spare Pumps	\$	30,000
Facility Circuit Breaker Testing - HRWPCF	\$	50,000
Vehicles Replacement - Wastewater Treatment	\$	70,000
TOTAL	\$	645,000

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

Debt Service

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

- An increase of \$446,530 reflects the accounting of short-term note paydowns in the budget, which was previously accounted off-budget in the rate model.
- Interest increases by \$130,805 or 25% as a result of rising interest rates.
- New authorizations anticipated in the upcoming fiscal year includes:
 - \$1,200,000 for system improvements
 - \$1,000,000 for water meter replacement, split with the Water Fund

SEWER FUND

REVENUES

Revenues	Collected 2021/22	Adopted Projection 2022/23	Revised Estimate 2022/23	Manager's Projected 2023/24	Adopted Projection 2023/24	Change Over Current Year	Percent Change
Sewer Service - Regular	7,365,921.82	7,591,149	7,779,325	10,519,485		2,928,336	38.58%
Eighth Utilities District	1,654,089.70	1,683,125	1,769,501	-		(1,683,125)	-100.00%
Bolton Lakes Regional Sewer	53,642.93	66,078	66,078	64,932		(1,146)	-1.73%
Interest & Lien Fees	140,084.06	83,800	83,800	83,800		-	0.00%
Water Department Usage	428,382.41	737,100	737,100	578,000		(159,100)	-21.58%
Outlet Charges	63,000.00	-	16,480	-		-	
Repairs	12,276.30	5,000	6,306	5,000		-	0.00%
Review & Inspection	7,600.00	3,500	3,500	3,500		-	0.00%
Interest	-2,792.08	10,000	10,000	10,000		-	0.00%
Premium On Debt Sale	70,051.52	-	-	-		-	
Miscellaneous Revenue	8,904.00	2,000	8,979	9,000		7,000	350.00%
Nitrogen Credits-Revenue	0.00	-	-	-		-	
Assessments	340.00	-	-	-		-	
TOTAL	\$9,801,500.66	10,181,752	10,481,069	11,273,717	-	1,091,965	10.72%
Sewer Fund Expenditures	6,933,257	10,185,014	10,139,007	11,087,395	-	902,381	8.86%
Use of Net Assets	-	3,262	-	-	-	(3,262)	-100.00%

Sewer revenues increase by 10.72%, which is largely attributed to the merger with the 8th Utilities District, which has until now been responsible for the management of its own sewer collection system.

SEWER FUND

STATUS OF 2022/23 GOALS

- 1. Provide the highest quality of treated discharge at the lowest possible cost.** The effectiveness of the Department's effluent quality management efforts continues to be high, with over 90% of cBOD (98%) and TSS (95%) removed, and 84% of nitrogen removed in FY22.
- 2. Decrease percent of sewer account receivables (>120 days delinquent).** The percentage of sewer accounts over 120 days delinquent decreased to 37.8% in FY22, down from 44.8% in FY21.
- 3. Implement infrastructure improvements (SSIP) - Complete construction of the Griswold Street area replacement projects.** The Griswold Street area should be completed by end of the 2023 construction season.
- 4. Maintain the level of sanitary sewer pipe cleaned.** The total feet of pipe cleaned increased 3.3% from FY21—from 453,242 ft. in FY21 to 468,366 ft. in FY22.
- 5. Automate billing functions presently done by hand.** Ongoing.

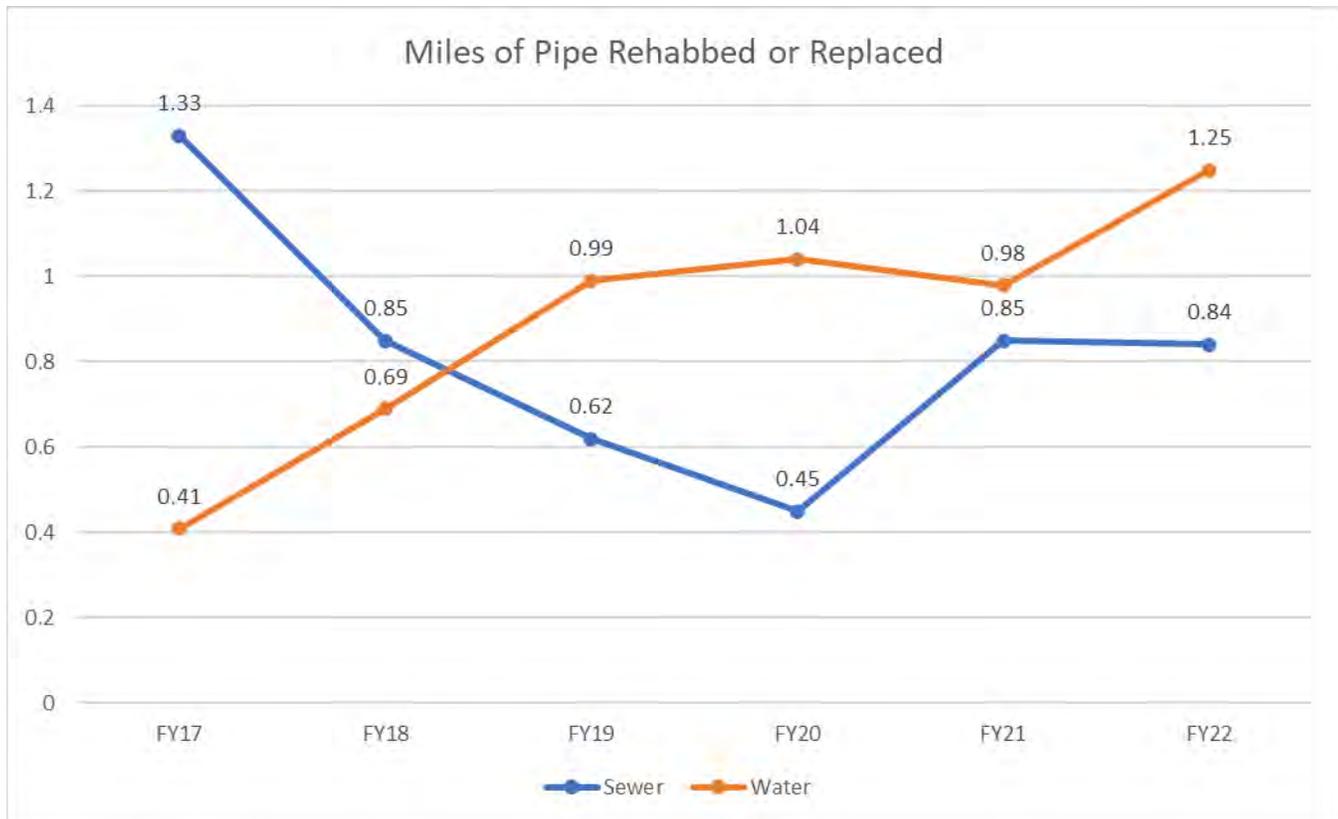
2023/24 GOALS

- 1. Implement infrastructure improvements (SSIP): Complete the construction of the Griswold Street area and Chestnut Street area Phase 1 replacement projects.**
- 2. Implement necessary changes to the Sewer Department to merge the 8th District sewers so that one entity will provide service to both resident populations.**
- 3. Implement and complete an 8th District Sewer Collection/Needs Study.**
- 4. Select the type of metering billing systems that the Department will utilize in the future.**
- 5. Provide the highest quality of treated discharge at the lowest possible cost.**
- 6. Decrease percent of sewer account receivables (>120 days delinquent).**
- 7. Maintain the level of sanitary sewer pipe cleaned.**

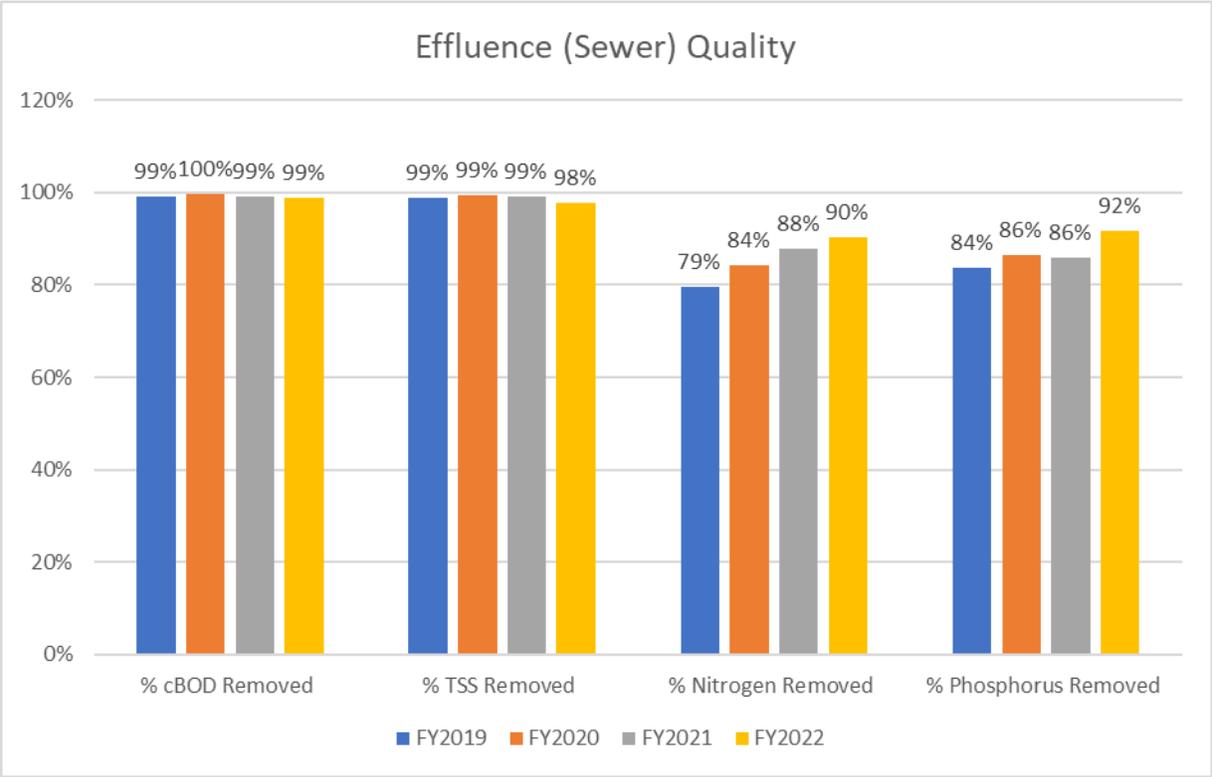
SEWER FUND

WORKLOAD STATISTICS

	FY2019	FY2020	FY2021	FY2022	Trend
Billing and Collection					
Number of Sewer Accounts Billed	44,270	44,357	44,446	44,515	
Number of New Sewer Accounts	13	18	13	23	
Sewer Usage (HCF)	1,786,495	1,748,431	1,956,171	1,786,850	
Metered Sewer Sales	\$8,704,516	\$8,693,214	\$10,008,774	\$9,504,098	
Total Sewer Accounts Receivable (Unpaid Bills)	\$1,145,169	\$1,327,285	\$1,193,309	\$1,618,205	
Value of Sewer Accounts > 120 Days Delinquent	\$453,016	\$432,582	\$534,673	\$611,004	
% of Sewer Accounts > 120 Days Delinquent	40%	33%	45%	38%	
Effluent (Sewer) Quality Management					
Volume treated (MG)	1,898	1,657	1,721	1,780	
Pounds of cBOD Removed	3,965,855	4,666,128	3,396,400	4,301,373	
Pounds of TSS Removed	4,230,773	6,229,755	7,371,901	9,070,234	
Pounds of Nitrogen Removed	453,397	472,976	632,785	4,667,157	
Pounds of Phosphorus Removed	64,453	59,532	2,645	5,448	
% cBOD Removed	99%	100%	99%	99%	
% TSS Removed	99%	99%	99%	98%	
% Nitrogen Removed	79%	84%	88%	90%	
% Phosphorus Removed	84%	86%	86%	92%	
Wastewater					
Total Miles of Pipe (Sanitary Sewer)	167	168	168	170	
Feet of Pipe Cleaned	409,008	433,739	453,242	468,366	
Miles of Pipe Cleaned	77.5	82.1	85.8	88.7	
Miles of Pipe Rehabbed/Replaced	0.62	0.45	0.85	0.84	
Average Age of System (Sewer)	52	53	54	55	
Number of Lateral Backups	96	67	91	82	
Number of main backups	9	27	8	17	



SEWER FUND





Recommended Budget

Town of Manchester,
Connecticut

FY 2023-24

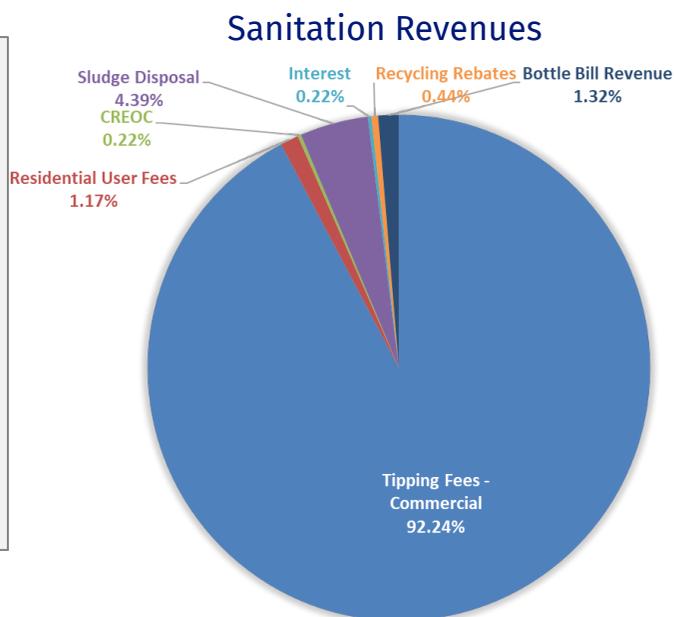
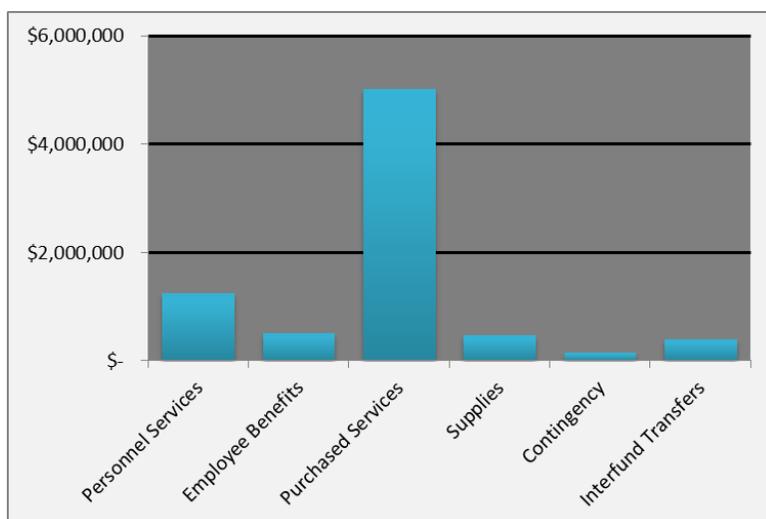
Sanitation Fund



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

Budget Summary

Expenditures by Function	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Sanitation Administration	1,029,955.86	1,057,757	1,038,541	1,125,644		67,887	6.42%
Curbside Collection & Disposal	3,859,728.74	3,980,038	3,981,232	4,463,798		483,760	12.15%
Landfill Operations	1,557,754.78	1,724,056	1,615,530	1,757,659		33,603	1.95%
Recycling & Leaf Collection	423,784.15	442,080	531,553	459,993		17,913	4.05%
Hazardous Waste Disposal	54,786.05	65,000	65,000	65,000		-	0.00%
Bottle Bill Program Costs		200,000	75,000	139,131		(60,869)	-30.43%
Sanitation Contingency	-	150,000	-	150,000		-	0.00%
Sanitation Interfund Transfers	1,390,335.00	430,612	1,430,612	443,337		12,725	2.96%
TOTAL SANITATION FUND	8,316,344.58	8,049,543	8,737,469	8,604,562	-	555,019	6.90%



Total Budget

\$8,604,562



Increase

\$555,019



Percent Increase

6.90%

SANITATION FUND

DESCRIPTION

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	1,339,139.78	1,268,352	1,288,550	1,411,004		142,652	11.25%
Employee Benefits	496,421.09	507,987	512,826	569,192		61,205	12.05%
Purchased Services	4,693,566.39	5,215,492	5,143,435	5,562,929		347,437	6.66%
Supplies	396,882.32	477,100	487,005	468,100		(9,000)	-1.89%
Contingency	-	150,000	-	150,000		-	0.00%
Interfund Transfers	1,390,335.00	430,612	1,430,612	443,337		12,725	2.96%
TOTAL SANITATION FUND	8,316,344.58	8,049,543	8,862,429	8,604,562	-	555,019	6.90%

Expenditures by Function	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Sanitation Administration	1,029,955.86	1,057,757	1,038,541	1,125,644		67,887	6.42%
Curbside Collection & Disposal	3,859,728.74	3,980,038	3,981,232	4,463,798		483,760	12.15%
Landfill Operations	1,557,754.78	1,724,056	1,615,530	1,757,659		33,603	1.95%
Recycling & Leaf Collection	423,784.15	442,080	531,553	459,993		17,913	4.05%
Hazardous Waste Disposal	54,786.05	65,000	65,000	65,000		-	0.00%
Bottle Bill Program Costs		200,000	75,000	139,131		(60,869)	-30.43%
Sanitation Contingency	-	150,000	-	150,000		-	0.00%
Sanitation Interfund Transfers	1,390,335.00	430,612	1,430,612	443,337		12,725	2.96%
TOTAL SANITATION FUND	8,316,344.58	8,049,543	8,737,469	8,604,562	-	555,019	6.90%

Personnel & Employee Benefits:

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

- The addition of a Recycling & Community Service Coordinator position, responsible for coordinating strategic clean-up efforts for the Town, utilizing funds received from the State's bottle bill.

SANITATION FUND

Purchased Services and Supplies:

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

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

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

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

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

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

Bottle Bill Program Costs: this relates to a State program addressing nipper bottles, and actual program expenses are yet to be determined.

The following significant adjustments are included:

- An increase of \$17,839 for projected contract increases for professional and technical services, such as landfill monitoring services for air and water quality and gas emissions.
- An increase of \$6,000 for annual software costs as a result of upgrading the transfer station's scale and reporting software.
- An increase of \$334,619.85 for curbside trash, recycling, and yard waste collection, reflecting a projected 5% CPI increase, monthly fuel surcharges, and an increase in dwelling units.
- An increase of \$53,000 for tipping fees for curbside trash and recycling disposal. Represents a \$3/ton increase in the second year of an existing contract with Murphy Road Recycling.
- An additional \$10,000 is budgeted for trash & recycling collection at the facilities that will be acquired through the merger with the 8th Utilities District.
- An increase of \$75,000 for a food waste pilot program.
- A budget of \$139,131 is included, relating to the State nip bottle program, whereby the Town receives a portion of the surcharges collected on mini alcohol bottles for the purpose of enacting environmental measures intended to reduce the generation of solid waste or reduce the impact of litter caused by such solid waste. The Town will fund a recycling coordinator position with the program, plus supplies and materials needed to support a litter mitigation program.

SANITATION FUND

REVENUES

Revenues	Collected 2021/22	Adopted Projection 2022/23	Revised Estimate 2022/23	Manager's Projected 2023/24	Adopted Projection 2023/24	Change Over Current Year	Percent Change
Tipping Fees - Commercial	9,091,451.88	8,000,000	9,281,814	8,400,000		400,000	5.00%
Residential User Fees	81,821.00	50,000	91,487	107,000		57,000	114.00%
CREOC	60,808.00	20,000	20,000	20,000		-	0.00%
Miscellaneous Sales	0.00	1,500	1,500	-		(1,500)	-100.00%
Compost	0.00	15,000	15,000	-		(15,000)	-100.00%
Leaf Bags	0.00	7,000	7,000	-		(7,000)	-100.00%
Trash & Recycling Toters	0.00	4,000	4,000	-		(4,000)	-100.00%
Metal Recycle Revenue	59,706.53	-	-	-		-	
Leaf Bags-Sr Ctr/Comm Y	2,734.80	5,000	5,000	-		(5,000)	-100.00%
Leaf Bags-Cust Service	2,931.60	6,000	6,000	-		(6,000)	-100.00%
Sludge Disposal	375,000.00	400,000	400,000	400,000		-	0.00%
Interest	-41,110.35	20,000	20,000	20,000		-	0.00%
Sale Of Town Owned Property	0.00	-	-	-		-	
Miscellaneous Revenue	3,769.18	2,600	2,600	-		(2,600)	-100.00%
Recycling Rebates	42,199.55	-	15,240	40,000		40,000	
Mattress Recycling Rebate	12,984.00	-	-	-		-	
Bottle Bill Revenue	50,368.50	200,000	200,000	120,000		(80,000)	-40.00%
TOTAL	\$9,742,664.69	8,731,100	10,069,642	9,107,000	-	375,900	4.31%
Sanitation Fund Expenditures	8,316,345	8,049,543	8,862,429	8,604,562	-	555,019	6.90%
Operating Surplus	1,426,320	681,557	1,207,213	502,438	-	(179,119)	-26.28%

Note: a number of smaller revenue line items have been consolidated into the "Resident User Fees" category beginning in FY24.

The Board approved gate rate increases in FY22 for several materials, including bulky waste and demolition debris, and contract rates were increased for vendors who deliver soil and construction and demolition debris in large quantities. The Sanitation Committee will continue to explore fee adjustments in the upcoming year to build up reserves to fund a phase-in of curbside collection and other costs. These costs are currently covered by landfill revenues, but once the landfill closes in approximately ten years (pending expansion), these costs will no longer be supported.

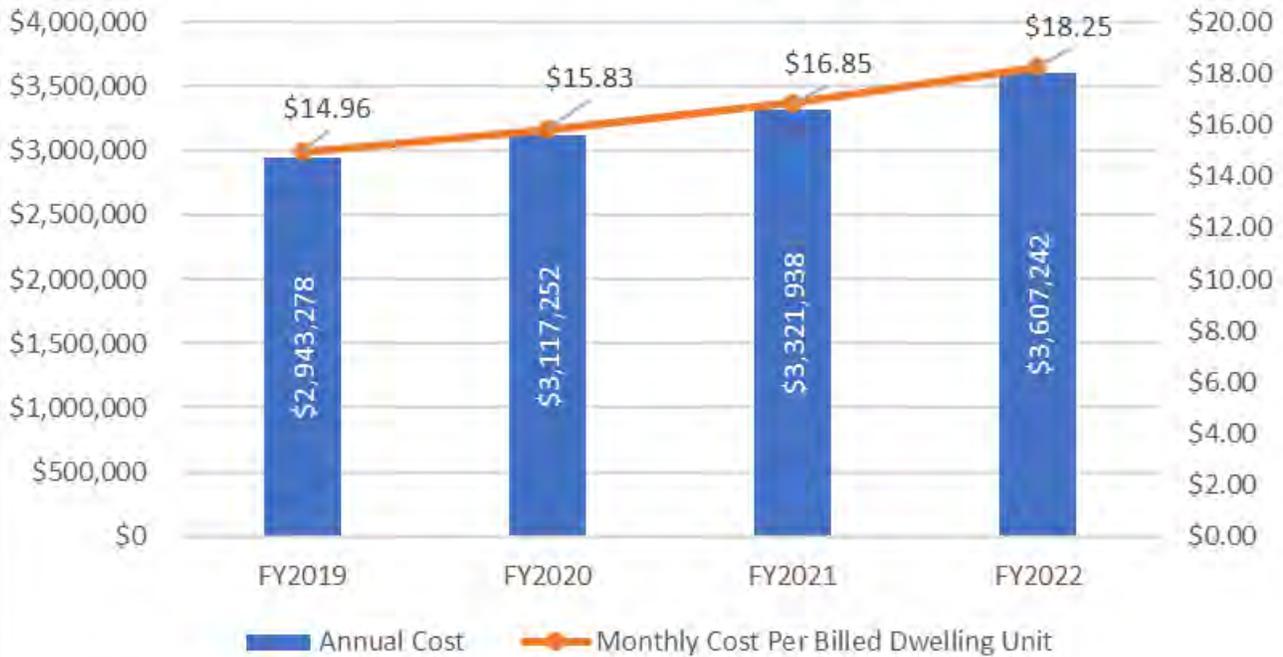
SANITATION FUND

WORKLOAD STATISTICS & PERFORMANCE MEASURES

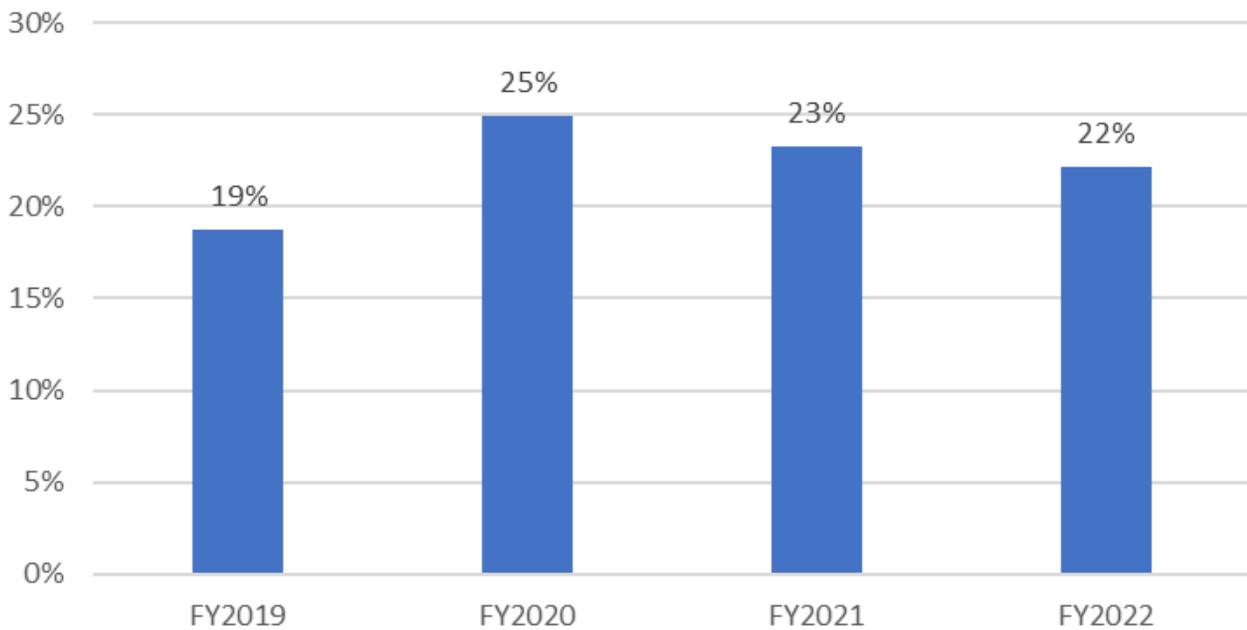
	FY2019	FY2020	FY2021	FY2022	Trend
Number of Billed Dwelling Units	16400	16415	16415	16431	
Monthly Tonnages					
MSW	12610	13013	13580	13053	
Recyclables	3106	4297	4110	3705	
Yard Waste	2100	2201	2189	2110	
Bulky Waste	594	615	662	563	
Number of Complaints- Resident Issues	738	237	0	446	
Curbside Compliance					
Number of CE Tags	1354	1284	1574	1557	
Number of Resident Paid \$40 Bulky Waste Collections	29	0	81	82	
Number of Programs & Displays	2	0	0	0	
Number of Curbside Inspections Conducted	379	1705	3174	5654	
Number of NOVs	234	791	743	644	
Number of Courtesy Notices	0	0	0	0	
Curbside Diversion Rate	19%	25%	23%	22%	
Landfill Operations Management					
Monthly Tonnage	225582	159489	188646	186721	
Residential Bulky Curbside	594	615	636	577	
Tons: Residential Bulky Transfer Station	1423	2021	2131	2332	
Tons: Commercial Sources	117641	84695	100658	111164	
Tons: Town Materials	17136	11836	12256	11544	
Tons: \$\$ Market Cover Material	79384	57096	71123	60860	
Tons: Town Project Cover Material	9404	3227	1842	244	
Number of Load Inspections Conducted	570	600	1800	600	
Number of Commercial Tickets	23258	18947	20825	21307	
Landfill Finance and Planning					
Number of Residential Permits Sold	746	614	929	0	
Number of Commercial Permits Sold	870	817	632	498	
Total Residential & Commercial Permit Revenue	111200	0	106835	88910	

SANITATION FUND

Cost of Curbside MSW & Recycling Collection



Curbside Diversion Rate, FY19 - FY22





Other Budgeted Funds



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

Summary of Fund Budgets

	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over Current Adopted	Percent Change
OTHER BUDGETED FUNDS:							
INFORMATION SYSTEMS FUND	\$ 2,031,454.50	\$ 2,266,267	\$ 2,069,587	\$ 2,609,427		\$ 343,160	15.14%
DOWNTOWN DISTRICT	\$ 118,324.39	\$ 183,750	\$ 183,750	\$ 201,800		\$ 18,050	9.82%
WORK_SPACE	\$ 131,316.99	\$ 217,236	\$ 217,236	\$ 252,381		\$ 35,145	16.18%
POLICE PRIVATE DUTY	\$ 1,146,529.13	\$ 1,350,000	\$ 1,350,000	\$ 1,350,000		\$ -	0.00%
RECREATION ACTIVITIES FUND	\$ 94,407.07	\$ 310,000	\$ 310,000	\$ 310,000		\$ -	0.00%
PUBLIC WORKS OVERTIME FUND	\$ 27,387.41	\$ 25,000	\$ 25,000	\$ 25,000		\$ -	0.00%

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

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

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

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

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

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

INFORMATION SYSTEMS

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	996,017.10	1,164,654	955,447	1,190,929		26,275	2.26%
Employee Benefits	340,188.98	393,814	322,566	396,777		2,963	0.75%
Purchased Services	445,587.34	446,499	545,874	726,121		279,622	62.63%
Supplies	19,661.08	25,700	25,700	25,000		(700)	-2.72%
Equipment	-	-	-	-		-	
Interfund Transfers	230,000.00	220,000	220,000	255,000		35,000	15.91%
Contingency	-	15,600	-	15,600		-	0.00%
TOTAL INFO SYSTEMS	2,031,454.50	2,266,267	2,069,587	2,609,427	-	343,160	15.14%

Personnel & Employee Benefits:

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

Full Time Positions	Authorized 2021/22	Authorized 2022/23	Funded 2022/23	Authorized 2023/24	Funded 2023/24
Chief Information Officer	1.00	1.00	1.00	1.00	1.00
Deputy Director of Info. Systems	1.00	1.00	1.00	1.00	1.00
Project Manager	1.00	1.00	1.00	1.00	1.00
Technology Services Project Leader	1.00	1.00	1.00	1.00	1.00
Systems Application Consultants	3.00	3.00	2.00	3.00	2.00
Technical Support Specialist	4.00	4.00	3.00	4.00	3.00
Systems Programmer	2.00	2.00	2.00	2.00	2.00
IT Technical Office Associate	1.00	1.00	1.00	1.00	1.00
TOTAL INFORMATION SYSTEMS FT STAFF	14.00	14.00	12.00	14.00	12.00

Purchased Services and Supplies:

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

INFORMATION SYSTEMS

- An additional \$252,077 is budgeted for annual costs of the Town’s operating system (MS365), which is funded with federal ARPA grant funding in the current year.
- An additional \$15,459 is budgeted for software to handle FOI (Freedom of Information) requests
- An additional \$7,704 is budgeted for phone (landline) service and support.

Capital Improvements:

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

- \$40,000 PC replacement
- \$30,000 server replacement
- \$50,000 switch replacement
- \$10,000 network & security upgrades
- \$25,000 camera system upgrades
- \$100,000 contribution to major software upgrades reserve

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

Revenues:

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

Revenues	Collected 2021/22	Adopted Projection 2022/23	Revised Estimate 2022/23	Manager's Projected 2023/24	Adopted Projection 2023/24	Change Over Current Year	Percent Change
Town of Manchester	1,210,647	1,241,179	1,241,179	1,606,026		364,847	29.40%
Board of Education	216,294	227,109	227,109	260,305		33,196	14.62%
Water Fund	290,695	305,230	305,230	349,845		44,615	14.62%
Sewer Fund	204,319	214,535	214,535	245,893		31,358	14.62%
Sanitation Fund	22,732	23,869	23,869	27,358		3,489	14.62%
Fire Fund	121,460	130,033	130,033	-		(130,033)	-100.00%
Interest on Investments & Misc.	(2,942)	5,000	5,000	20,000		15,000	300.00%
Transfer from Unallocated Reserves	-	-	-	-		-	
TOTAL IS REVENUES	2,063,205.41	2,146,955	2,146,955	2,509,427	-	362,472	16.88%
Total IS Expenditures	2,031,454.50	2,266,267	2,069,587	2,609,427	-	343,160	15.14%
Use of Reserves/Net Result	-	119,312	-	100,000	-	(19,312)	-16.19%

INFORMATION SYSTEMS

WORKLOAD STATISTICS

	FY2019	FY2020	FY2021	FY2022	Trend
Number of Computers in Town	641	707	744	769	
Number of Users	665	755	763	864	
Number of Computers Replaced	72	112	84	84	
Number of Work Orders					
Software	448	460	382	511	
Hardware	152	171	136	209	
Other	604	697	618	819	
Total	1,204	1,328	1,136	1,539	
Number of Work Orders					
General Government	403	508	474	561	
Public Works	200	208	204	228	
Police	285	129	51	149	
IS	71	138	88	85	
Fire	101	160	103	85	
Water	54	84	76	109	
Sewer	1	4	7	9	
Sanitation	12	41	44	46	
Human Services	116	111	113	142	
Recreation	94	127	120	141	
Library	41	36	33	38	
Board of Ed	21	28	10	12	
Total	1,399	1,574	1,323	1,605	
Time Spent on Work Orders (Hours)					
General Government	550	538	673	592	
Public Works	269	233	823	291	
Police	671	248	214	121	
IS	567	683	237	496	
Fire	166	207	233	132	
Water	85	176	111	94	
Sewer	3	9	3	14	
Sanitation	39	49	48	86	
Human Services	180	252	185	175	
Recreation	138	275	186	164	
Library	82	105	104	54	
Board of Ed	11	39	8	11	
Total	2,759	2,814	2,825	2,230	
Average Time per Work Order (Hours)					
General Government	1.36	1.07	1.43	1.06	
Public Works	1.28	1.11	3.68	1.28	
Police	2.34	1.68	4.63	0.81	
IS	7.66	5.31	2.67	5.84	
Fire	1.82	1.30	2.43	1.55	
Water	1.65	2.26	1.47	0.86	
Sewer		0.00	0.00	1.56	
Sanitation	2.84	1.19	1.07	1.87	
Human Services	1.48	2.67	1.64	1.23	
Recreation	1.50	2.09	1.62	1.16	
Library	2.07	2.46	3.10	1.42	
Board of Ed	0.50	1.19	0.90	0.92	
Average Response Time (Hours)					
High Priority	3.01	2.26	2.95	3.28	
Medium Priority	8.73	7.09	7.55	7.20	
Low Priority	7.04	6.21	7.26	7.64	
% of Initial Responses Meeting Target Response Time	82.2%	86.0%	91.0%	92.0%	
Number of Physical Servers - Town	68	69	68		
Number of Virtualized Servers - Hosts	27	29	29		
Number of Virtualized Servers - Guests	83	87	89		
Total Number of Servers (Physical and Virtual)	151	156	157		
Number of buildings connected to system - Town	29	30	30		
Number of buildings connected to system - BOE	19	18	18		
Number of wireless access points - Town	78	81	83		
Number of public wi-fi users	7,221	8,997			
Number of recoveries performed	7	8	6		
Number of Channel 16 live broadcasts - Town	44	41	45	47	
Number of Channel 16 live broadcasts - BOE	16	16	23	23	
Number of taped programs	1	1	0	0	
Number of work requests	0	0	29	62	
Number of program uploads from on demand	2,789	10,937	13,120	11,766	
Number of website hits	894,565	889,739	991,494	1,613,266	

DOWNTOWN SPECIAL SERVICES DISTRICT

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	48,508.65	70,000	70,000	76,000		6,000	8.57%
Employee Benefits	3,657.41	6,000	6,000	5,700		(300)	-5.00%
Purchased Services	65,451.30	106,750	106,750	119,100		12,350	11.57%
Supplies	707.03	1,000	1,000	1,000		-	0.00%
Equipment	-	-	-	-		-	
Other	-	-	-	-		-	
TOTAL SSD	118,324.39	183,750	183,750	201,800	-	18,050	9.82%

Personnel & Employee Benefits:

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

Purchased Services and Supplies:

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

Revenues:

Revenues	Collected 2021/22	Adopted Projection 2022/23	Revised Estimate 2022/23	Manager's Projected 2023/24	Adopted Projection 2023/24	Change Over Current Year	Percent Change
Property Taxes	75,000.00	83,674	83,674	83,674		-	0.00%
Rents	52,910.00	52,000	52,000	60,250		8,250	15.87%
Interest on Investments	3,568.01	1,000	1,000	1,000		-	0.00%
Fines & Fees	19,060.79	34,900	34,900	44,900		10,000	28.65%
Use of Fund Balance	-	12,176	12,176	11,976		(200)	-1.64%
TOTAL	\$150,538.80	183,750	183,750	201,800	-	18,050	9.82%

WORK_SPACE

DESCRIPTION

WORK_SPACE is an affordable meeting center & coworking service. Located at 903 Main Street, Work_Space specializes in providing office, conference, event & gallery space rental to a variety of start-ups, consultants, artists, non-profits, and entrepreneurs. Work_Space's positive and productive environment aims to assist its members in growing their businesses and building relationships with community & industry stakeholders.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2021/22	Adopted 2022/23	Estimated Expend. 2022/23	Manager's Recom. 2023/24	Adopted 2023/24	Change Over 2022/23 Adopted	Percent Change
Personnel Services	47,417.69	86,950	86,950	130,491		43,541	50.08%
Employee Benefits	11,721.46	18,616	18,616	34,090		15,474	83.12%
Purchased Services	64,002.42	91,570	91,570	65,800		(25,770)	-28.14%
Supplies	859.45	3,700	3,700	4,000		300	8.11%
Equipment	84.99	2,000	2,000	2,000		-	0.00%
Interfund Transfers	-	-	-	-		-	-
Other	7,230.98	14,400	14,400	16,000		1,600	11.11%
TOTAL WORK_SPACE	131,316.99	217,236	217,236	252,381	-	35,145	16.18%

Personnel & Employee Benefits:

Represents salaries and benefits the Work_Space manager and part time clerical & program assistance staffing, with the following changes:

- In FY24, the full salary & benefit cost of the Work_Space Manager is reflected, which is currently covered 50% by the Budget & Research Office.

Purchased Services and Supplies:

Covers building maintenance & utility costs, office expenses, and community-based art exhibit expenses, with the following changes:

- Decrease of \$30,700 to reflect moving utility costs to the General Fund
- An increase of \$6,500 for building repairs

WORK_SPACE

Revenues:

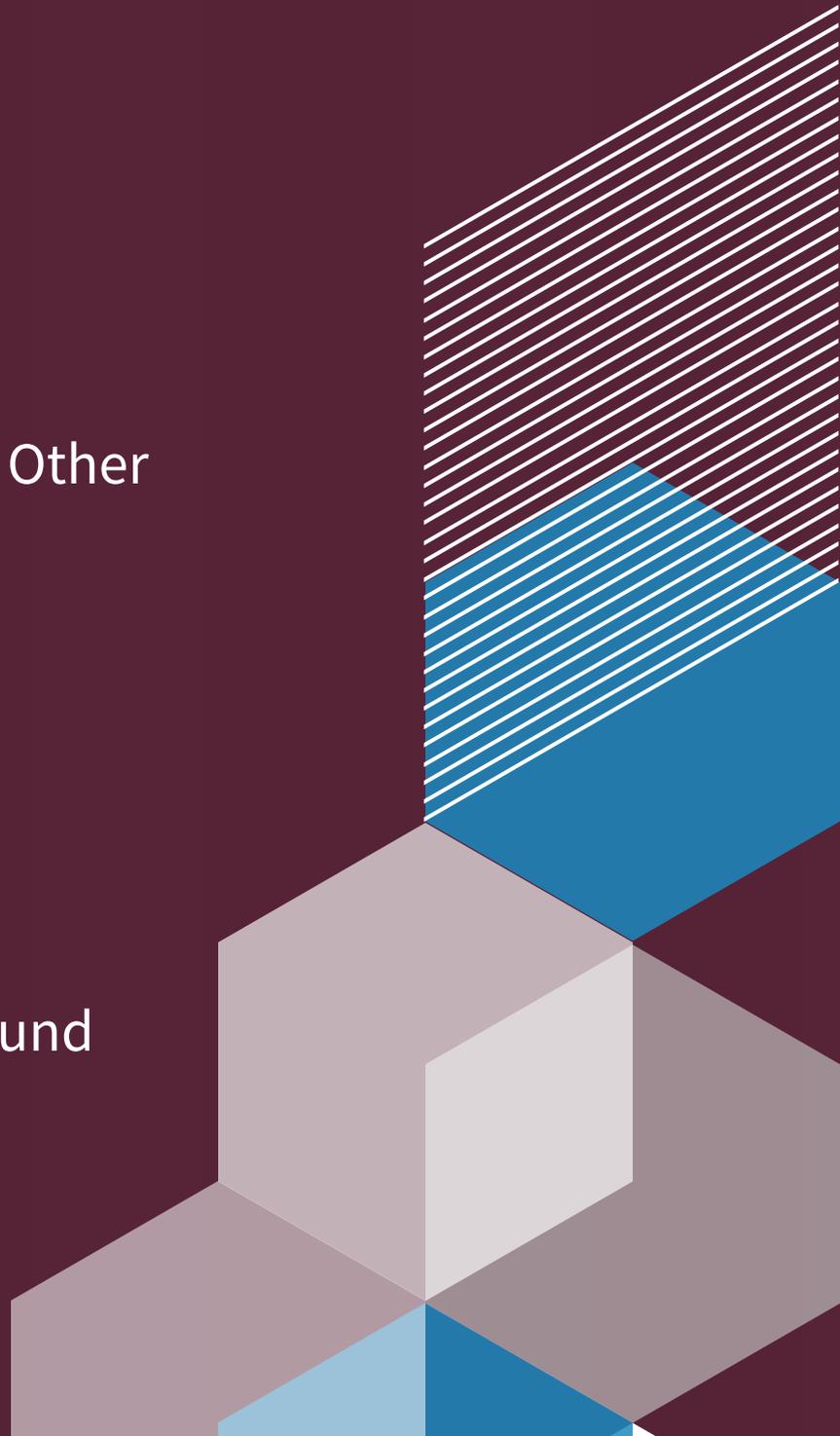
Revenues	Collected 2021/22	Adopted Projection 2022/23	Revised Estimate 2022/23	Manager's Projected 2023/24	Adopted Projection 2023/24	Change Over Current Year	Percent Change
Event Revenue	15,736.50	5,000	5,000	20,000		15,000	300.00%
Rent	54,573.47	148,814	148,814	120,000		(28,814)	-19.36%
Transfer from General Fund- Gallery	0.00	10,400	15,000	15,000		4,600	44.23%
Miscellaneous Revenue	6,324.23	-	-	6,000		6,000	
State & Federal Grants	0.00	3,000	3,000	75,000		72,000	2400.00%
TOTAL WORK_SPACE REVENUES	\$76,634.20	167,214	171,814	236,000	-	68,786	41.14%
Total Work_Space Expenditures	131,316.99	217,236	217,236	252,381	-		
Use of Reserves	54,683	50,022	45,422	16,381			

In FY24, a use of \$75,000 in federal ARPA funds is budgeted in order to assist Work_Space in recovering its revenue base following the Covid shutdown.

Six Year

Capital Improvement Plan

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



CAPITAL IMPROVEMENT PLAN

DESCRIPTION

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

CAPITAL ASSETS AND CAPITAL PROJECTS

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

THE PURPOSE OF THE CIP

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

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

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

CAPITAL IMPROVEMENT PLAN

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

FINANCING CAPITAL PROJECTS AND ACQUISITIONS

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

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

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

ORGANIZATION OF THE CIP

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

CAPITAL IMPROVEMENT PLAN

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

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



Capital Improvement Plan



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

Summary of Capital Budgets

CASH FUNDED						
GENERAL FUND	FY24	FY25	FY26	FY27	FY28	FY29
Public Infrastructure	\$ 795,000	\$ 1,440,000	\$ 735,000	\$ 880,000	\$ 635,000	\$ 745,000
Parks & Recreation	\$ 597,000	\$ 387,000	\$ 459,000	\$ 259,000	\$ 227,000	\$ 227,000
Facilities Maintenance	\$ 930,000	\$ 895,000	\$ 850,000	\$ 820,000	\$ 860,000	\$ 860,000
Equipment, Vehicles & Other	\$ 1,151,000	\$ 1,061,000	\$ 1,010,000	\$ 1,010,000	\$ 1,010,000	\$ 1,010,000
Net Other Funding Sources	\$ (1,646,000)	\$ -	\$ -	\$ -	\$ -	\$ -
Total CIP	\$ 1,827,000	\$ 3,783,000	\$ 3,054,000	\$ 2,969,000	\$ 2,732,000	\$ 2,842,000
FIRE FUND*	\$ 192,000	\$ 53,000	\$ 54,000	\$ 55,000	\$ 55,000	\$ 55,000
WATER FUND	\$ 932,000	\$ 2,079,780	\$ 1,040,000	\$ 900,000	\$ 525,000	\$ 510,000
SEWER FUND	\$ 645,000	\$ 997,000	\$ 447,000	\$ 282,000	\$ 232,000	\$ 232,000
INFORMATION SYSTEMS FUND	\$ 235,000	\$ 235,000	\$ 235,000	\$ 235,000	\$ 235,000	\$ 235,000
DEBT FINANCED						
GENERAL FUND	\$ 16,500,000	\$ -	\$ 19,300,000	\$ -	\$ 19,800,000	\$ -
FIRE FUND*	\$ 900,000	\$ -	\$ 1,400,000	\$ -	\$ 750,000	\$ -
WATER FUND	\$ 7,675,000	\$ 10,150,000	\$ 10,000,000	\$ 6,650,000	\$ 5,410,000	\$ 3,550,000
SEWER FUND	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 1,200,000
TOTAL	\$ 31,106,000	\$ 19,497,780	\$ 37,730,000	\$ 13,291,000	\$ 31,939,000	\$ 8,624,000

*** The Fire Fund will merge into the General Fund effective 7/1/24. This budget recommends use of reserves left over from the dissolution of the two fire taxing districts to fund near-term capital, allowing for a temporary break in needing to fund fire capital in the operating budget, as a means of minimizing the tax impact of the merger.**

CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE

SUMMARY- CASH/GRANT FUNDED

PUBLIC INFRASTRUCTURE	FY24 ARPA	FY24 Other	FY24 LoCIP	FY24 GF	FY25	FY26	FY27	FY28	FY29
1 Town-wide Bridge Safety and Repair Program				\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
2 Traffic Signal Vehicle Detection				\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
3 Light Pole Replacement				\$ 50,000	\$ 50,000	\$ 50,000			
4 Roadway Use Safety Improvements				\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
5 Flood Hazard Mitigation Projects		\$ 100,000			\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
6 Sidewalk Extensions	\$ 250,000				\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
7 Traffic Signal Uninterruptable Power Supply	\$ 120,000				\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	
8 Probate Court Parking Lot Rehabilitation	\$ 150,000								
9 Small Bridge Replacements					\$ 200,000	\$ 200,000		\$ 200,000	
10 Lincoln Center Improvements					\$ 100,000				
11 Culvert Replacement - East Eldridge St to Porter Brook					\$ 160,000				
12 Bus Shelter Installation & Replacement					\$ 20,000		\$ 20,000		\$ 20,000
13 Welcome Signs					\$ 50,000	\$ 50,000			
14 Cemetery Paving					\$ 75,000		\$ 75,000		
15 Stream and Brook Slope Stabilization and Sedimentation Removal					\$ 350,000		\$ 350,000		\$ 350,000
TOTAL	\$ 520,000	\$ 100,000	\$ -	\$ 175,000	\$ 1,440,000	\$ 735,000	\$ 880,000	\$ 635,000	\$ 745,000

PROJECT DESCRIPTIONS

CASH OR GRANT FUNDED PROJECTS

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

1. Town-Wide Bridge Safety and Repair Program

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

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

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

2. Traffic Signal Vehicle Detection

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

JUSTIFICATION: Many of the Town's traffic signals use in-pavement loops for vehicle detection. Over time, these

loops fail and impact the efficiency of the traffic signal. Also, these loops must get replaced every time the road gets resurfaced or patched. The newer camera technology will improve the efficiency of the traffic signals. The cost to retrofit a single intersection is approximately \$20,000.

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

3. Light Pole Replacement

PROJECT DESCRIPTION: Replace aging streetlight poles.

JUSTIFICATION: The Town owns approximately 1,300 streetlight poles in areas of underground electrical service. Poles have an average life span of 25-30 years. This will provide the necessary funding to continue year two pole replacement of deteriorating older wooden and decorative metal poles. A typical pole replacement will cost \$3,000 to \$4,000.

IMPACT ON OPERATION: No anticipated impact.

4. Roadway Use Safety Improvements

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

JUSTIFICATION: Pedestrian accidents and fatalities have been increasing in Connecticut. New technology offers unique and effective ways to assist in the implementation

CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE

of the Town's Complete Streets Policy that seeks to consider all users of the right of way. This item will fund the use of new and proven techniques and devices to improve user behavior and reduce conflicts that could result in injury or death.

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



5. Flood Hazard Mitigation Projects

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

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

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

6. Sidewalk Extensions

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

JUSTIFICATION: Many gaps exist in the Town's sidewalk network. There have been several pedestrian

accidents/injuries in Town over the past 10 years.

Segments will be selected using a benefit/cost analysis using data that includes proximity to key Town facilities, traffic volumes and public comment. This is a key part of the Town's recently adopted Complete Streets policy.

IMPACT ON OPERATION: No anticipated impact.

7. Traffic Signal Uninterruptable Power Supply

PROJECT DESCRIPTION: The Town owns and maintains 49 traffic control signals. During power outages when signals do not operate, drivers are required to treat such intersections as all-way stops. At multi-lane intersections such as in the Buckland Hills area, this often leads to driver confusion and unsafe maneuvers. Typically, Public Works staff is called to install temporary stop signs at all approaches to the intersections to improve safety. This project would install uninterruptable power systems with nickel zinc batteries to maintain the traffic control signal's operation during power outages at multi-lane signal-controlled intersections.

JUSTIFICATION: Improving road safety during power outages at multi-lane, signal controlled intersections. Avoiding hazardous conditions for drivers and eliminating the need for Public Works staff to install temporary stop signs and/or police officers to maintain traffic.

IMPACT ON OPERATION: The proposed project would eliminate the need for Public Works staff and/or Police Department staff to dispatch to multi-lane signals during power outages.

8. Probate Court Parking Lot Rehabilitation

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

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

IMPACT ON OPERATION: No anticipated impact.

9. Small Bridge Replacements

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

JUSTIFICATION: The Town owns 19 bridges under 20' in length. These small bridges typically do not qualify for federal or state bridge funding. A thorough inspection of these bridges was completed in 2018. Some of the

CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE

bridges are reaching the end of their useful life, including Summit Street over Bigelow Brook (1920), Parker Street over Bigelow Brook (1939) and Birch Mountain Road over Birch Mountain Brook (1950).

IMPACT ON OPERATIONS: No anticipated impact.

10. Lincoln Center Improvements

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

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

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

11. Culvert Replacement – East Eldridge St to Porter Brook

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

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

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

12. Bus Shelter Installation and Replacement

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

JUSTIFICATION: The Town owns and maintains 27 bus shelters. A new bus shelter and concrete pad cost approximately \$10,000. This level of funding will provide for installation of two new shelters. Locations for new shelters based on transit ridership and coordination with

Greater Hartford Transit District or provide for the replacement of deteriorated shelters that have reached the end of their life expectancy.

IMPACT ON OPERATION: No anticipated impact.

13. Town of Manchester Welcome Signs

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

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

IMPACT ON OPERATION: No anticipated impact.



14. Cemetery Roadway Paving

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

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

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

15. Stream and Brooke Slope Stabilization and Sedimentation Removal

PROJECT DESCRIPTION: Reinforce existing river and stream banks that are experiencing or are subject to scour and erosion. Work would also include sediment removal and channel restoration.

JUSTIFICATION: Stream and brook waterways are subject to natural erosion resulting in changes to their alignment, scouring of slopes, and impact to adjacent infrastructure such as roads and sidewalks. Intense storms and resulting high water flows increase this deterioration of embankments and often result in the need for emergency repairs. Addressing areas early will reduce costs and minimize environmental impacts.

IMPACT ON OPERATION: No anticipated impact. Potential to reduce the number of emergency repairs.

CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE

SUMMARY- BOND FUNDED

PUBLIC INFRASTRUCTURE (Bond)	FY24	FY25	FY26	FY27	FY28	FY29
1 Road Paving and Milling Program	\$ 14,500,000		\$ 14,500,000		\$ 15,000,000	
2 Town-Wide Drainage Repairs and Upgrades	\$ 300,000		\$ 300,000		\$ 300,000	
3 Traffic Signal Upgrades	\$ 500,000		\$ 500,000		\$ 500,000	
4 Case Pond Dam Repairs	\$ 700,000					
5 Sidewalk Replacement/Removal Program	\$ 500,000					
6 Dry Brook Culvert Improvements			\$ 4,000,000		\$ 4,000,000	
TOTAL	\$ 16,500,000	\$ -	\$ 19,300,000	\$ -	\$ 19,800,000	\$ -

PROJECT DESCRIPTIONS

BOND FUNDED PROJECTS

1. Road Paving and Milling Program

PROJECT DESCRIPTION: Road paving and milling program. This program has previously been on a two-year bonding cycle. The last bonding authorization was 2021.

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

IMPACT ON OPERATION: No anticipated impact.

2. Town-wide Drainage Repairs and Upgrades

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

JUSTIFICATION: The Town storm drainage system consists of approximately 150 miles of pipe, 8,500 drainage structures, 31 detention facilities and dozens of sediment

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

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

3. Traffic Signal Upgrades

PROJECT DESCRIPTION: The project consists of replacing and upgrading the Town's 52 traffic signals where required in accordance with the Traffic Signal Maintenance and Replacement Plan.

JUSTIFICATION: The 2019 Public Works Bond Referendum proposes \$500,000 to fund traffic signal replacements. Funding is necessary to continue the replacement and upgrading of the Town's traffic signal system. Currently, a complete signal replacement costs approximately \$200,000 to \$250,000. The Traffic Signal Inventory and Condition Assessment Report recommends replacement of one signal per year.

IMPACT ON OPERATION: No anticipated impact.

CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE

4. Case Pond Dam Repairs

PROJECT DESCRIPTION: Repairs to the upper and lower Case Pond dams

JUSTIFICATION: A recent regulatory engineering review of the dams was conducted resulting in the recommendation of specific improvements to ensure the function and safety of the dams. To maintain their insurability and to comply with state regulatory oversight, work including masonry repairs, under-seepage monitoring, vegetation removal, and embankment repairs must be completed to prevent more serious deterioration of the dams and potential failure.

IMPACT ON OPERATION: No anticipated impact.

5. Sidewalk Replacement/Removal Program

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

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

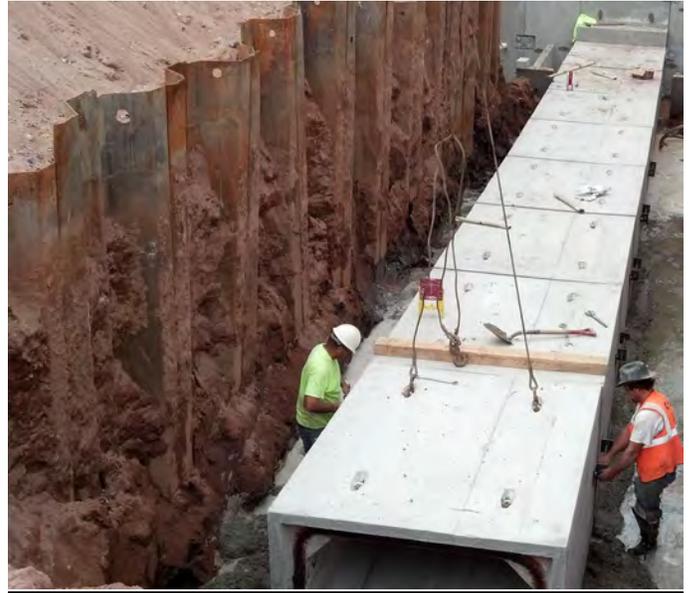
IMPACT ON OPERATION: No anticipated impact.

6. Dry Brook Culvert Improvements

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

JUSTIFICATION: Periodic flooding on Birch Street impacts several residential houses and businesses. \$200,000 for design and construction document preparation was funded in FY 2008/09 from LoCIP.

IMPACT ON OPERATION: No anticipated impact.



CAPITAL IMPROVEMENT PLAN- PARKS & RECREATION

SUMMARY

PARKS AND RECREATION	FY24 ARPA	FY24 Other	FY24 LoCIP	FY24	FY25	FY26	FY27	FY28	FY29
1 Park Upgrades				\$ 60,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
2 Passive Recreation Oversight				\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
3 Outdoor Hard Surface Repairs				\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
4 Swimming Pool Upgrades and Major Repairs Program				\$ 45,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
5 Artificial Turf Field				\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
6 Mahoney Leisure Labs			\$ 75,000		\$ 50,000	\$ 87,000	\$ 32,000		
7 Dog Park Expansion			\$ 30,000						
8 Athletic Field Lighting	\$ 65,000					\$ 50,000			\$ 50,000
9 New State Softball Complex	\$ 250,000								
10 Trail Fence and Wood Rail Replacement					\$ 10,000		\$ 10,000		\$ 10,000
11 Outdoor Court Construction					\$ 50,000	\$ 55,000			
12 Picnic Tables					\$ 10,000			\$ 10,000	
13 Park Pavilion Upgrades					\$ 50,000	\$ 50,000			
14 Master Plan Implementation Design					\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	
TOTAL	\$ 315,000	\$ -	\$ 105,000	\$ 177,000	\$ 387,000	\$ 459,000	\$ 259,000	\$ 227,000	\$ 227,000

PROJECT DESCRIPTIONS

1. Park Upgrades

PROJECT DESCRIPTION: General ballfield upgrades, bituminous walkways and ramp replacements at Town parks, sign replacement, and playground hardware.
JUSTIFICATION: Provide funding for general upgrades to ballfields (fences, infield surfaces, etc.) and the replacement of bituminous walkways and ramps at Town parks.
IMPACT ON OPERATION: No anticipated impact.

2. Passive Recreation Oversight

PROJECT DESCRIPTION: Feasibility, oversight, development and maintenance of sites, structures, and facilities.
JUSTIFICATION: Passive recreation areas once overseen and maintained solely by volunteer and special interest groups have grown in popularity and require a higher level of attention and repair.
IMPACT ON OPERATION: No anticipated impact.

3. Outdoor Hard Surface Repairs

PROJECT DESCRIPTION: To continue the planned rehabilitation program for the Town's outdoor basketball, tennis, handball/racquetball courts and bike paths. Work includes grinding down uneven areas, crack-sealing, sealing, color coating, lining and misc. repairs.
JUSTIFICATION: The proposal is to continue the planned rehabilitation program which was instituted in FY95/96. This work is necessary to seal cracks, limit future cracking and slow the pace of surface deterioration. In addition,

well-lined color coated, slip-resistant courts free of trip hazards are critical to player enjoyment and safety. Court conditions are evaluated in the early spring of each year in order to set priorities for work.
IMPACT ON OPERATION: No anticipated impact.

4. Swimming Pool Upgrades and Major Repairs Program

PROJECT DESCRIPTION: Ongoing major repairs and rehabilitation work include crack-sealing, joint-sealing, painting, repairing decks and coping, misc. repairs to the swimming pool and wading pool vessels and upgrades to the bathhouse buildings fencing and surrounding area as part of a planned pool maintenance program.
JUSTIFICATION: To protect the Town's investment, an improvement program addressing one pool per year was initiated in FY95/96. These improvements enhance facility performance by identifying opportunities for significant site improvements and address ADA upgrades as needed.
IMPACT ON OPERATION: No anticipated impact.

5. Artificial Turf Field

PROJECT DESCRIPTION: Funding set-aside for the eventual replacement of the artificial turf field at Manchester High School, installed in 2016.
JUSTIFICATION: Twelve-year recurring cost to sinking fund to full life expectancy of field for replacement cost.
IMPACT ON OPERATION: No anticipated impact.

CAPITAL IMPROVEMENT PLAN- PARKS & RECREATION

6. Mahoney Leisure Labs

PROJECT DESCRIPTION: Construction and specific fit-out of lab rooms.

JUSTIFICATION: The Recreation Department has identified improvements to the Mahoney Center Leisure Labs that create and support specific activities. Included in this fit-out are the Dance and Movement Room, Art Lab, Music and Creative Writing Lab, and E-Lab for Computer Design and Gaming. These improvements will create the Labs within the facility that make the Center's Leisure Lab programming possible.

IMPACT ON OPERATION: Labs will require periodic upgrades and replacement of equipment and technology.

7. Dog Park Expansion

PROJECT DESCRIPTION: Expansion of existing Dog Park to include a small dog area.

JUSTIFICATION: The Town has taken over ownership and maintenance of the Dog Park at Mount Nebo Park. As part of this transition, the Board of Directors has requested that a dedicated area for small dog breeds be developed while expanding the current space.

IMPACT ON OPERATION: No anticipated impact.

8. Athletic Field Lighting

PROJECT DESCRIPTION: Perform minor electrical upgrades and re-lamping of athletic field lights to improve efficiency and light quality.

JUSTIFICATION: The Town presently has 11 athletic fields with lighting serving baseball, soccer, football, Little League, and softball activities. Having these lighted fields allow for more scheduling flexibility for the many leagues that play on Town facilities and offer a unique experience for players to play at night under the lights. As with all lights, quality and efficacy diminishes over time and components must be replaced to ensure the fixtures perform as intended. This project will systematically re-lamp fixtures and perform needed minor electrical upgrades to ensure quality nighttime play continues.

IMPACT ON OPERATION: No anticipated impact.

9. New State Softball Complex

PROJECT DESCRIPTION: Construct two additional softball fields, amenities, and parking at the existing New State Road softball field site.

JUSTIFICATION: Two softball fields at Charter Oak Park are located in a flood hazard zone adjacent to the Hop Brook. These fields experience severe damage when the brook floods into the park. This project relocates these two fields to the New State Road facility and creates a softball complex along with the existing Carl Silver softball

field. Work includes field construction, parking, and amenities to support the complex.

IMPACT ON OPERATION: Eliminates periodic rebuilding of the Charter Oak fields due to flooding.

10. Trail Fence and Wood Rail Replacement

PROJECT DESCRIPTION: Replacement of fencing and wood rails along Town maintained trails.

JUSTIFICATION: The Town is responsible to maintain over 47 miles of trails. Many of these trails include fencing and wood rails that protect users from trailside hazards. These fences have deteriorated over time, and many have reached the end of their expected life. To maintain such a robust and active trail program, it is necessary to systematically replace these barriers to ensure the safety of users.

IMPACT ON OPERATION: No anticipated impact.

11. Outdoor Court Construction

PROJECT DESCRIPTION: Provides funding to reconstruct or rehabilitate the Town's various outdoor courts and public play areas to a post-tension concrete.

JUSTIFICATION: The Town has a variety of outdoor courts and play areas including basketball, tennis, and shuffleboard courts. These facilities are predominately bituminous concrete surfaces that experience deterioration over time such as cracking, potholes, and surface wear. Converting these courts to a more modern post-tension concrete will ensure these play areas are safe and perform as intended for an extended life over traditional paved bituminous courts. Rehabilitation includes new post-tension concrete, surface treatments and coatings, and new amenities like backboards, posts, and nets.

IMPACT ON OPERATION: Yearly maintenance costs on reconstructed courts will be minimized and court life extended.

12. Picnic Tables

PROJECT DESCRIPTION: Multi-year plan to replace and update Park picnic tables.

JUSTIFICATION: There are 35 moveable picnic tables in the parks. These table are of a variety of styles, sizes, and conditions and programming needs demand that they be moved throughout the year to support services and events. On average, 1-2 tables are replaced each year due to damage or rot. Purchasing sets of tables will standardize the style in the parks and will allow for easier repairs with part replacements and reduce annual maintenance costs.

IMPACT ON OPERATION: Reduced maintenance costs as well as improved use of labor resources.

13. Park Pavilion Upgrades

PROJECT DESCRIPTION: Renovate and upgrade park pavilions.

JUSTIFICATION: There are many pavilions located throughout the park system. These pavilions vary in size and features and were built over the years and need updating and renovations to continue to meet the needs of programming.

IMPACT ON OPERATION: Reduced maintenance cost of aging structures

14. Master Plan Implementation Design

PROJECT DESCRIPTION: Provide design services for the implementation of Park Facilities Master Plan recommendations.

JUSTIFICATION: In 2021, the Town completed a Park Facilities Master Plan that has made recommendations to improve upon the Town's Park facilities. These recommendations are conceptual in nature and require design services to further develop them into actionable projects.

IMPACT ON OPERATION: No anticipated impact.

CAPITAL IMPROVEMENT PLAN- FACILITIES

SUMMARY

FACILITIES MAINTENANCE	FY24 ARPA	FY24 Other	FY24 LoCIP	FY24	FY25	FY26	FY27	FY28	FY29
1 Mechanical Systems				\$ 180,000	\$ 200,000	\$ 220,000	\$ 240,000	\$ 260,000	\$ 260,000
2 Exterior Building				\$ 140,000	\$ 160,000	\$ 180,000	\$ 200,000	\$ 220,000	\$ 220,000
3 Electrical Systems				\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
4 Interior Building				\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
5 Life Safety Systems Replacement				\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
6 Cheney Hall Maintenance				\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
7 Probate Court Maintenance				\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
8 Office Renovations				\$ 70,000	\$ 70,000	\$ 70,000			
9 Building Energy Efficiency Upgrades (INTERNAL CASH REPAYMENT)				\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
10 EV Charging Stations			\$ 160,000						
11 Elevator Replacement/Overhauls	\$ 75,000				\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
12 Channel 16 Control Room Upgrades					\$ 20,000				
13 Lincoln Center Server Room					\$ 65,000				
TOTAL	\$ 75,000	\$ -	\$ 160,000	\$ 695,000	\$ 895,000	\$ 850,000	\$ 820,000	\$ 860,000	\$ 860,000

PROJECT DESCRIPTIONS

1. Mechanical Systems

PROJECT DESCRIPTION: Planned replacement of aging mechanical systems as they surpass their useful life. Work includes replacement of building heating, cooling and building automation controls.

JUSTIFICATION: Planned replacement minimizes costly repairs of mechanicals that are beyond their useful life. Older equipment with R22 refrigerant is phasing out due to greenhouse gas concerns, driving up repair costs and forcing upgrades to more environmentally friendly alternatives. Obsolescence of equipment results in increased difficulty finding repair parts. Top priorities for FY24 include Lincoln Center Rooftop Units, Senior Center (AHU Condensers and R410A Conversions), and Mary Cheney Library (boiler replacement, gas conversion, RTU's and automation controls). Recently completed projects include Town Hall Chiller, Police Chiller & Cooling Tower Placement, Whiton Library Chiller, Town Hall & Police Building Automation Controls.

IMPACT ON OPERATION: Minimize disruptions to building heating and cooling systems and emergency repair costs. Proper temperature control and ventilation provides healthy indoor air quality and greater productivity.

2. Exterior Building

PROJECT DESCRIPTION: General exterior maintenance on Town buildings. Roofing, masonry windows, siding, painting of exterior.

JUSTIFICATION: Ongoing restoration and upkeep is needed to protect the building envelope of Town buildings. Planned replacements when useful lifespan exceeded. Upcoming needs include Weiss Center roof (LoCIP), Public Works roof; Lincoln Center roof, Lincoln Center windows (LoCIP), Mary Cheney Library roof, Public Works painting, and masonry repointing and sealing.

IMPACT ON OPERATION: Avoids costly future maintenance repairs.

3. Electrical Systems

PROJECT DESCRIPTION: Planned maintenance and replacement of electrical systems as they surpass their useful life. Work includes replacement of building electric service panels, transformers and emergency generators. Updates to wiring and lighting to meet current safety codes. Replacement of alarm systems, building access controls and security systems).

JUSTIFICATION: Maintain public and office space for safety, comfort, and appearance. Mechanical equipment upgrades and elevator modernization are both typical projects that require electrical upgrades to meet current building codes.

IMPACT ON OPERATION: No impact anticipated.

4. Interior Building

PROJECT DESCRIPTION: Town-wide repairs, replacement and preventive maintenance due to age and wear of

CAPITAL IMPROVEMENT PLAN- FACILITIES

carpet and tile flooring, interior paint & wallpaper, acoustic & plaster ceilings and lighting.

JUSTIFICATION: Maintain public and office space for safety, comfort, and appearance. Top priority: Weiss Center Corridors and Lower Level. Also includes the periodic replacement of carpet and hard flooring throughout Town office spaces.

IMPACT ON OPERATION: No impact anticipated.

5. Life Safety Systems Replacement

PROJECT DESCRIPTION: Planned maintenance of electrical systems as they surpass their useful life. Work includes replacement of building electric service panels, transformers. Updates to wiring and lighting to meet current safety codes. Replacement of alarm systems, building access controls and security systems).

JUSTIFICATION: Ongoing replacements and upgrades are needed to protect the building occupants and buildings. Top priority: Workspace (901/903 Main) fire alarm.

IMPACT ON OPERATION: Avoids costly liability of health and safety of building occupants and the public.

6. Cheney Hall Maintenance



PROJECT DESCRIPTION: Set aside funds for upkeep of Cheney Hall

JUSTIFICATION: Cheney Hall is a historical theater owned by the Town of Manchester and operated by the Cheney Hall Foundation. As such, the Town is responsible for care of the facility, which is over 150 years old and so requires frequent work to remain functional. Recent projects (including the replacement of the stage fire curtain) have been conducted as part of a bond referendum for historic property maintenance, but this work only addressed a portion of the structural and accessibility issues that have been identified. Future

needs include toilet room accessibility upgrades, exterior lighting, railings, and stairs.

IMPACT ON OPERATION: Offsets need for large capital needs investments in future years by addressing some maintenance needs over time.

7. Probate Court Maintenance

PROJECT DESCRIPTION: Set aside funds for upkeep of the Probate Court

JUSTIFICATION: The Greater Manchester Probate Court is a historical courthouse owned by the Town of Manchester and operated by the State-run regional probate court district serving Manchester, Andover, Bolton, and Colombia. As such, the Town is responsible for care of the facility, which is over 100 years old and so requires frequent work to remain functional. Costs are partially offset by cost-sharing revenues from the other towns served by the district. Recent projects include the replacement of cabinetry, door hardware, and security modifications to provide a physical barrier between staff and the public.

IMPACT ON OPERATION: Offsets need for large capital needs investments in future years by addressing some maintenance needs over time.

8. Office Renovations

PROJECT DESCRIPTION: Renovate town office workspaces to meet current requirements and the evolution of staff work environment for optimal productivity.

JUSTIFICATION: Town offices require updating to accommodate new equipment and technology, improve security, and provide healthy and safe workspaces for employees and visitors.

IMPACT ON OPERATION: No impact anticipated.

9. Building Energy Efficiency Upgrades

PROJECT DESCRIPTION: The installation of interior LED motion-sensing lights in nine Town buildings, including Fire Station #2, Town Hall, Mary Cheney Library, and the Senior Center. This project is an internal repayment that will pay off the cost of the project, completed in the spring of 2022, utilizing savings generated from the switch to LEDs.

JUSTIFICATION: This project is an internal repayment that will pay off the cost of the project, which was completed in the spring of 2022, utilizing savings generated from the

CAPITAL IMPROVEMENT PLAN- FACILITIES

switch to LEDs. The projected savings is approximately \$12,000/month.

IMPACT ON OPERATION: Reduced utility costs.

10. EV Charging Stations

PROJECT DESCRIPTION: Installation of Level 2 EV charging stations to support shift in transportation vehicles from internal combustion engine (ICE) to battery-electric vehicles. Phase 1 installation locations include Town Hall, Purnell Place parking lot, and Public Works.

JUSTIFICATION: Gas/diesel powered passenger vehicles for personal transportation are planned to be phased out and replaced by electric vehicles for the reduction of carbon footprint. Provides infrastructure necessary to adoption of Electric Vehicles. Provide local cost share for Eversource grant funded EV charging station installations.

IMPACT ON OPERATION: Supports planned vehicle replacements for Town staff, employee personal vehicles and Manchester residents.

11. Elevator Replacement & Overhauls

PROJECT DESCRIPTION: Replace or overhaul aging elevators in Town buildings.

JUSTIFICATION: There are 13 elevators that provide required accessibility in various Town buildings for the public and employees. As elevators age, they require increased maintenance to operate correctly. These aging elevators eventually require major overhauls to ensure their safe operation. Several Town elevators are no longer supported with parts and service and are considered obsolete and require replacement. This item provides for a systematic multi-year approach to manage these upgrades.

IMPACT ON OPERATION: Inoperable elevators result in restrictions on building use with respect to accessibility. Replacement and major overhauls will reduce costly repairs.

12. Channel 16 Control Room Upgrades

PROJECT DESCRIPTION: Perform masonry repairs to eliminate water leaks, install sealed epoxy floor or other durable wearing surface, and construct wall surface treatment.

JUSTIFICATION: The Channel 16 control room located in the basement of Lincoln Center has been experiencing water leaks from storms via deteriorated chimney flue masonry. These leaks have led to additional deterioration of the concrete floor and walls of this space. This project

will repair the masonry leaks and improve the floor and walls of the workspace.

IMPACT ON OPERATION: No impact anticipated.

13. Lincoln Center Server Room

PROJECT DESCRIPTION: Repair and replace sections of the raised floor, upgrade cooling systems, and perform minor electrical work to the server room in the lower level of Lincoln Center.

JUSTIFICATION: The server room at Lincoln Center houses the Town's main computer servers. As the system has grown, so has the demand for appropriate environmental controls, electrical needs, and operational layout and serviceability. The number and size of server racks has increased over time and requires additional cooling to prevent overheating as well as a reallocation of overloaded electrical circuits. The equipment in this room sits on a panelized raised floor that provides for cable routing. Sections of the floor have failed and need to be repaired while other sections require a full replacement.

IMPACT ON OPERATION: Will reduce downtime of servers and computer network systems.

CAPITAL IMPROVEMENT PLAN- EQUIPMENT, VEHICLES & OTHER

SUMMARY

EQUIPMENT AND VEHICLES		FY24 ARPA	FY24 Other	FY24 LoCIP	FY24 GF	FY25	FY26	FY27	FY28	FY29
1	Equipment & Vehicles Replacement (general fund)		\$ 200,000		\$ 750,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000
2	Washbay Equipment Replacement and Upgrades		\$ 51,000			\$ 51,000				
TOTAL		\$ -	\$ 251,000	\$ -	\$ 750,000	\$ 1,001,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000

OTHER		FY24 ARPA	FY24 Other	FY24 LoCIP	FY24	FY25	FY26	FY27	FY28	FY29
1	Relocation Assistance				\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
2	Sustainability & Green Energy Services		\$ 30,000			\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
3	Human Services Vehicle	\$ 40,000								
4	Youth Service Bureau Van	\$ 50,000								
TOTAL		\$ 90,000	\$ 30,000	\$ -	\$ 30,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000

PROJECT DESCRIPTIONS

EQUIPMENT & VEHICLES

1. Equipment and Vehicle Replacement Plan

PROJECT DESCRIPTION: Purchase General Fund equipment and vehicles according to a replacement schedule taking into consideration life expectancy of various classes of equipment and vehicles and deferred replacement.

JUSTIFICATION: The proposed replacement plan would provide for regular replacement of heavy and light vehicles and equipment utilized by General Fund departments, apart from Police cruisers, which are replaced through the Police Department operating budget. The equipment and vehicles included in the plan are critical to the missions of the Field Services division and other divisions within the Public Works Department. The replacement plan is based on the current condition, age, mileage, and type of use within the Town's existing heavy equipment, light equipment, and passenger vehicle stock.

IMPACT ON OPERATION: Routine, planned replacements will reduce repair and maintenance costs and downtime. The reliability of equipment will make for more efficient operations.

2. Wash Bay Equipment Replacement and Upgrades

PROJECT DESCRIPTION: Replace steel stations supporting wash equipment, installation of concrete pad exiting the wash bay, and upgrades to wash equipment.

JUSTIFICATION: The wash bay facility is used to wash large vehicles and equipment that are exposed to salt and other materials that reduce their life. The wash bay is an integral part of the Town's winter maintenance program. The facility is approximately 20-years old and showing signs of wear that requires equipment replacement and upgrades.

IMPACT ON OPERATION: Frequent washing of equipment will prolong its useful life and reduce maintenance costs.

OTHER

1. Relocation Assistance

PROJECT DESCRIPTION: Funds to assist displaced residents with moving/ storage.

JUSTIFICATION: State statute requires that Towns are responsible for the storage of unclaimed possessions in the event of evictions, building code condemnations, loss due to fire, etc. The Town makes every attempt at recovering said costs, but much of the expenses go unreimbursed. A periodic infusion of funds into this account is necessary.

IMPACT ON OPERATIONS: No anticipated impact.

2. Sustainability & Green Energy Services

PROJECT DESCRIPTION: Provide funding for the Sustainability Task Force to utilize towards green energy technologies and/or professional and consulting services

CAPITAL IMPROVEMENT PLAN- EQUIPMENT, VEHICLES & OTHER

associated with any of the Town's sustainability initiatives.

JUSTIFICATION: Projects & initiatives geared towards sustainability & energy conservation will yield ongoing operational savings and a return on investment, as well as decreasing the Town's carbon footprint.

IMPACT ON OPERATIONS: Potential energy savings.

3. Human Services Vehicle

PROJECT DESCRIPTION: Purchase a vehicle that will be dedicated to Human Services to support additional staff and service needs.

JUSTIFICATION: Over the last year, Senior, Adult & Family Services has added an additional Social Worker and the Health Department is again fully staffed with Inspectors. Both the Social Worker's and Inspector's duties require them to be in the field. Currently staff must schedule some of their activities around the availability of shared vehicles. Adding an additional vehicle to the Human Services Department would allow SAFS and Health Department staff to have greater flexibility and increased productivity during the workday.

IMPACT ON OPERATIONS: Routine vehicle preventive maintenance and service.

4. Youth Service Bureau Van

PROJECT DESCRIPTION: Purchase a multi-passenger Van to provide transportation for Youth Services Bureau programming needs.

JUSTIFICATION: The Manchester Youth Service Bureau requires accessible and reliable transportation for programs offered. This van will help remove consistently recognized barriers to youth and families who do not have transportation to access Youth Services programs. Improved access to transportation will help bring new youth and families diversifying the client base. It will supplement transportation for our summer and vacation programs, allowing multiple programs to run at a time. Additionally, it will provide opportunities to expand community and cultural exposure for youth and families.

IMPACT ON OPERATIONS: Routine vehicle preventive

CAPITAL IMPROVEMENT PLAN- MANCHESTER FIRE DEPARTMENT

SUMMARY

FIRE FUND- CASH FUNDED	FY24	FY25	FY26	FY27	FY28	FY29
1 Fire Department Roof Replacements	\$ 140,000					
2 Replacement of Staff Vehicles	\$ 52,000	\$ 53,000	\$ 54,000	\$ 55,000	\$ 55,000	\$ 55,000
TOTAL	\$ 192,000	\$ 53,000	\$ 54,000	\$ 55,000	\$ 55,000	\$ 55,000

FIRE FUND- FINANCED	FY24	FY25	FY26	FY27	FY28	FY29
3 Radio Tower Replacement	\$ 200,000					
4 Apparatus Replacement	\$ 700,000		\$ 1,400,000		\$ 750,000	
TOTAL	\$ 900,000	\$ -	\$ 1,400,000	\$ -	\$ 750,000	\$ -

PROJECT DESCRIPTIONS

NOTE: this plan reflects the existing capital improvement plan prior to the ratification of the merger with the 8th Utilities District. Additional capital needs resulting from the merger have yet to be fully determined and will be fully assessed and brought before the Board of Directors in the coming months. The recommended Fire operating budget assumes reserves will be used to cover near-term capital needs and existing debt & financing obligations in order to minimize tax impact of the merger.

1. Fire Department Roof Replacements

DESCRIPTION: This project provides funding to replace the roofs at all five fire stations

JUSTIFICATION: Planned replacement of roofs at all five fire stations, in accordance with a facility needs engineering assessment done in 2016.

IMPACT ON OPERATION: Avoid expected repair costs for failing roofs.



2. Replacement of Staff Vehicles

DESCRIPTION: Annual replacement program to maintain fleet of 12 operations vehicles

JUSTIFICATION: Fire Department staff and operational functions require a fleet of 12 vehicles (non-fire apparatus). The fleet age presently ranges from 2- 14 years old. An annual replacement program ensures that vehicles are replaced when appropriate and capital funds can be planned. The requested amount includes the costs for the vehicle, radio equipment, emergency lighting system and a pick-up bed cap and accessories.

IMPACT ON OPERATION: Reduced maintenance costs associated with an aging fleet of vehicles; improved safety for personnel.

CAPITAL IMPROVEMENT PLAN- MANCHESTER FIRE DEPARTMENT



3. Emergency Communications Tower

DESCRIPTION: This project provides funding for the replacement and relocation of an aged and deteriorating communications tower built on the roof of Fire Headquarters.

JUSTIFICATION: The current tower's deteriorating condition necessitates replacement. Its integral nature as a component of the Station 2 roof creates significant roof maintenance challenges. Any significant work done on the current tower would require an upgrade to today's codes which would be cost prohibitive. The unknown load bearing capacity of the Station 2 roof structure (due to a lack of original engineering specifications) would likely require significant reinforcement prior to repair/replacement of the roof top structure. This project most likely will consist of installation of a new communications tower attached to the exterior wall of the station with a ground-level base.

IMPACT ON

OPERATION: Emergency services operations in Manchester rely on effective, dependable radio reception in all areas of town for safe and efficient service. Topography/reception issues on lower Main St. and to the Southwest require an elevated tower in the Center.

NOTE: This project requires extensive research and engineering. The new communications tower



might provide benefit to MPD, DPW, BOE and other public and private agencies. There is potential for some funding coming from a commercial enterprise leasing space on the tower. The dollar amount provided is a ballpark figure.

4. Apparatus Replacement Program

JUSTIFICATION: Maintaining a safe-operating, road worthy fleet of modern fire apparatus is critical to the department's delivery of emergency services. Historical trends, supported by national standards, indicate that engines have a frontline duty lifespan of 8 years which can be followed by 5 years of reserve duty. An apparatus replacement plan has been created to meet these lifetime estimates so that the purchase of new apparatus is planned well in advance.

IMPACT ON OPERATION: New apparatus maintenance and repairs are covered under warranties. Repair costs increase dramatically as warranties expire and aging apparatus requires more frequent repair. Purchasing apparatus according to the plan minimizes fleet repair costs.



CAPITAL IMPROVEMENT PLAN- WATER FUND

SUMMARY

WATER FUND- CASH FUNDED	FY24	FY25	FY26	FY27	FY28	FY29
1 Treatment Communication Replacement	\$ 100,000	\$ 250,000				
2 Tank Painting - WR 388	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
3 Water Pump Replacement/Well Redevelopment - WR 392	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
4 Butterfly Valves Replacement	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
5 Syphon Replacement	\$ 40,000	\$ 40,000	\$ 40,000			
6 Well 2A Site Remediation	\$ 90,000			\$ 90,000		
7 Vehicle Replacement - Source of Supply - WR 329	\$ 75,000					
8 Vehicle Replacement - Transmission and Distribution - WR 329	\$ 77,000	\$ 70,000	\$ 60,000			
9 Vehicle Replacement - Meters - WR 329	\$ 55,000					
10 Heavy Equipment Replacement - T&D - WR 386	\$ 95,000	\$ 100,000				
11 Filter Media Replacement - WR 413		\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
12 SOS Equipment Replacement		\$ 144,780	\$ 70,000			
13 Abandon Building Demolition - WR 406		\$ 50,000	\$ 100,000	\$ 50,000		
14 Dump Truck - Transmission and Distribution - WR 329		\$ 255,000	\$ 245,000			
15 Exhaust Fan Replacement GHWTP		\$ 25,000				
16 Globe Hollow Gate House Removal		\$ 275,000				
17 Reservoir Vegetative Control - WR 414		\$ 100,000				
18 Paving Charter Oak		\$ 325,000				
19 Oversized Pipe - WR 326			\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
20 Bulk Chemical Tank Cleaning			\$ 15,000		\$ 15,000	
21 Water Audit - WR 411			\$ 50,000			
22 Vehicle Replacement - Water Treatment - WR 329				\$ 50,000	\$ 50,000	\$ 50,000
23 Land Acquisition - Watershed				\$ 250,000		
TOTAL	\$ 932,000	\$ 2,079,780	\$ 1,040,000	\$ 900,000	\$ 525,000	\$ 510,000

WATER FUND- DEBT FUNDED	FY24	FY25	FY26	FY27	FY28	FY29
1 Infrastructure Improvements- WQIP	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
2 Infrastructure Improvements- DPW Coordination	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
3 Organic Compound Reduction at Wells 5, 6, 7, 8, 10 and 11 - WR 408	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000			
4 LCRR Compliance	\$ 400,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	
5 Highland Street Pump Station Renovation	\$ 75,000	\$ 600,000				
6 Water Meter and Reading System Redevelopment - WR 329	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	
7 Well 6 Building Replacement		\$ 200,000				
8 Well 8 Replacement		\$ 150,000	\$ 200,000			
9 Dam Repairs/Modifications			\$ 300,000	\$ 300,000	\$ 300,000	
10 Low Zone Booster Pump Station			\$ 100,000	\$ 100,000	\$ 800,000	
11 Charter Oak Improvements - WC 527			\$ 200,000	\$ 2,000,000		
12 New Bolton Road Well Reactivation				\$ 50,000	\$ 75,000	\$ 2,000,000
13 Globe Hollow Clearwell Overflow Piping					\$ 35,000	\$ 350,000
TOTAL	\$ 7,675,000	\$ 10,150,000	\$ 10,000,000	\$ 6,650,000	\$ 5,410,000	\$ 3,550,000

PROJECT DESCRIPTIONS

CASH FUNDED PROJECTS

1. Treatment Communication Replacement

PROJECT DESCRIPTION: Replace Treatment Plant and remote site total communications equipment and PLC (programmable logic controllers).

JUSTIFICATION: First, funds will be used to engineer and design the replacement of an older form of communication (phone lines) and all non-repairable PLCs.



CAPITAL IMPROVEMENT PLAN- WATER FUND

Then funds will be used to support the replacement of PLCs and communications equipment at the Treatment Plant and all remote sites.

2. Tank Painting

PROJECT DESCRIPTION: Paint and inspect the distribution storage tanks.

JUSTIFICATION: This appropriation reflects an annual uniform contribution to the tank inspection and painting program. It is based on a 15-year painting cycle and a 5-year inspection cycle. There are a total of ten (10) storage tanks in the distribution system. The repainting program addresses State Dept. of Public Health requirements.

IMPACT ON OPERATIONS: The repainting program minimizes repair costs.



3. Water Pump Replacement/Well Redevelopment

PROJECT DESCRIPTION: Annual Pump Replacement(s) and Well Redevelopment.

JUSTIFICATION: Annual pump replacements and well redevelopments are required as they lose their efficiency over time. These are necessary projects to ensure the utility can provide enough water to satisfy system demands.

IMPACT ON OPERATIONS: Reduced power consumption through efficiency gains.

4. Butterfly Valves Replacement

PROJECT DESCRIPTION: Replace broken butterfly valves.

JUSTIFICATION: Replace broken butterfly valves throughout the water distribution system which were installed forty (40) years ago.

IMPACT ON OPERATIONS: Reduce operating cost, overtime needs, and service interruptions.

5. Syphon Replacement

PROJECT DESCRIPTION: Replace syphon piping.

JUSTIFICATION: The syphon piping is original to the Treatment Plant, which was built in 1985. The aluminum piping is failing and requires replacement.

IMPACT ON OPERATIONS: No anticipated impact.

6. Well 2A Site Remediation

PROJECT DESCRIPTION: Licensed Environmental Professional (LEP) Services for Charter Oak Well #2A

JUSTIFICATION: Funds for a 3-year LEP Services contract for bio-remediation monitoring, data collection and process control recommendations for the area around Charter Oak Well #2A.

IMPACT ON OPERATIONS: No anticipated impact.

7. Vehicle Replacement – Source of Supply

PROJECT DESCRIPTION: Provides funding for the replacement of Source of Supply vehicles.

JUSTIFICATION: Replace vehicle #325, a 2012 pickup with plow. The age, condition, mileage, and history of mechanical failures of this vehicle warrants its replacement.

IMPACT ON OPERATIONS: Reduction of on-going maintenance, related expenses, and repairs.

8. Vehicle Replacement – Transmission & Distribution

PROJECT DESCRIPTION: Provides funding for the replacement of Transmission and Distribution vehicles.

JUSTIFICATION: Replace vehicle #309 a 2012 Dually 4x4 utility body with plow. Replace shoring trailer #2706, a 2006 LA utility trailer. In Year 2, replace vehicle #331, a 2012 Dually utility body with plow. In Year 3, replace vehicle #301, a 2012 pickup with plow. The ages, conditions, mileages, and history of mechanical failures of these vehicles warrant their replacement.

IMPACT ON OPERATIONS: Reduction of on-going maintenance, expenses, and repairs.

9. Vehicle Replacement – Meters

PROJECT DESCRIPTION: Provides funding for the replacement of Meter vehicles.

JUSTIFICATION: replace Vehicle #366, a 2010 utility truck. Vehicle used for meter installation and water meter related work. The age, condition, mileage and history of mechanical failure of this vehicle warrant its replacement.

IMPACT ON OPERATIONS: Reduction of on-going maintenance, expenses, and repairs.

CAPITAL IMPROVEMENT PLAN- WATER FUND

10. Heavy Equipment Replacement – Transmission & Distribution

PROJECT DESCRIPTION: Replace heavy equipment.

JUSTIFICATION: Replace vehicle #2702, a valve maintenance trailer. In Year 2, replace vehicle #315, a 1989 pavement cutting saw.

The age, condition, and maintenance history of this piece of equipment warrants its replacement.

IMPACT ON OPERATIONS: Reduction of on-going maintenance, expenses, and repairs

11. Filter Media Replacement

PROJECT DESCRIPTION: Replace the filter media at the Globe Hollow Water Treatment Plant (GHWTP).

JUSTIFICATION: This appropriation reflects an annual uniform contribution to replace the filter media. The filter media at the GHWTP has an effective life of 5 to 7 years. The present-day cost to replace the media is \$ 270,000. In FY23 there will be a complete rehabilitation of filter #2, including media filters.

IMPACT ON OPERATIONS: No anticipated impact.

12. Source of Supply Equipment Replacement

PROJECT DESCRIPTION: Replace equipment.

JUSTIFICATION: Replace vehicle #312, a 2011 articulating tractor used to mow Water Department properties. In Year 2, replace vehicle #2046, 2000 woodchipper.

IMPACT ON OPERATIONS: Reduction of on-going maintenance, expenses, and repairs.

13. Abandoned Building Demolition

PROJECT DESCRIPTION: Demolish abandoned buildings to reduce liability.

JUSTIFICATION: Demolish the abandoned building at Line Street. In Year 2, demolish the abandoned building at Cooper Street.

IMPACT ON OPERATIONS: Reduced liability.

14. Dump Truck – Transmission & Distribution

PROJECT DESCRIPTION: Replace T&D dump trucks.

JUSTIFICATION: In Year 2, replace vehicle #344, a 2005 tri-axle dump truck. In Year 3, replace vehicle #306, a 2010 6-wheel dump truck with sander and plow. Cost to be split with sewer due to its shared use across both departments. The age, condition, mileage, and history of mechanical failures of these vehicles warrant their replacement.

IMPACT ON OPERATIONS: Reduction of on-going maintenance, expenses, and repairs.



15. Exhaust Fan Replacement

PROJECT DESCRIPTION: Replace the exhaust fans at the GHWTP.

JUSTIFICATION: The exhaust fans at the GHWTP are original from 1985. They have become no longer serviceable and are failing.

IMPACT ON OPERATIONS: No anticipated impact.

16. Globe Hollow Gate House Removal

PROJECT DESCRIPTION: Globe Hollow Gate House Removal

JUSTIFICATION: Remove existing concrete gate house, replace valves appurtenances, and install new concrete flat top structure.

IMPACT ON OPERATIONS: This project will provide equipment access to the top of the dam to improve required maintenance procedures.

17. Reservoir Vegetative Control

PROJECT DESCRIPTION: Conduct a vegetative study.

JUSTIFICATION: Milfoil is a highly invasive aquatic plant which is growing rapidly in the Globe Hollow, Howard, Porter, and Buckingham Reservoirs. The growth may hamper the ability to effectively treat the water from the reservoirs. The Department of Energy & Environmental Protection recommends that all species be identified and quantified before a control plan is submitted for review and approval. In 2011 an invasive plant survey and control plan was completed. The study recommended we should be in a monitoring mode. Prepare a survey to track the movement and to prepare possible strategies to combat the vegetative issues (previously funded). Funding requested to implement control strategies.

IMPACT ON OPERATIONS: May reduce amount of chemicals required for water treatment.

CAPITAL IMPROVEMENT PLAN- WATER FUND

18. Paving Charter Oak Garage Parking Lot

PROJECT DESCRIPTION: Pave Charter Oak garage parking lot.

JUSTIFICATION: The existing pavement is severely cracked with many potholes throughout the entire area. Remove and replace existing pavement.

IMPACT ON OPERATIONS: Reduction of maintenance, expenses, and repairs.

19. Oversized Pipe

PROJECT DESCRIPTION: Reimbursement for the installation of oversized water pipe.

JUSTIFICATION: This fund reimburses the cost for oversized/extra depth water mains installed by developers. All reimbursements are subject to developer filing an affidavit showing the costs incurred. The Engineering Department reviews all the development plans for consistency with the water master plan. If a new development will bring water into an area, the Department determines the ultimate size that will be required in the future. If the size or depth is greater than that needed for the development, the Department requires the developer to install the larger size and/or extra depth.

IMPACT ON OPERATIONS: This project has the potential increase revenue through development activity.

20. Bulk Chemical Tank Cleaning

PROJECT DESCRIPTION: Cleaning of chemical storage tanks of crystalline material from the coagulant.

JUSTIFICATION: Every three (3) years the Poly Aluminum Chloride chemical coagulant bulk storage tanks need to be vacuumed out and material discarded as hazardous waste.

IMPACT ON OPERATIONS: No anticipated impact.

21. Water Audit

PROJECT DESCRIPTION: Comprehensive study to find unaccounted for water.

JUSTIFICATION: Perform a leak study to investigate possible lost water in the distribution system.

IMPACT ON OPERATIONS: Decrease the amount of non-revenue water.

22. Vehicle Replacement – Water Treatment

PROJECT DESCRIPTION: Out-year vehicle replacement in the Water Treatment Division.

JUSTIFICATION: Replace vehicle #324 (2015), 322 (2016), and 321 (2018), all 4WD pickups.

IMPACT ON OPERATIONS: Reduction of on-going maintenance, expenses, and repairs.



23. Land Acquisition- Watershed

PROJECT DESCRIPTION: Purchase land for watershed protection.

JUSTIFICATION: Purchase land located in watershed areas to avoid pollution associated with development. The purchase will also provide more passive recreational opportunities. State grants may be available for a portion of the purchase price.

IMPACT ON OPERATIONS: May prevent future added expenses associated with treating the water supplies.

DEBT FUNDED PROJECTS

1. Infrastructure Improvement – Water Quality Improvement Program

PROJECT DESCRIPTION: Water Main Replacement/ Rehabilitation.

JUSTIFICATION: This is the long-term plan for implementation of the 2007 Water Distribution System Evaluation (WDSE). The WDSE identified projects for the replacement and/or rehabilitation of undersized and/or deteriorated mains at a total cost of \$30.6 million at that time. Most of this work is targeted at mains 4-inches or smaller, mains that are unlined, older than 60 years old, near the end of their useful life and that require upgrading, for hydraulic purposes. Areas covered by this project will be selected in accordance with the prioritization plan set forth in the WDSE.

IMPACT ON OPERATIONS: The water quality improvement program minimizes repair and pumping costs. Undersized and unlined mains result in increased water quality problems, increased pumping costs, the

CAPITAL IMPROVEMENT PLAN- WATER FUND

restriction of flow capacity and the limitation of fire protection capabilities.

2. Infrastructure Improvement – Public Work Coordination Program

PROJECT DESCRIPTION: Water main replacement/rehabilitation for Public Works projects.
JUSTIFICATION: This is a long-term plan to coordinate water main replacement with Public Works projects. In the past funds for this project were taken from the Water Quality Improvement Program (WQIP) to coordinate efforts. This leaves the Department rehabilitating mains and services not necessarily a priority set by the WQIP. Funding this will allow the Department to work with Public Works projects and do the work the Department has on its priority list.

IMPACT ON OPERATIONS: The water quality improvement program minimizes repair and pumping costs. Undersized and unlined mains result in increased water quality problems, increased pumping costs, the restriction of flow capacity and the limitation of fire protection capabilities.

3. Organic Compound Reduction at Wells #5, 6, 7, 8, 10, and 11

PROJECT DESCRIPTION: To investigate best available technology (BAT) and complete design and construction of treatment systems.
JUSTIFICATION: The Water Department is in the process of investing organic and inorganic compound in Wells #5, #6, #7, #8, #10 and #11 in accordance with current proposed regulation. Based on this investigation, BAT for treatment of these chemicals will be established. This project provides the funding necessary to design the treatment facilities and build them.
IMPACT ON OPERATIONS: No anticipated impact.

4. Lead and Copper Rule Revision (LCRR) Compliance

PROJECT DESCRIPTION: Complete materials inventory and conduct replacements of existing lead service lines and galvanized lines.
JUSTIFICATION: To achieve a system with non-lead status and complete the Department's material inventory in compliance with the Revised Lead and Copper Rule.
IMPACT ON OPERATIONS: The faster this project approaches completion, the lower the ongoing costs will be. The number of unknowns, lead lines, and galvanized is directly proportional to the amount of funding needed for mass mailing, sampling, pitchers, and coordination and documentation of said distributions.

5. Highland Street Pump Station Renovation

PROJECT DESCRIPTION: Total renovation of pump station, pumps, piping, and controls.
JUSTIFICATION: To design and create drawings and prepare bid documents. Out-year funding is to construct the new pump station once designed. The existing pump station was built in the 1980s, and all past upgrades have been patches to mechanical and piping issues.
IMPACT ON OPERATIONS: Electrical and operating costs will decrease.

6. Water Meter and Reading System Redevelopment

PROJECT DESCRIPTION: Water Meter Replacement
JUSTIFICATION: This project will result in the replacement of 16,000 water meters, associated meter reading equipment, and software systems with updated technology. Replacing the older, less accurate system will increase revenue and provide better customer service tools for the residents. New technology now available will allow customers better access to their water usage, increase conservation efforts, and decrease billing complaints due to the legacy system. The last meter replacement project was completed in 2003 and had a project cost of \$4 million. Current estimates are \$5 million for equipment and \$5 million for installation, half of which will be covered in the sewer fund.
IMPACT ON OPERATIONS: Avoidance of revenue loss due to meters slowing down and/or stopping over time and loss of productivity due to system failures, and the mitigation of the existing labor-intensive meter reading system.

7. Well #6 Building Replacement

PROJECT DESCRIPTION: Replace Well #6 at the New State Road Wellfield.
JUSTIFICATION: Well #6 has been in service since the early 1960s. The amount of water that can be obtained from the well has greatly diminished. It no longer can be effectively cleaned. In FY20 \$165,000 was appropriated to acquire permits and design and install a new well. In FY25, \$200,000 will be used to complete the project by installing a new pump, motor, motor control center, and piping.
IMPACT ON OPERATIONS:

CAPITAL IMPROVEMENT PLAN- WATER FUND

8. Well #8 Replacement

PROJECT DESCRIPTION: Abandon Well #8 and replace it with a new well and pump.

JUSTIFICATION: In FY25 \$150,000 will be used to acquire necessary permits and design and install the new well.

Out-year funding will be used to install a new pump, motor, motor controls, and piping.

IMPACT ON OPERATIONS: No anticipated impact.



9. Dam Repairs/Modifications

PROJECT DESCRIPTION: Repair Dams to ensure integrity.

JUSTIFICATION: Make repairs to dams as recommended based upon periodic inspections. Also make modifications to structures to comply with future stream flow release regulations.

IMPACT ON OPERATIONS: No impact anticipated.

10. Low Zone Booster Pump Station

PROJECT DESCRIPTION: Construct a Low Zone Booster Pump Station.

JUSTIFICATION: At times, the Town's surface water sources have experienced drought conditions. During these conditions it may be possible to pump well water from the low zone to the middle zone to reduce the demand from the reservoirs. The request funds a study to site and size a booster pump station from the low zone to the middle zone, to purchase land and design a booster station, and finally to construct a booster station. This project will allow the Department to purchase water from other utilities in times of drought conditions.

IMPACT ON OPERATIONS: By installing this facility, we will not incur the potential costs of portable pump rental

and overtime cost to run such a pump. This will reduce the number of instances when the Department must ask for voluntary conservation or mandatory restrictions which result in a reduction of revenue.

11. Charter Oak Improvements

PROJECT DESCRIPTION: Charter Oak Wellfield repairs and improvements.

JUSTIFICATION: Initial funding is to provide engineering services to design a treatment facility consolidating the treatment of Wells #2A, #3 and #4 at one location. The major funding request is to construct a treatment facility.

IMPACT ON OPERATIONS: A new facility will increase operating costs, however it will also provide a higher quality, more reliable source of water to the community and ensure compliance with drinking water standards.

12. New Bolton Road Well Reactivation

PROJECT DESCRIPTION: Reactivate the new Bolton Road wellfield to increase safe yield of the system.

JUSTIFICATION: This project was identified in the Individual Water Supply Plan and may increase the safe yield to the High Zone system by 430,000 gallons per day. First year funding is to retain a consultant to study the New Bolton Road aquifer to confirm the safe yield possibilities. In the second year, retain a consultant to obtain a diversion permit and design a facility. The larger funding request is to then perform the construction work necessary to activate and incorporate this well into the system.

IMPACT ON OPERATIONS: There will be an increase in cost for the maintenance and operation of this new facility. The reactivation of this well field may reduce expenses as the likelihood of purchasing water through interconnections with neighboring utilities would decrease.

13. Globe Hollow Clearwell Overflow Piping

PROJECT DESCRIPTION: Install clearwell overflow at the Globe Hollow Water Treatment Plant.

JUSTIFICATION: Initial funding is to design a clearwell overflow piping per the Department of Public Health's recommendation. Subsequent funding is to construct the clearwell overflow piping.

IMPACT ON OPERATIONS: No impact anticipated.

CAPITAL IMPROVEMENT PLAN- SEWER FUND

SUMMARY

SEWER FUND- CASH FUNDED	FY24	FY25	FY26	FY27	FY28	FY29
1 Aeration Blower Service Plan	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
2 Odor Control Media Replacement (Carbon and Shell)	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
3 Sludge Processing Replacement Parts/Lobes	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
4 Wash Press Auger Replacement	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
5 Dewatering Manholes	\$ 60,000	\$ 60,000	\$ 60,000			
6 Sodium Hypochlorite Storage Tanks - HRWPCF	\$ 12,000					
7 Aeration Tank 3 and 4 Profibus Cable Conduit - HRWPCF	\$ 40,000					
8 UV Disinfection System Replacement Parts - HRWPCF	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
9 Solids Handling Filtrate Wetwell Backup Pump - HRWPCF	\$ 23,000					
10 Grit Channel Rebuilds NMI	\$ 60,000	\$ 60,000				
11 Washpress Tub Replacement NMI	\$ 23,000					
12 Rebuild Bar Screens	\$ 35,000	\$ 35,000	\$ 35,000			
13 Aeration Tank Fall Protection - HRWPCF	\$ 30,000	\$ 30,000	\$ 45,000			
14 Rebuild Return Sludge and Influent Sewage Pumps	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000
15 Pump Station - Spare Pumps	\$ 30,000	\$ 30,000	\$ 25,000			
16 Facility Circuit Breaker Testing - HRWPCF	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000		
17 Vehicles Replacement - Wastewater Treatment	\$ 70,000					
18 SLM Equipment Replacement		\$ 120,000				
19 Oversized Pipe - SR 391		\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
20 Love Lane Pumping Station Standby Generator		\$ 80,000				
21 Dewatering Centrifuge Bowl Rebuild/Swap		\$ 300,000				
TOTAL	\$ 645,000	\$ 997,000	\$ 447,000	\$ 282,000	\$ 232,000	\$ 232,000
SEWER FUND- DEBT FUNDED	FY24	FY25	FY26	FY27	FY28	FY29
1 Infrastructure Improvements- SSIP	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
2 Infrastructure Improvements- DPW Coordination	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
3 Water Meter and Reading System Redevelopment	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	
TOTAL	\$ 2,200,000	\$ 1,200,000				

PROJECT DESCRIPTIONS

CASH FUNDED PROJECTS

1. Aeration Blower Service Plan

PROJECT DESCRIPTION: Preventative maintenance plans for four (4) HSI turbo blowers.

JUSTIFICATION: The service plan covers two (2) site visits per year by factory technicians for a 5-year period. Each unit will be factory overhauled as determined by previous yearly inspection. \$55,000 is funded for inspections, \$20,000 is funded for repair/overhaul parts for the four (4) units.

IMPACT ON OPERATIONS: The service plans allow for greatly reduced potential downtime. Allows opportunity to efficiently budget for repairs.

2. Odor Control Media Replacement

PROJECT DESCRIPTION: Replace odor control media with new media to prevent noxious sewerage/sludge odors.

JUSTIFICATION: Odor control for the dewatering building at the HRWPCF relies on activated carbon and seashells to remove the noxious sludge odors. The shells and activated carbon in odor control systems need to be periodically replaced. The money will provide a change-out of the shells and activated carbon in the first year and creates a fund for future change outs.

IMPACT ON OPERATIONS:

3. Sludge Processing Pumps Replacement Parts/Lobes

PROJECT DESCRIPTION: Replace/swap worn parts on sludge processing pumps.

JUSTIFICATION: The Hockanum River Water Pollution Control Facility has ten (10) sludge processing pumps, which are located throughout the plant and are essential to moving sludge and sandy debris. The lobes and wear parts need to be replaced periodically. The fund will provide ongoing maintenance parts for these pumps.

CAPITAL IMPROVEMENT PLAN- SEWER FUND

IMPACT ON OPERATIONS: No anticipated impact.

4. Wash Press Auger Replacement

PROJECT DESCRIPTION: Purchase replacement wash press auger(s).

JUSTIFICATION: The HRWPCF requires the two (2) wash presses to be functioning to meet the state requirements. Augers are used for the washing of inorganic material (rags and debris) in the waste stream. The augers and should be replaced every other year due to wear and stress to avoid the destruction of equipment. The brushes should be replaced every 6 months. The augers need to be replaced periodically to prevent the failure of the wash presses. The augers will be replaced every other year.

IMPACT ON OPERATIONS: No anticipated impact.

5. De-Watering Manholes

PROJECT DESCRIPTION: Waterproofing manholes to protect electrical equipment.

JUSTIFICATION: Flooded manholes prevent access by operators, present safety concerns, and are causing damage to internal building components. This project consists of waterproofing five (5) manholes per year based on need. The manholes will be pumped and sealed to prevent water infiltration (\$60,000 per year).

IMPACT ON OPERATIONS: No anticipated impact.

6. Sodium Hypochlorite Storage Tanks

PROJECT DESCRIPTION: Storage/containment for Sodium Hypochlorite chemical.

JUSTIFICATION: Sodium Hypochlorite is used for filamentous control at the Hockanum River Water Pollution Control Facility. New tanks are needed to replace the old tank that was removed from the Chlorination building. Chlorine should be dispensed and stored within the chlorination building, unlike at the temporary set-up which is located outside.

IMPACT ON OPERATIONS: Sodium Hypochlorite can be purchased at a bulk rate.

7. Aeration Tank 3 and 4 Profibus Cable Conduit

PROJECT DESCRIPTION: Install new profibus cable.

JUSTIFICATION: The current conduits are not watertight and freeze in cold weather, damaging the communication cable, and preventing communication with the 3rd and 4th aeration tank trains at the Hockanum River Water Pollution Control Facility.

IMPACT ON OPERATIONS: No anticipated impact.

8. UV Disinfection System Replacement Parts

PROJECT DESCRIPTION: Replace bulbs, sleeves, and parts that have surpassed runtime hours for effective disinfection.

JUSTIFICATION: The replacement schedule supported by these funds is necessary to meet the State E-Coli requirements. Parts must be replaced once they reach their allotted hours so the Department can remain within the State's E-Coli limits.

IMPACT ON OPERATIONS: No anticipated impact.

9. Solids Handling Filtrate Wet-Well Backup Pump

PROJECT DESCRIPTION: Solids handling filtrate wet-well submersible pump.

JUSTIFICATION: These specialized pumps are important to the dewatering process and pump the centrifuge centrate and thickener filtrate process water from the solids handling building. Two pumps are always used for this process. A spare pump is vital to eliminate disruption to this very important process.

IMPACT ON OPERATIONS: Eliminates downtime and costly emergency repairs.

10. Grit Channel Rebuilds – North Manchester Interceptor (NMI)

PROJECT DESCRIPTION: Grit chamber replacement of worn/broken parts and pump on the grit channels.

JUSTIFICATION: This equipment is used for removing grit from the North Manchester Interceptor influent. The removal of grit protects other pumps and equipment after this process. One channel will be repaired and rebuilt with each funded year.

IMPACT ON OPERATIONS: Eliminates costly premature wear and damage to equipment.

11. Washpress Tub Replacement NMI

PROJECT DESCRIPTION: Washpress tub replacement—washes and cleans rags and inorganics in the waste stream for proper disposal or removal.

JUSTIFICATION: This specialized equipment is used for the washing of inorganic material in the waste stream such as rags and other debris. The current washtub has a hole worn into the screen, and a new one is essential to maintain this pretreatment process.

IMPACT ON OPERATIONS: Eliminates downtime and costly emergency costs.

CAPITAL IMPROVEMENT PLAN- SEWER FUND

12. Rebuild Bar Screens

PROJECT DESCRIPTION: Rebuild three (3) bar screens due to 24/7 operational wear and tear.

JUSTIFICATION: Repair or rebuild three (3) bar screens at the North Manchester Interceptor and the Hop Brook Interceptor. These bar screens are the first piece of equipment in the plant and are subject to much wear and tear. Bar screens run 24/7 and need to be rebuilt to replace worn parts. One bar screen will be replaced each funded year.

IMPACT ON OPERATIONS: Will eliminate costly equipment downtime and emergency overtime, especially at the Hop Brook Interceptor, since there is only one screen at that location.

13. Aeration Tank Fall Protection

PROJECT DESCRIPTION: Purchase fall protection davit systems and bases.

JUSTIFICATION: The davit systems and bases will be installed throughout the facility, to be used for maintenance and repairs on tanks and other equipment. Two davit systems and multiple basis will be purchased during the first two years, and additional bases will be purchased in the third year of funding.

IMPACT ON OPERATIONS: No anticipated impact.

14. Rebuild Return Sludge and Influent Sewage Pumps

PROJECT DESCRIPTION: Rebuild and repair Flygt NSY and NSY/V style raw sewage influent and return activated sludge pumps.

JUSTIFICATION: Repair and rebuild worn parts and motors on eight (8) pumps. These pumps are used for both pumping raw sewage influent (all inbound plant flow) and for sludge that is recycled to the beginning of the aeration tanks for sludge reduction/treatment. These expensive pumps are critical to the treatment process and need to be rebuilt to remain in good working order.

IMPACT ON OPERATIONS: Maintain the efficiency and effectiveness of the pumps.

15. Pump Station – Spare Pumps

PROJECT DESCRIPTION: Spare pumps for pump stations (Love Lane, Birch Mountain, JCPenney).

JUSTIFICATION: Spare pumps are needed in case the pump stations' pumps fail. Currently there are no spare or backup pumps if a pump fails. Year 1: two (2) pumps for Love Lane and Birch Mountain pump stations. Year 2: two (2) pumps for Love Lane and Birch Mountain. Year 3: one (1) pump for JCPenney pump station.

IMPACT ON OPERATIONS: Elimination of unexpected 24/7 emergency manpower and monitoring costs.

16. Facility Circuit Breaker Testing

PROJECT DESCRIPTION: Test circuit breakers throughout the facility to eliminate interruptions in power on equipment.

JUSTIFICATION: Circuit breakers throughout the entire facility need to be tested to eliminate power interruptions or power loss which would severely impact the facility. All circuit breakers are past due for inspection. This testing will diagnose breakers with issues.

IMPACT ON OPERATIONS: Eliminates potential downtime and costly emergency costs.

17. Vehicle Replacement – Wastewater Treatment

PROJECT DESCRIPTION: Vehicle replacement.

JUSTIFICATION: Replace vehicle #401 with a new vehicle.

IMPACT ON OPERATIONS: Reduction of ongoing maintenance, expenses, and repairs.

18. SLM Equipment Replacement

PROJECT DESCRIPTION: Sewer line maintenance equipment replacement.

JUSTIFICATION: Replace Vehicle #409, a 2004 Aqua Trailer Jet.

IMPACT ON OPERATIONS: Reduction of ongoing maintenance, expenses, and repairs.



19. Oversized Pipe

PROJECT DESCRIPTION: Reimbursement for the installation of oversized sewer pipe.

CAPITAL IMPROVEMENT PLAN- SEWER FUND

JUSTIFICATION: This fund reimburses the cost for oversized/extra depth sewer mains installed by developers. All reimbursements are subject to developer filing an affidavit showing the costs incurred. The Engineering Department reviews all the development plans for consistency with the sewer master plan. If a new development will bring sewer into an area, the Department determines the ultimate size that will be required in the future. If the size or depth is greater than that needed for the development, the Department requires the developer to install the larger size and/or extra depth.

IMPACT ON OPERATIONS: This project has the potential increase revenue through development activity.

20. Love Lane Pumping Station Standby Generator

PROJECT DESCRIPTION: The purchase and installation of a standby generator at the Love Lane pump station.

JUSTIFICATION: This project will meet the State regulations requiring a backup for power outages at pump stations.

IMPACT ON OPERATIONS: Will require this generator to be added to the contract for servicing and routine maintenance. The new generator will also cut down on manpower/overtime costs during power outages.

21. Dewatering Centrifuge Bowl Rebuild/Swap

PROJECT DESCRIPTION: Replace worn centrifuge bowl.

JUSTIFICATION: The dewatering system at the HRWPCF requires the centrifuge bowls to be rebuilt/swapped after a certain amount of run time. The centrifuge hours are approaching this mark. If the bowls fail the entire centrifuge as may be damaged as opposed to replacing the worn bowl assembly. The plant has two centrifuges one will be rebuilt/swapped each year.

IMPACT ON OPERATIONS: No anticipated impact.

DEBT FUNDED PROJECTS

1. Infrastructure Improvement – Sanitary Sewer Improvement Program

PROJECT DESCRIPTION: Rehabilitate or replace deficient sewer mains.

JUSTIFICATION: This work is based on the prioritization plan set forth in the Sanitary Sewer Evaluation Study (SSES). The primary criteria for project selection will be those areas of high infiltration and inflow. Secondary areas where known problems exist or are in such a

deteriorated state the work must be done to maintain the integrity of the system and reduce potential liabilities to the Town.

IMPACT ON OPERATIONS: This project would reduce operating costs through operational efficiencies; reduce pumping costs and the elimination of treating unnecessary flows at the WWTP and potential backup problems.

2. Infrastructure Improvements – Public Works Coordination

PROJECT DESCRIPTION: Sewer main replacement/rehabilitation for public works.

JUSTIFICATION: This is a long-term plan to coordinate sewer main replacement with Public Works projects. In the past funds for this project were taken from the Sanitary Sewer Evaluation Study (SSES) in order to coordinate efforts. This leaves the Department rehabilitating sewer mains not necessarily a priority set by the SSES. Funding this will allow the Department to work with Public Works projects and do the work the Department has on its priority list.

IMPACT ON OPERATIONS:

3. Water Meter and Reading System Replacement

PROJECT DESCRIPTION: Water meter replacement.

JUSTIFICATION: The replacement of 16,000 water meters, meter reading equipment, and software systems with updated technology. New technology now available will allow customers better access to their water usage, increase conservation efforts, and decrease billing complaints due to the legacy system. The previous meter replacement project was completed in 2003 and had a project cost of \$4 million. Current estimates are \$5 million for equipment and \$5 million for installation, half of which will be funded in the water CIP.

IMPACT ON OPERATIONS: Replacing the older, less accurate system will increase revenue due to the older meters slowing down or stopping over time, avoid the loss of productivity due to system failures and a labor-intensive meter reading system.

CAPITAL IMPROVEMENT PLAN- INFORMATION SYSTEMS

SUMMARY

INFORMATION SYSTEMS	FY24	FY25	FY26	FY27	FY28	FY29
1 PC Replacement	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
2 Server Replacement	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
3 Switch Replacement	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
4 Network & Security Upgrades	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
5 Camera System Upgrades	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
6 Major Software Upgrades	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
TOTAL	\$ 235,000					

PROJECT DESCRIPTIONS

1. Personal Computer Replacement

PROJECT DESCRIPTION: Planned replacement of personal computers used throughout General Fund departments, except for the Police Department which funds its own p.c. replacement program. Planned replacements are based on p.c. age, applications and condition. The prioritization and schedule of replacements is determined by the Information Systems Department.

JUSTIFICATION: Standardized, planned replacement of personal computers implements several recommendations made in the Management Partners report. Centralization of the funding for replacement minimizes the need for individual departments to make periodic significant expenditures for replacement, and ensures consistency in replacement criteria and types of hardware acquired. The replacement plan assumes the replacement of between 55 and 60 personal computers per year, which will allow for replacement of General Fund computers approximately every four years, with the exception of the Police Department and the Board of Education which fund their own replacement plans.

IMPACT ON OPERATION: As recommended in the Management Partners report, the standardized, planned replacement of personal computers is expected to lower the total cost of ownership.

2. Server Replacement

PROJECT DESCRIPTION: Planned replacement of servers. Servers are shared resources that provide file storage space and run databases and applications for departments. Planned replacements are based on server age and capacity.

JUSTIFICATION: Standardized, planned replacement of servers implements several recommendations made in the Management Partners report. The replacement plan assumes the replacement of 2 to 3 servers per year, based on age and condition. Stand alone servers are incorporated into the virtual environment whenever possible.

IMPACT ON OPERATION: As recommended in the Management Partners report, the standardized, planned replacement of servers is expected to lower the total cost of ownership.

3. Switch Replacement

PROJECT DESCRIPTION: Planned replacement of switches.

JUSTIFICATION: Standardized, planned replacement of switches implements several recommendations made in the Management Partners report.

IMPACT ON OPERATION: As recommended in the Management Partners report, the standardized, planned replacement of switches is expected to lower the total cost of ownership.

4. Information System Network and Security Upgrades

PROJECT DESCRIPTION: Planned replacements or upgrades of software/hardware that provide network access, network management, email, and security (firewall, spam suppression, virus protection). Planned replacements or upgrades will be based upon need and upgrade requirements.

JUSTIFICATION: Upgrades to the network software, hardware and management tools are required to effectively manage the network resources. Network

CAPITAL IMPROVEMENT PLAN- INFORMATION SYSTEMS

security upgrades are required to ensure that the Town's data is secured from attacks and viruses. Network improvements include maintaining wireless connectivity and backup equipment.

IMPACT ON OPERATION: Regular upgrades to network software, hardware, management tools, and security minimize downtime and other drains on productivity and minimize the risk of major network problems.

5. Camera System Upgrades

PROJECT DESCRIPTION: Upgrades to camera systems throughout town

JUSTIFICATION: The Town currently operates a number of security cameras in Town buildings and in some outdoor spaces, which occasionally need to be replaced or upgraded, as well as installation of new cameras as deemed necessary.

IMPACT ON OPERATION: Any additional cameras will require periodic maintenance and replacement.

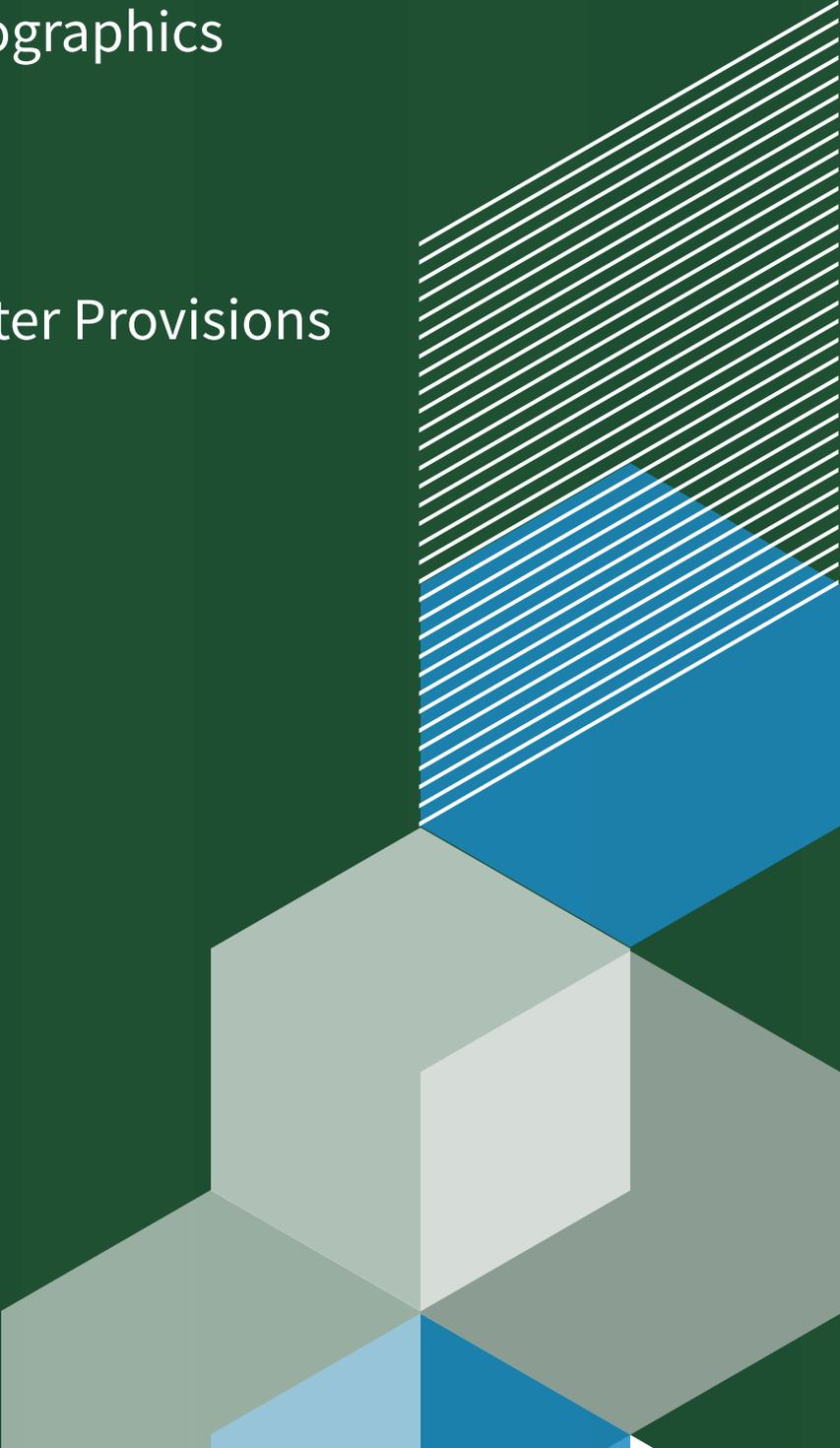
6. Major Software Upgrades

PROJECT DESCRIPTION: Annual contribution to funds set aside for major software upgrades, transitions to new platforms, or adoption of new tools for providing services and communicating with the public.

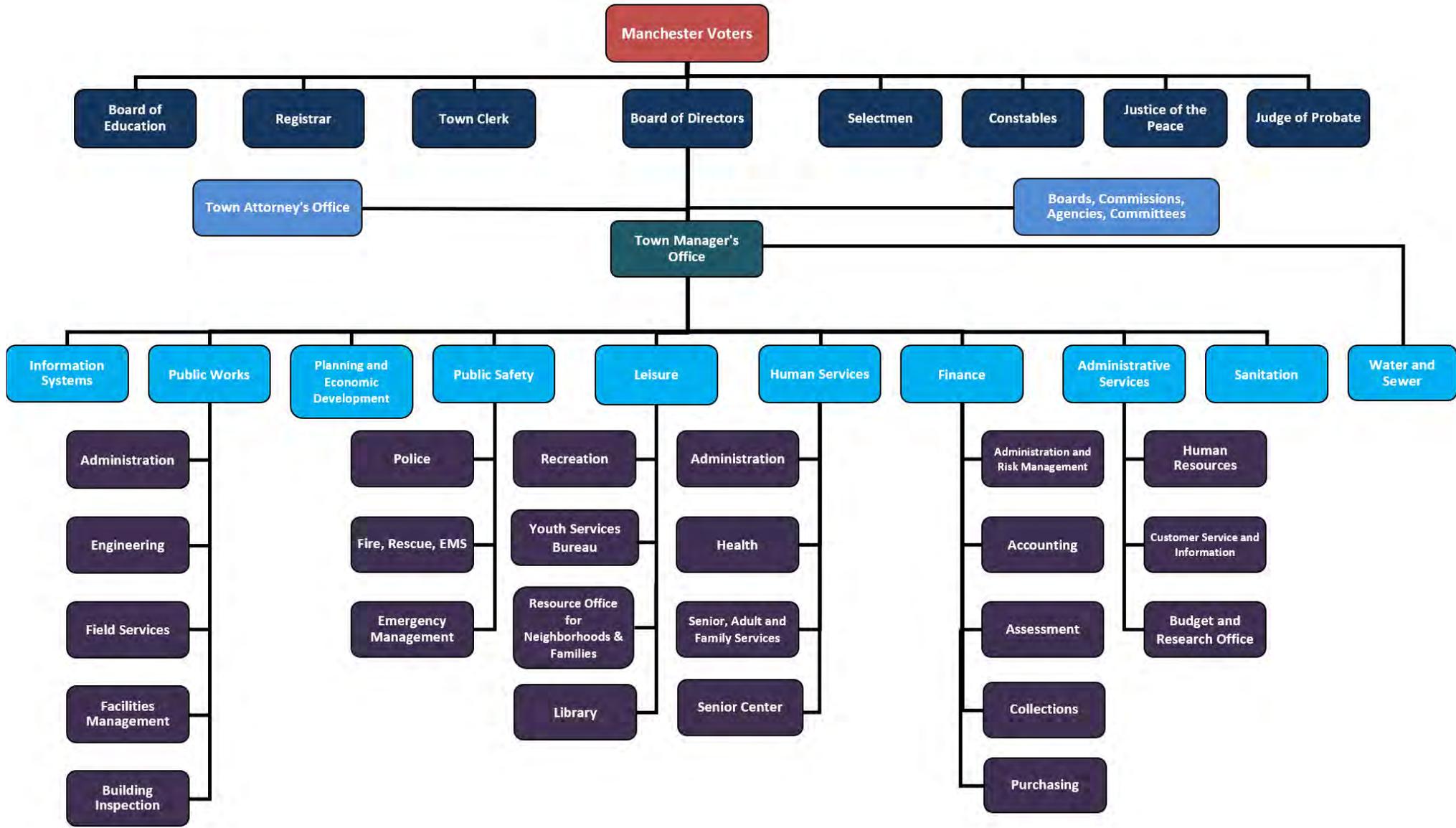
JUSTIFICATION: The Town utilizes a number of major systems and data services throughout the organization. These systems periodically require either updating or replacement & transitioning to a new system, as technology changes, as service needs change, and as IT service providers go in and out of business. These transitions are often costly and in some cases these needs arise with little notice and are critical to continuity of operations.

IMPACT ON OPERATION: Major systems typically have annual license & maintenance fees; replacing systems or adding new ones will have an annual cost to the IS fund and/or other operating departments.

Reference Tables & Appendices

- Organization Chart
 - Town Statistics & Demographics
 - Economic Information
 - Budget Policies & Charter Provisions
 - Glossary
- 

ORGANIZATION CHART



Manchester, Connecticut

57,805

General

ACS, 2015–2019

	Manchester	State
Land Area <i>mi²</i>	27	4,842
Population Density <i>people per mi²</i>	2,110	738
Number of Households	23,645	1,370,746
Median Age	35.7	41.0
Median Household Income	\$74,503	\$78,444
Poverty Rate	10%	10%

Economy

Top Industries

CT Department of Labor, 2019

	Employment	Employers	Av. Wages
1 Retail Trade	6,089	310	\$33,095
2 Health Care & Social Assistance	5,775	220	\$52,623
3 Accommodation & Food Services	3,299	170	\$20,407
4 Manufacturing	2,891	75	\$74,907
5 Local Government	2,111	19	\$62,511
All Industries	27,731	1,818	\$48,747

SOTS Business Registrations

Secretary of the State, June 2021

Total Active Businesses 4,802

New Business Registrations by Year

2001	250	2006	293	2011	239	2016	304
2002	261	2007	278	2012	265	2017	309
2003	278	2008	244	2013	224	2018	324
2004	306	2009	225	2014	212	2019	397
2005	339	2010	230	2015	255	2020	448

Key Employers

Data from municipalities, 2021

- Prospect ECHN
- Allied Printing
- Ahold Delhaize USA
- Manchester Community College
- Paradigm Precision

Schools

CT Department of Education, 2020-21

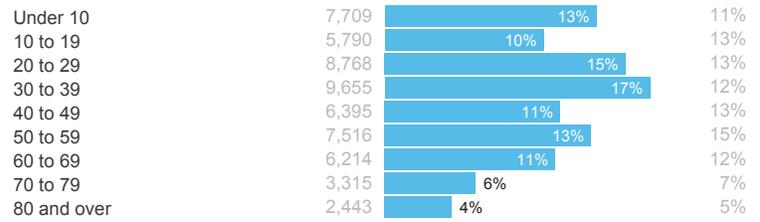
School Districts

	Available Grades	Total Enrollment	Pre-K Enrollment	4-Year Grad Rate (2018-19)
Manchester School District	PK-12	6,091	195	82%
Odyssey Community School District	1-8	328	0	
Statewide	-	513,079	15,300	88%

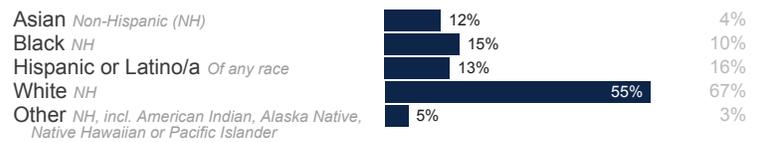
Demographics

ACS, 2015–2019

Age Distribution



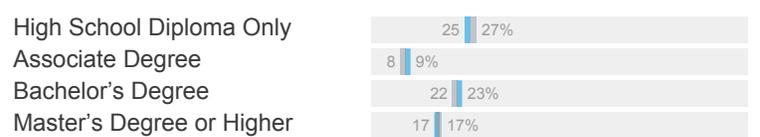
Race and Ethnicity



Language Spoken at Home



Educational Attainment

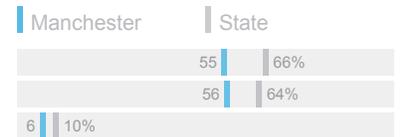


Housing

ACS, 2015–2019

	Manchester	State
Median Home Value	\$184,600	\$275,400
Median Rent	\$1,249	\$1,180
Housing Units	25,182	1,516,629

Owner-Occupied
Detached or Semi-Detached
Vacant



Smarter Balanced Assessments

Met or exceeded expectations, 2018/19

	Math	ELA
Manchester School District	29%	35%
Odyssey Community School District	46%	56%
Statewide	48%	56%

Manchester, Connecticut

57,805

Labor Force

CT Department of Labor, 2020

	Manchester	State
Employed	30,280	1,724,621
Unemployed	2,782	148,010

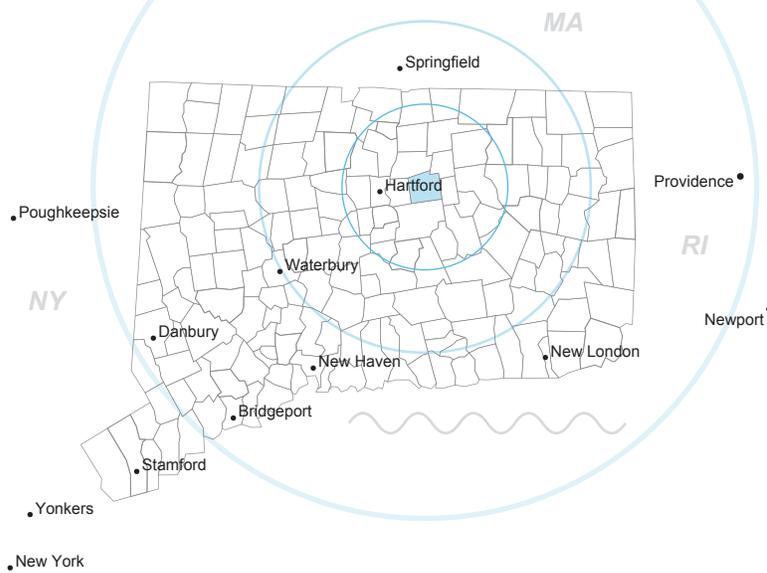
Unemployment Rate

Self-Employment Rate*

*ACS, 2015–2019



Catchment Areas of 15mi, 30mi, and 60mi



Access

ACS, 2015–2019

Mean Commute Time *Pre-Covid* 23 min 26 min

	Manchester	State
No Access to a Car	9%	9%
No Internet Access	10%	12%

Commute Mode

Mode	Manchester	State
Public Transport	2%	5%
Walking or Cycling	2%	3%
Driving	86%	93%
Working From Home <i>Pre-Covid</i>	3%	5%

Public Transit

CTtransit Service	Local, Express, CTfastrak
Other Public Bus Operations	-
Train Service	-

Fiscal Indicators

CT Office of Policy and Management, SFY 2017-18

Municipal Revenue

Total Revenue	\$205,469,000
Property Tax Revenue	\$141,097,000
<i>per capita</i>	\$2,557
<i>per capita, as % of state av.</i>	84%
Intergovernmental Revenue	\$58,678,000
Revenue to Expenditure Ratio	102%

Municipal Expenditure

Total Expenditure	\$202,357,000
Educational	\$137,030,000
Other	\$65,327,000

Grand List

Equalized Net Grand List	\$5,706,117,120
<i>per capita</i>	\$98,895
<i>per capita, as % of state av.</i>	64%
Comm./Indust. Share of Net Grand List	24%

Actual Mill Rate	34.85
Equalized Mill Rate	25.85

Municipal Debt

Moody's Rating	Aa1
Total Indebtness	\$110,640,000
<i>per capita</i>	\$1,918
<i>per capita, as % of state av.</i>	74%
<i>as percent of expenditures</i>	55%

Annual Debt Service	\$11,940,000
<i>as % of expenditures</i>	6%

Search AdvanceCT's **SiteFinder**, Connecticut's most comprehensive online database of available commercial properties. ctdata.org/sitefinder

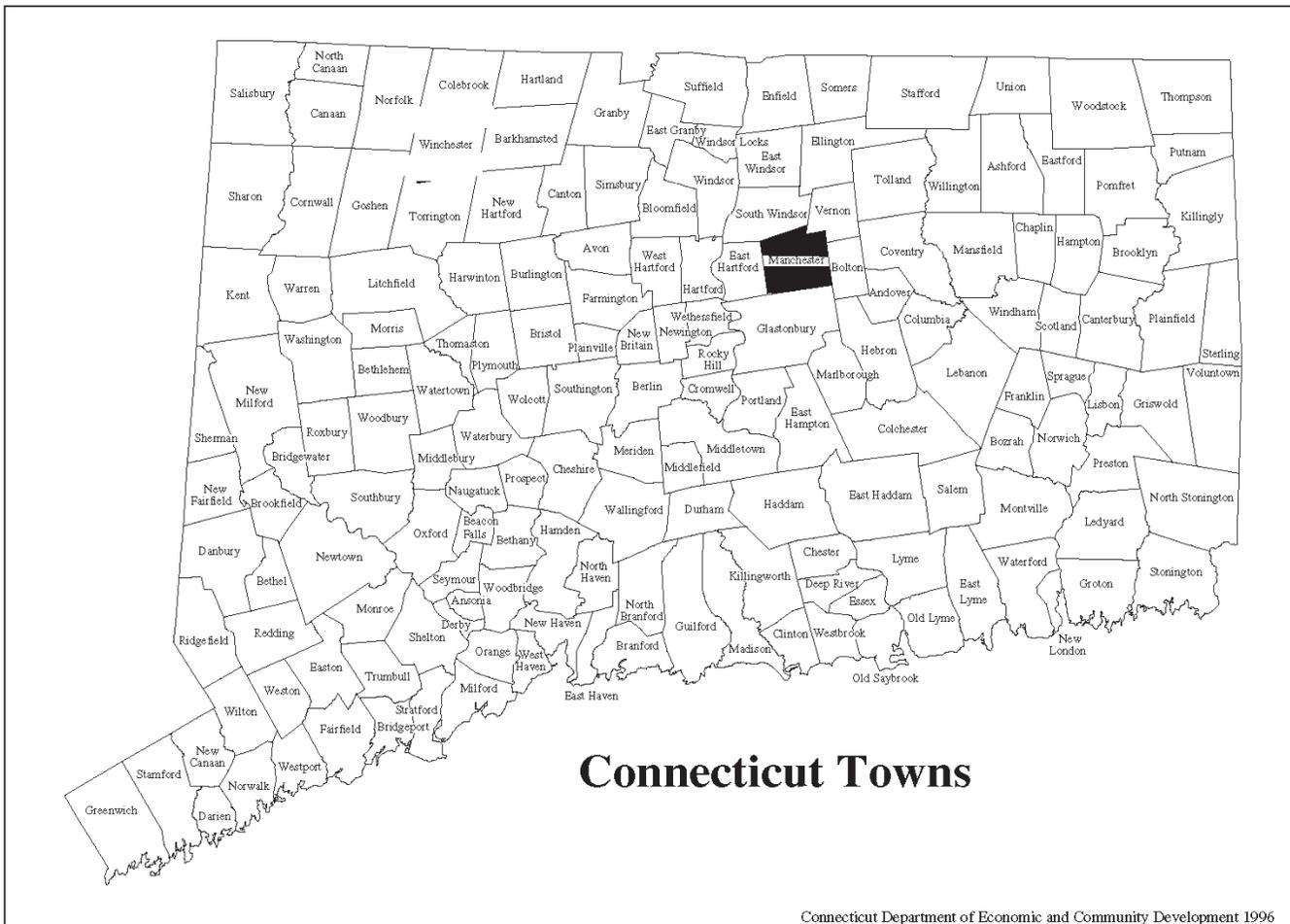
About Town Profiles

The Connecticut Town Profiles are two-page reports of demographic and economic information for each of Connecticut's 169 municipalities. Reports for 2016-2019 are available from profiles.ctdata.org.

Feedback is welcome, and should be directed to info@ctdata.org.

These Profiles can be used free of charge by external organizations, as long as *AdvanceCT* and *CTData Collaborative* are cited. No representation or warranties, expressed or implied, are given regarding the accuracy of this information.

ECONOMIC INFORMATION



The Town of Manchester covers 27.2 square miles in the Connecticut River Valley nine miles east of Hartford. It was settled in 1672 and incorporated as a town in 1823. It is bordered by Glastonbury on the south, East Hartford on the west, and South Windsor, Vernon, and Bolton on the north and east.

The Town has two major interstate highways that serve the community. Interstate I-84 (New York, Hartford, Boston) and I-384 (Hartford and Providence) join in Manchester and are connected to Interstate I-91 (New Haven, Hartford, Montreal) by the 6.4-mile I-291 connecting expressway. Bradley International Airport is less than a twenty-minute drive from the Town. Direct rail freight service is available via Connecticut Southern Railroad. Commuter bus service provided by Connecticut Transit to Hartford is available along with commuter parking lots.

The Town is a first tier suburban community with a diverse industrial, service and commercial tax base. Manchester continues to maintain a strong and diverse local economy during this period of sluggish state economic growth. The healthcare, aerospace, retail, wholesale trade, finance and insurance industries each have a major regional presence here. Historically an industrial center, Manchester's roughly 100 manufacturing firms include precision machining, plastics molding, metals fabricating and coating, and commercial printing operations. The location of Manchester Memorial Hospital in central Manchester provides a hub for almost 200 of our health care and social service establishments. Because of the Town's exceptional location relative to I-84, I-384, and I-91, all of which converge in the

ECONOMIC INFORMATION

Town, it is a preferred location for warehouse and distribution businesses and for regional retail and service establishments. Manchester's warehouse/ distribution tenants include the J. C. Penney Northeast Warehouse Fulfillment Center, Raymour and Flanigan and Hartford Distributors, as well as many smaller materials handling or freight forwarding businesses. Strong finance, banking, insurance, and real estate sectors anchor the historic downtown and other smaller business districts. The business services sector includes accountants, attorneys and other consulting services. In 2017, Bob's Discount Furniture opened a new, 103,000 sf corporate headquarters in Manchester housing over 200 employees. Lydall Inc., and Fuss & O'Neill are among other companies headquartered in Manchester.

Manchester's major employers include the Town and Board of Education at 1,888 employees; Manchester Memorial Hospital at 1,680 employees; Allied Printing at 357 employees; Paradigm at [350]; J.C. Penney Company at 250 employees; Manchester Community College at 280 employees; Home Depot at 300 employees; and Big Y World Class Market at 300 employees. Overall, approximately 33,062 people are employed in Manchester.

The Buckland Hills area lies at the merge of I-84 and I-291 and is a regional center for retail, service, and industrial business. The Buckland Industrial Park is home to J. C. Penney and other industrial and manufacturing firms. Over 3.7 million square feet of retail space makes Buckland Hills one of the largest retail centers in New England. The area serves a market of approximately 20 miles and a market population of over 300,000 people. Major retailers in the area include the Shoppes at Buckland Hills regional mall, anchored by Macy's, Sears, Dick's Sporting Goods, and Barnes and Noble. Other retailers include Wal-Mart; Home Depot; BJ's Wholesale Club; and Best Buy, to name but a few. Buckland Hills is also home to over 15 full service restaurants, approximately 500 hotel rooms, numerous entertainment venues including a multi-screen movie theater, and roughly 2,000 apartment units.

Manchester is a leader in the region with 8 million square feet of rentable industrial space. The 333 acre Manchester Business Park and 340 acre Buckland Industrial Park anchor a mature and diverse industrial market complimented by continued rehabilitation and reuse of existing spaces. Hydrofera, a medical sponge company, opened a new million-dollar production facility in the Manchester Business Park in 2017. Some industrial land remains available near I-291 and opportunities for building expansion exist as well. Manchester's available land and buildings, highway access, full complement of municipal services and utilities, and availability of public transportation will continue to make us a strong location for new business locations and expansions.

The Town experienced one of its largest periods of growth in the early 19th century industrial age, when the community developed neighborhoods around central business districts and industrial villages. As a result, the Town has a wide variety of housing types and neighborhoods including historic housing built in the Victorian era, streetcar suburban neighborhoods, post-World War II neighborhoods, and suburban developments from the 1960's through today. Single-family homes, condominiums, and market-rate rental apartments are all part of the residential and neighborhood mix. There are approximately 25,290 housing units with an estimated residential population in 2017 of 58,172 people.

Overview of the Budget Process

The Budget is prepared in accordance with Chapter 5 of the Town of Manchester Charter as amended most recently in 2008 and the Special Acts of the Connecticut General Assembly, 1974. The budget process, as guided by the Town Charter is as follows:

1. By February 14 of each year, the Board of Education and all departments must submit their budget requests to the General Manager.
2. The General Manager submits a recommended budget to the Board of Directors by March 13.
3. A public hearing on the budget recommended by the General Manager is held no later than March 23.
4. The Board of Directors adopts a budget no later than April 17.
5. Not later than 10 days following budget adoption, if a petition is signed by over 7% of Manchester registered voters, then a referendum will be held within 35 days of the budget adoption to accept or reject the budget.
6. If a referendum is held and the budget is rejected, with at least 15% voter turnout, then the Board of Directors shall revise the adopted budget.
7. The new fiscal year begins on July 1.

Budget Preparation & Adoption

The Budget is prepared in accordance with sections of Section 3-13 and Chapter 5 of the Town of Manchester Charter and Special Acts of the Connecticut General Assembly, 1974.

Sec. 5-2(a). Preparation.

The Town Manager shall prepare and, not later than March 13 of each year, shall submit to the Board of Directors a tentative budget for the ensuing fiscal year and an explanatory budget message. Such tentative budget shall, where possible, include a statement of receipts during the last completed fiscal year, the receipts for the first six (6) months of the current fiscal year, an estimation of receipts for the entire fiscal year and an estimation of receipts during the ensuing fiscal year, all itemized in accordance with a classification approved by the Board of Directors. Such budget shall also, where possible, include a statement of the expenditures during the completed fiscal year, the expenditures during the six (6) months of the current fiscal year, an estimation of the expenditures for the entire current year, the appropriations

requested and the recommendations of the Town Manager, as itemized by departments and in accordance with a classification by object of expenditure approved by the Board of Directors. Said budget message shall state the reason for any material increase or decrease in the estimate for the coming year of any item of receipts or expenditures from that for the current fiscal year. The Board of Education and each office, department and agency of the Town which requires an appropriation shall, not later than February 14 of each year, submit to the Town Manager a request for an appropriation for the ensuing year in accordance with a form prescribed by the Town Manager and shall furnish the Town Manager with such further information as to receipts and expenditures as the Town Manager shall require. The request for an appropriation filed by the Board of Education with the Town Manager shall be accompanied by a copy thereof for each member of the Board of Directors. Within three (3) days of filing the request for an appropriation, the Chair of the Board of Education may submit a letter to the Town Manager requesting joint meeting of the two (2) Boards for the purpose of discussing the appropriation request of the Board of Education and the recommendations of the Town Manager. If the Chair of the Board of Education requests this initial joint meeting, the joint meeting shall be held not later than five (5) days before the Town Manager submits a tentative budget to the Board of Directors. Following the submittal of the Town Manager's tentative budget, but not later than seven (7) days before the adoption of the final budget, a mandatory joint meeting of the two (2) Boards shall be held for the purpose of presenting and discussing the appropriation request of the Board of Education.

Sec. 2(d) Definition.

[Amended by referendum 11-8-1960; amended by referendum 10-5-1964; amended by referendum 11-5-1996]

For the purpose of this chapter, "capital improvement program" means a priority schedule of any and all necessary municipal capital improvements projected for a period of not less than six (6) years and so prepared as to show the general description, location and estimated cost of each individual capital improvement and including the proposed method of financing; "capital improvement" means a major improvement or betterment of a nonrecurring nature to the physical plant of the municipality as differentiated from ordinary repairs or maintenance of a recurring nature or the acquisition of any specific item of capital equipment.

Sec. 5-3. Publication.

The budget and budget message and all supporting data shall be a public record in the office of the Town Manager and shall be open to inspection at any reasonable time by any elector or taxpayer. The Town Manager shall cause a summary of the tentative budget and budget message to be advertised in the same manner as provided for giving notice of a public hearing in § 3-8 of this Charter. The third such advertisement of the tentative budget and budget message shall appear not later than March 18 of each year.

Sec. 5-4. Public hearings.

The Board of Directors shall hold a public budget hearing not later than March 23 of each year at which any elector or taxpayer may have an opportunity to be heard. The Board of Directors shall determine the date of the hearing and shall cause a notice of the hearing to be published in a newspaper having a general circulation in the Town not less than three (3) times and not less than five (5) days prior to the date of the hearing. The hearing may be adjourned from time

to time by the Board of Directors as it shall deem necessary.

Sec. 5-5. Consideration by the Board.

After the conclusion of the public hearing the Board of Directors shall continue its consideration of the tentative budget. The Board of Directors may revise any of the estimates of receipts or of expenditures for the ensuing fiscal year except that before inserting any new item of expenditure or increasing any item of expenditure either over the amount requested by any department or recommended by the Town Manager, whichever amount shall be greater, it must call another public hearing, giving notice of such hearing in the same manner as provided for giving notice of a public hearing in § 3-8 of this Charter. The notice of such hearing shall state the nature of the proposed additions or increases.

Sec. 5-6. Adoption.

The Board of Directors shall convene to vote on the adoption of a final budget not later than April 17 of each year. Should the Board of Directors take no final action to adopt the budget on or before May 17 of each year, the tentative budget submitted by the Town Manager shall be deemed to have been finally adopted by the Board of Directors, and it shall be the legal budget of the Town for the fiscal year ensuing, unless a petition for a budget referendum shall be filed and certified in accordance with § 3-13.

Sec. 5-7. Certification.

A copy of the budget as finally adopted shall be certified by the General Manager and recorded in a book kept for that purpose in the office of the Town Clerk. From the date of the beginning of the fiscal year the several amounts stated in the budget as proposed expenditures shall be and become appropriated to the several objects and purposes therein named.

Sec. 5-11. Expenditure prohibited.

No officer, employee, department or agency of the Town shall expend or contract to expend any money in excess of the amount appropriated for that office or department and for that general classification of expenditure. Any contract made in violation of this provision shall be null and void.

Sec. 5-11(a). Appropriation of gifts or other aid.

Any gift, contribution, income from trust funds, or other aid or income from any private source or from the federal or state governments, which is carried upon the records of the Town or is received after July 1, 1968, shall be entered upon the records of the General Fund in a manner recommended by the General Manager and approved by the Board of Directors. When so recorded, such amounts shall be deemed to be appropriated to the purposes of such gift, contribution or other aid or income.

Sec. 5-12. Lapse of appropriation.

All appropriations shall lapse at the end of the fiscal year to the extent that they shall not have been expended or lawfully encumbered excepting any funds appropriated to a reserve fund for capital and nonrecurring expenditures as authorized by Chapter 108 of the General Statutes and excepting any funds appropriated under the provisions of § 5-11(a) of this Charter.

Budget Referendum

Sec. 3-13. Petition for budget referendum.

If, not later than ten days after adoption of the budget in accordance with § 5-6, a petition signed by not less than seven percent of the electors of the Town, as determined from the latest official lists of the Registrars of Voters, is filed with the Town Clerk, to reject the budget adopted by the Board of Directors, the Town Clerk shall, within ten days thereafter, fix the day and place of a special Town election to vote on the petition to reject the adopted budget, and certify the same to the General Manager, and such election shall be called and held in accordance with the provisions of the General Statutes and this Charter for calling and holding a Town election. The day of such special election shall be not more than 35 days after the date of adoption of the budget.

The petition for budget referendum shall be in substantially the following form and shall be approved by the Town Clerk in accordance with section 79 of the General Statutes before circulation:

WARNING: ALL SIGNATURES SHALL BE IN INK OR INDELIBLE PENCIL

We, the undersigned electors of the Town of Manchester, present this petition requesting that the following question be referred to the voters at a referendum: "Shall the annual budget adopted by the Board of Directors on (here insert date of adoption) take effect as adopted?" We certify that we are electors of the Town of Manchester, residing at the addresses set opposite our names, and that we have not signed this petition more than once.

SIGNATURE PRINTED NAME NUMBER STREET

At the referendum, the electors shall choose one of the following three responses to the ballot question:

- Yes.
- No; the adopted budget is too high.
- No; the adopted budget is too low.

If a majority of the votes cast in the referendum are "Yes," or if the total number of votes cast in the referendum is less than 15% of the number of electors of the Town as determined from the latest official lists of the Registrars of Voters, the adopted budget shall take effect in accordance with the provisions of Chapter 5.

Provided that the total number of votes cast in the referendum is 15% or more of the number of electors of the Town, a combined "No" vote by a majority of the electors voting shall reject the adopted budget and require the Board of Directors to adopt a revised budget.

If the adopted budget is rejected, the Board of Directors shall, within seven days after the special election, adopt a revised budget, which may be less or greater than the adopted budget,

BUDGET POLICIES, STATUTES & CHARTER PROVISIONS

as the Board shall deem appropriate based on the results of the referendum. The revised budget shall take effect in accordance with the provisions of Chapter 5.

There shall be no more than one budget referendum in any year.

Balanced Budget Requirement

The Town Charter requires that the adopted budget be in balance. A balanced budget is one in which revenues are equal to expenditures.

Sec. 5-10. Tax rate.

The Board of Directors, at the meeting wherein the final budget is adopted in accordance with §5-6 of this chapter, shall also fix a tax rate which shall be sufficient, together with estimated receipts from other sources, to equal the sum of all appropriations which have been made, including any deficit from the prior year. This section shall not be construed to prevent the issuing of bonds to finance public improvements.

Budget Additions, Amendments & Transfers

The Town Charter provides for additions and amendments to the budget as follows:

Sec. 5-8. Additions.

Whenever the Board of Directors shall deem it necessary and in the best interests of the Town to do so, it may, by majority vote of all its members, make additional appropriations to the Board of Education or to any office, department or agency of the Town government and may make appropriations for purposes not included in the final budget but only after a public hearing to be advertised in the same manner as provided for giving notice of a public hearing in § 3-8 of this Charter. At such hearing any elector or taxpayer of the Town may have an opportunity to be heard. Whenever any such additional or new appropriation increases the total of the expenditure side of the budget, additional means of financing in a like amount shall be provided in such manner as may be determined by the Board of Directors.

Within the offices, departments and agencies, transfers may be made among accounts according to the Administrative Budget Transfers Policy:

Definitions:

Budget transfer: Any transfer of funds between appropriation accounts which results in an increase in the appropriated amount for one account and a decrease in a like amount in another account.

Administrative budget transfer: A budget transfer between appropriation accounts that does not require Board of Directors approval.

Reclassification: A journal entry that changes the account(s) to which a previous revenue or expenditure entry was applied.

Purpose:

The Administrative Budget Transfer Policy is a budget management and internal control tool. The policy and process will ensure that plans for addressing changing financial circumstances or operations are in place in advance of the financial impact of those changes.

Budget transfers may be necessary for any one of several reasons. At times, objectives may be realigned requiring a corresponding realignment of resources. Transfers may also be needed as a result of actual expenditures varying significantly from original estimates.

Required Approvals:

Transfers between classifications specified in the Budget Resolutions adopted by the Board of Directors require Board approval. For example, a transfer from the General Fund Contingency account in Fixed/Miscellaneous to an operating department account requires Board approval.

Administrative budget transfers occur between accounts within an operating department and do not require Board approval. They can be carried out administratively, requiring review and approval by the Budget and Research Office, the Accounting Office and, depending on the dollar amount, the General Manager.

1. Administrative Budget Transfers of less than \$10,000:

Required approvals:

- Department Head – Requesting authority
- Budget and Research Office – Review authority
- Accounting Office – Implementation authority

2. Administrative Budget Transfers of \$10,000 or more:

Required approvals:

- Department Head – Requesting authority
- Budget and Research Office – Review authority
- Accounting Office – Implementation authority
- General Manager – Approval

Requests for Administrative Budget Transfers

Requests for administrative budget transfers are to be made using the Munis Budget Transfers and Amendments function. The approval process will be carried out through the Munis workflow function.

Approval of administrative budget transfers will generally be limited to those that occur within the same category of expenditure accounts (such as transfers between two different supplies accounts). In some cases, transfers between expenditures in different categories may be requested after consultation with the General Manager and/or Budget and Research Officer.

Budget Preparation & Adoption

The Town Charter sets out the process and requirements for capital improvement planning.

Sec. 5-2(b). Submission to Board of Directors.

The Manager shall prepare and submit to the Board of Directors a six-year capital improvement program as part of the tentative budget.

Sec. 5-2(c). Contents.

The capital improvement program shall include:

- (1) A clear general summary of its contents;
- (2) A list of all capital improvements for the Town including capital improvements of the Board of Education which are proposed to be undertaken during the six (6) fiscal years next ensuing with appropriate supporting information as to the necessity for such improvements;
- (3) Cost estimates, methods of financing, and recommended time schedules for each such improvement; and
- (4) The estimated annual cost of operating and maintaining the facilities to be constructed or acquired.

The above information shall be revised and extended each year with regard to capital improvements still pending or in process of construction or acquisition.

Sec. 5-2(d). Definition.

For the purpose of this chapter, “capital improvement program” means a priority schedule of any and all necessary municipal capital improvements projected for a period of not less than six (6) years and so prepared as to show the general description, location and estimated cost of each individual capital improvement and including the proposed method of financing; “capital improvement” means a major improvement or betterment of a nonrecurring nature to the physical plant of the municipality as differentiated from ordinary repairs or maintenance of a recurring nature or the acquisition of any specific item of capital equipment.

Debt Policy

Bond Authorization

Bond authorization requires approval by a majority vote of all members of the Board of Directors. The Town Charter provides that all capital projects that are financed by the issuance of bonds or notes in anticipation of bonds must be approved by the voters of the Town at a regular or special election.

Sec. 5-25. Borrowing for capital improvements.

To finance all or any part of the expense of any capital project which the Town may lawfully construct or acquire, the Town may incur indebtedness by issuing its negotiable bonds, or notes in anticipation of bonds, subject to the limitations of the General Statutes. Such bonds shall be authorized by a majority vote of all the members of the Board of Directors. No bonds or notes in anticipation of bonds shall be issued, however, until the project for which the bonds or notes are to be issued has been favorably acted upon by the voters of the Town at any regular or special election duly warned for that purpose. The question to be voted upon at such election shall include a statement of the project and the estimated amount of expenditure, and no bonds or notes shall be issued for any project in excess of said estimate of expenditure. Whenever the actual cost of such a project is determined to be less than the amount derived from the sale of bonds approved for that purpose, all excess moneys remaining therefrom shall be applied to the retirement of said bonds, either to principal or interest or both. Whenever such a project has been approved and undertaken, all expenditures of funds and all purchases and contracts shall be accounted for and made in accordance with the provisions of this Charter pertaining to the accounting for and expenditure of budgeted funds. Nothing in this section shall be construed to limit or restrict the powers of the Town conferred under Chapter 38 of the General Statutes, entitled "Municipal Reserve Fund."

Maturities

General obligation bonds (serial and term) are required to be payable in maturities wherein a succeeding maturity may not exceed any prior maturity by more than fifty percent or aggregate annual principal and interest payments must be substantially equal, except for refunding bonds that result in net present value savings. The term of the issue may not exceed twenty years, except in the case of sewer bonds which may mature in up to thirty years.

Temporary Financing

When general obligation bonds have been authorized, bond anticipation notes may be issued maturing in not more than two years (CGS Sec. 7-378). Bond anticipation notes may be renewed up to eight years from their original date of issue as long as all project grant payments are applied toward payment of temporary notes when they become due and payable and the legislative body schedules principal reductions by the end of the third and each subsequent year thereafter in an amount equal to a minimum of 1/20th (1/30th for water and sewer projects) of the estimated net project cost (CGS Sec. 7-378a). The term of the bond issue is

reduced by the amount of time temporary financing exceeds two years, or, for sewer projects, by the amount of time temporary financing has been outstanding.

Bond anticipation notes must be permanently funded no later than eight years from the initial borrowing date except for sewer notes issued in anticipation of State and/or Federal grants. If a written commitment exists, the municipality may renew the notes from time to time in terms not to exceed six months until such time that the final grant payments are received (CGS Sec. 7-378b).

Temporary notes may also be issued for up to fifteen years for certain capital projects associated with the operation of a waterworks system (CGS Sec. 7-244a) or a sewage system (CGS Sec. 7-264a). In the first year following the completion of the project(s), or in the sixth year (whichever is sooner), and in each year thereafter, the notes must be reduced by at least 1/15 of the total amount of the notes issued by funds derived from certain sources of payment. Temporary notes may be issued in one year maturities for up to fifteen years in anticipation of sewer assessments receivable, such notes to be reduced annually by the amount of assessments received during the preceding year (CGS Sec. 7-269a).

Limitation of Indebtedness

State statutes also limit the total amount of indebtedness municipalities may incur in various categories of debt (CGS Sec. 7-374). Municipalities shall not incur indebtedness through the issuance of bonds which will cause aggregate indebtedness by class to exceed the following:

- General Purposes: 2.25 times the annual receipts from taxation
- School Purposes: 4.50 times the annual receipts from taxation
- Sewer Purposes: 3.75 times the annual receipts from taxation
- Urban Renewal Purposes: 3.25 times the annual receipts from taxation
- Pension Obligation Purposes: 3.00 times the annual receipts from taxation

In no case however, shall total indebtedness exceed seven times the base (annual receipts from taxation).

Investment of Town Funds

Investment of Town funds are made pursuant to Connecticut General Statutes Section 7-400.

Sec. 7-400. Investment of funds. The treasurer of any municipality, as defined in section 7-359, upon approval by the budget-making authority, as defined in said section, of any metropolitan district, of any regional school district, of any district as defined in section 7-324, and of any other municipal corporation or authority authorized to issue bonds, notes or other obligations under the provisions of the general statutes or any special act may invest the proceeds received from the sale of bonds, notes or other obligations, or other funds, including the general fund, as hereinafter provided:

BUDGET POLICIES, STATUTES & CHARTER PROVISIONS

(1) In (A) the obligations of the United States of America, including the joint and several obligations of the Federal Home Loan Mortgage Corporation, the Federal National Mortgage Association, the Government National Mortgage Association, the Federal Savings and Loan Insurance Corporation, obligations of the United States Postal Service, all the federal home loan banks, all the federal land banks, all the federal intermediate credit banks, the Central Bank for Cooperatives, The Tennessee Valley Authority, or any other agency of the United States government, or (B) shares or other interests in any custodial arrangement, pool or no-load, open-end management-type investment company or investment trust registered or exempt under the Investment Company Act of 1940, 15 USC Section 80a-1 et seq. as from time to time amended, provided (i) the portfolio of such custodial arrangement, pool, investment company or investment trust is limited to obligations described in subparagraph (A) of this subdivision and repurchase agreements fully collateralized by any such obligations; (ii) such custodial arrangement, pool, investment company or investment trust takes delivery of such collateral either directly or through an authorized custodian; (iii) such custodial arrangement or pool is managed to maintain its shares at a constant net asset value or such investment company or investment trust is rated within one of the top two credit rating categories and, for any investment company or investment trust not managed to maintain its shares at a constant net asset value, within one of the top two risk rating categories of any nationally recognized rating service or of any rating service recognized by the Banking Commissioner; and (iv) the municipal corporation or authority only purchases and redeems shares or other interests in such investment company or investment trust through the use of, or the custodian of such custodial arrangement or pool is, a bank, as defined in section 36a-2, or an out-of-state bank, as defined in said section, having one or more branches in this state.

(2) In the obligations of any state of the United States or of any political subdivision, authority or agency thereof, provided that at the time of investment such obligations are rated within one of the top two rating categories of any nationally recognized rating service or of any rating service recognized by the Banking Commissioner.

(3) In the obligations of the state of Connecticut, or any regional school district, town, city, borough or metropolitan district in the state of Connecticut, provided that at the time of investment the obligations of such government entity are rated within one of the top three rating categories of any nationally recognized rating service or of any rating service recognized by the Banking Commissioner.

Description of Funds Subject to Appropriation

General Fund – The primary operating fund of the Town. This fund is used to account for all financial transactions and resources except those required to be accounted for in another fund. Revenues are derived primarily from property taxes, state and federal grants, licenses, permits, charges for service, and interest income. The operations and expense centers included in the General Fund are:

BUDGET POLICIES & CHARTER PROVISIONS

- 1) General Government
 - a) Board of Directors
 - b) General Manager
 - c) Budget & Research
 - d) Human Resources
 - e) Customer Service & Information
 - f) Finance
 - g) Accounting
 - h) Assessment
 - i) Collection
 - j) Purchasing
 - k) Planning and Economic Development
 - l) Town Clerk
 - m) Registrar of Voters
 - n) Town Attorney
 - o) Probate Court
- 2) Public Works
 - a) Administration
- 3) Public Safety
 - a) Police
 - b) Fire, EMS & Emergency Management
- 4) Human Services
 - a) Administration
 - b) Health
 - c) Senior, Adult and Family Services
 - d) Senior Center
- 5) Leisure & Family Services
 - a) Recreation
 - b) Youth Service Bureau
 - c) Neighborhoods and Families
- 6) Library
- 7) Education
- 8) Fixed Costs, Miscellaneous, and Debt Service

Enterprise Funds – Account for operations that are financed in a manner similar to private business enterprises, where the intent is that costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The three enterprise funds in the Town of Manchester are the Water, Sewer, and Sanitation funds.

Information Systems Fund – Accounts for the financial operations of the central information systems facility. Information Systems provides services to other departments on a cost-reimbursement basis.

Special Services District Fund – Accounts for the financial operations of the special downtown business district. The District adopts its own budget and the Board of Directors sets the mill rate for the Special Services District Fund.

The Town's audited financial statements include the Town's self-insurance funds, special revenue funds, and other un-appropriated funds not included in the budget document.

Basis of Budgeting

All budgets are prepared on the modified accrual basis. Under this basis of budgeting, revenues are only included if they will be measurable and available during the fiscal period. Expenditures are included if the obligation to pay will occur during the fiscal period, even if the actual cash outlay does not occur within the fiscal period. For debt service and certain other long-term liabilities, only the portion that is due within the fiscal period is included.

The basis of accounting used for budgetary purposes differs from that which is used in the audited financial statements. The audited financial statements are reported in accordance with generally accepted accounting principles (GAAP). Therefore, government-wide financial statements, proprietary fund and pension fund financial statements are reported using the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Governmental fund financial statements are reported using the modified accrual basis of accounting. This basis recognizes revenues as soon as they are both measurable and available (defined as being collected within 60 days of the end of the fiscal year). Most expenditures are recognized when a liability is incurred; however certain specific expenditures (debt service, compensated absences and claims/judgments) are recorded only when payment is due.

For the Town of Manchester, the specific differences between the modified accrual/accrual basis used in the financial statements and the budgetary basis of accounting are as follows:

- State of Connecticut “on-behalf” contributions are made to the Connecticut Teachers’ Retirement System for Town teachers. These contributions are not included in the budget; however, they are included in both revenue and expenditures on a GAAP basis.
- For budgetary purposes, encumbered amounts are treated as expenditures (i.e. purchases and commitments are reported as expenditures when ordered). The GAAP basis of accounting does not recognize encumbrances as expenditures until the items purchased are actually received.

A formal Budget-to-GAAP reconciliation is included in the Town’s comprehensive annual financial report

GLOSSARY OF TERMS

A

Account: a term used to describe an accounting code within any given organizational unit that is designated for specific types of expenses or revenues (e.g. “Regular Employee Salary,” “Professional Development,” “Equipment,” etc.). Referred to as an Object Code in Manchester’s accounting system.

Accounting System: Records and procedures which record, classify, and report information on the financial position and operation of the Town of Manchester. (See also: Munis)

Action Plan: A strategy or set of strategies that are applied towards meeting performance measurement targets.

Appropriation: An authorization made by the legislative body of a government that permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

Assessed Valuation: A valuation of real estate and certain personal property by the Town Assessor as a basis for levying property taxes. The assessed value of any property is set at 70% of its market value. The 70% assessment ratio is the same throughout Connecticut and is required by state law.

Asset: Resource held by the Town which has a monetary value.

Audit: A comprehensive investigation of the manner in which the government’s resources were actually utilized; conducted by an independent accounting firm on an annual basis.

B

Balanced Budget: A budget in which revenues are equal to expenditures.

Board of Directors: The nine-person elected legislative body of the Town, which includes the Mayor.

Bond: A written promise to pay a specified sum of money (called principal or face value) at a specified future date (called the maturity date[s]) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt.

Budget Document: The official written statement prepared by the budget office and supporting staff which presents the proposed budget to the legislative body. Following adoption, the proposed budget is revised to reflect changes made by the legislative body and is published as the Adopted Budget.

Budget Message: A general discussion of the proposed budget presented in writing as a part of or supplemental to the budget document. The budget message explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the chief executive.

C

Capital Asset: A physical asset that has useful life of more than one year and a value of \$5,000 or more.

Capital Expenditure: An expenditure that acquires, improves, expands, replaces or extends the life of a capital asset.

Capital Improvement: A major improvement or betterment of a nonrecurring nature to the physical plant of the town as differentiated by ordinary repairs or maintenance of a recurring nature or the acquisition of any specific item of capital equipment.

Capital Improvement Plan: A multi-year plan used to coordinate the financing and timing of capital asset replacements and improvements, usually covering a six-year period.

CCM: Connecticut Conference of Municipalities. A state-wide association of towns and cities, which provides a variety of services to its member municipalities including research, training, lobbying, and labor relations.

CDBG: Community Development Block Grant. A federal grant program administered by the Department of Housing and Urban Development (HUD).

Character: A grouping of accounts used to report budget allocations in the department detail sections of the budget book. The most common characters used are Personal Services, Employee Benefits, Purchased Services, and Supplies. Each of these consists of several accounts (e.g. Personal Services consists of Regular Salaries, Part Time Salaries, Overtime, etc.).

CHEFA: Connecticut Health and Educational Facilities Authority; a quasi-public entity which provides low-cost

GLOSSARY OF TERMS

financing to nonprofit entities, primarily for the rehabilitation or construction of health or educational facilities.

COLA: Cost of living adjustment; an adjustment which is applied annually to salaries and certain other contractual reimbursements in order to approximate the impact of inflation year to year.

Contingency Account: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

CRCOG: Capitol Region Council of Governments; a voluntary association of 29 municipal governments in central Connecticut which oversees regionalization of services, including procurement, planning, and advocacy.

CRRA: Connecticut Resource Recovery Authority; a quasi-public agency that oversees a number of regional trash-to-energy facilities, landfills, recycling centers, and transfer stations which serve over 110 Connecticut cities and towns.

Current Tax Levy: The total amount of revenues to be raised through property taxes at the current mill rate. The current tax levy is the central figure used to calculate the mill rate. It is distinct from non-current levy taxes which consist primarily of taxes and interest owed from prior years.

D

Debt Service: Payment of interest and repayment of principal on debt that the Town has issued, typically for large capital projects.

Deficit: (1) The excess of an entity's liabilities over its assets. (See Fund Balance). (2) The excess of expenditures or expenses over revenues during a single accounting period.

Delinquent Taxes: Taxes which remain unpaid on and after the date on which a penalty for non-payment is assessed.

Department: A major administrative section of the Town which indicates overall management responsibility for an operation or a group of related operations within a functional area (sometimes comprised of one or more divisions)

Division: An organizational subsection of a department.

E

ECS: Education Cost Share. The Education Cost Sharing (ECS) grant has been in existence since 1989-90. It continues to be Connecticut's primary education equalization aid program and accounts for well over 50 percent of the total state contribution to public elementary and secondary education.

Effectiveness: The degree to which outcomes measure up to the stated goals and objectives of a program.

Efficiency: The amount of input required to generate some fixed unit of output.

EMS: Emergency Medical Services; includes paramedic services, Emergency Medical Technicians (EMT's), first aid, basic and advanced life support, etc.

Encumbrance: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specific future expense.

Enterprise Fund: A fund established to account for operations financed in a manner similar to a private business enterprise; i.e., where the costs of providing goods and services to the public are financed or recovered through user charges.

Equity: The degree to which services benefit a set of constituents that accurately reflects the composition of the target population.

Expenditures: Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes are made.

F

Fiscal Year: An accounting period of 12 months, which in Connecticut begins on July 1 and ends on June 30. In Manchester, the fiscal year is typically named for the two calendar years it spans. For example, the fiscal year that begins on July 1, 2007 and ends on June 30, 2008 will be referred to as Fiscal Year (FY) 2007/08.

Fixed Asset: Assets of long-term character which are intended to be held or used, such as land, capital improvements, buildings, machinery, furniture and other equipment.

FTE: Full time equivalent; the equivalent of one full-time employee.

GLOSSARY OF TERMS

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

Fund Balance: The difference between assets and liabilities in a governmental fund at a particular point in time (such as the end of the fiscal year). A negative fund balance is sometimes referred to as a fund deficit. See Unreserved, Undesignated Fund Balance.

G

GAAP: Generally Accepted Accounting Principles; accounting rules used to prepare, present, and report financial statements for a wide variety of entities, including publicly-traded and privately-held companies, non-profit organizations, and governments.

General Fund: The fund that accounts for most municipal operations, including education, police, public works, human services, general government, recreation, library services, and most debt service.

General Manager: The Chief Executive Officer of the Town, not including the public education functions which are overseen by the Board of Education

General Obligation (GO) Bonds: When a government pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds. Sometimes the term is also used to refer to bonds that are to be repaid from taxes and other general revenues.

GIS (Geographic Information Systems): The use of computer software to produce detailed and interactive maps using aerial and/or satellite images.

Goals: Specific measurable results that a program is attempting to attain within some given timeframe

Grand List: 1) A valuation of real estate and certain personal property by the Town Assessor as a basis for levying property taxes. 2) The total of all Personal and Real Property on which taxes are based and levied.

Grant: A contribution of assets (usually cash) from one governmental unit or other organization to another unit or organization. Typically, these contributions are made to local

governments from the state and federal governments. Grants are usually made for specified purposes.

H

HUD: The U.S. Department of Housing and Urban Development.

I

Indicators: measurable characteristics or changes that represent achievement of an outcome

Information Services/ Information Technology (IS/IT): Services provided to develop and maintain computer hardware, software, applications, and infrastructure

Interfund Transfer: The shifting of dollars between government funds, often as reimbursement for shared resources or services provided by another Town government entity.

Inputs: Resources that are applied towards doing a specific job.

L

LoCIP: Local Capital Improvement Program. Used in reference to a State grant to municipalities for non-education related capital projects.

M

Mayor: The member of the Board of Directors who received the most votes and functions as the chairman of the board.

Mill: One tenth of one percent of the taxable Grand List

Mill Rate: The property tax rate that is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of property valuation.

GLOSSARY OF TERMS

Mission: the statement of purpose for a program or department.

Modified Accrual Basis: The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or available revenues, which should be accrued to reflect properly the taxes levied and revenue earned.

MSIP: Manchester Self Insurance Program; a fund that sets aside resources for the payment of insurance claims for which the Town is liable.

Munis: A software program that serves as Manchester's primary accounting system. All expenses, revenues, employee data, and budget information is entered into this system.

N

Non-Current Levy Taxes: Property tax revenues that consist primarily of taxes and interest owed from prior years. Non-current levy taxes are not included in the Current Tax Levy which is the central figure used to calculate the mill rate.

O

Object Code: *see Account.*

Objectives: general results that a program or department intends to achieve

Operating Budget: A plan of financial operation embodying an estimate of proposed expenditures for the calendar year and the proposed means of financing them (revenue estimates).

Outcomes: the broader implications of work efforts as they relate to the fundamental goals and objectives of said work. For example, the outcome of a road paving program could be measured in improved road quality rating, or reduction in the number of complaints received regarding poor road quality.

Outputs: The direct results of work efforts from any Town program or department, typically expressed in quantified units of measure. For example, the output of a road paving program could be measured in miles of roads paved.

P

Principal: the portion of debt payments put towards paying off the original amount financed, as opposed to interest which is charged over and above the amount borrowed.

PT: part time, referring to employees working fewer than the threshold number of hours per week to be considered full time.

R

Reserve: An account used to indicate that a portion of a fund balance is restricted for a specific purpose, typically spanning across fiscal years, and is therefore not available for general appropriation. An example would be a repairs and replacement reserve, in which funds are set aside for inevitable maintenance and replacement of a fixed asset.

Revaluation: the process through which the taxable value of real estate is re-assessed based on current market values, improvements and additions.

Revenue: The term designates an increase to a fund's assets which:

- does not increase a liability (e.g., proceeds from a loan);
- does not represent a repayment of an expenditure already made;
- does not represent a cancellation of certain liabilities; and
- does not represent an increase in contributed capital.

Revenue Estimate: A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.

RFP: Request for Proposals. This involves advertising in a publication and/or on the Town website that the Town is seeking some form of services from outside contractors. An RFP document is distributed to interested parties and defines the exact scope of work and specifications requested, as well as provides instructions for how proposals are to be submitted.

S

SMARTR: School Modernization and Reinvestment Team Revisited; refers to two sets of efforts to plan and fund a series

GLOSSARY OF TERMS

of school renovations & reorganizations (SMARTR 1 & 2) which were both approved for bond funding by the Manchester voters.

Special Assessment: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

STIF: State of Connecticut Treasurer's Short-Term Investment Fund.

Subsidy: Funding provided to an agency or organization to assist with operating expenses.

Surplus: The amount by which revenues exceed expenditures in a given year.

T

Tax Levy: The total amount to be raised by general property taxes.

Tax Rate: The amount of taxes (mills) levied for each \$1,000 of assessed valuation.

TOMMIF: Town of Manchester Medical Insurance Fund.

U

Unreserved, Undesignated Fund Balance: The portion of fund balance which has not been reserved or designated for a specified purpose. Can be considered the Town's available reserves or "rainy day" fund.

V

Vacancy Savings: Budgeted expenditures in a department's budget that remain unspent as a result of retirements and resignations, due to the gap in time between separation and recruitment of a new hire, and as a result of the wage differential between new employees and their predecessors.

Valuation: The official value established for various properties, within set State guidelines, for taxation purposes. The assessed valuation of property is that portion of the property's value against which taxes may be levied, which is 70% of the market value.

Y

YSB: Youth Services Bureau; a division of the Leisure, Families & Recreation department which oversees youth programming.