

Annual Report



Town of Manchester
FY2022



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Assessment & Collection



The Office of Assessment and Collection oversees the appraisal of all real estate, motor vehicles, and personal property in Manchester in preparation of the annual Grand List, which is used to set assessments on which tax bills are based. The Office of Assessment and Collection maintains all records related to assessment and tax-collection, with established internal controls and security as required by generally accepted accounting principles and financial management processes.

October 2021 Revaluation

Manchester’s most recent revaluation was for the October 1, 2021 grand list, which impacted FY23 budget preparation and 2022 tax bills.

The town is required by State law to perform a revaluation of all real estate at least once every five years.

This most recent revaluation of property led to a 17.99% **increase** in Grand List value and a 14% **decrease** in the General Fund mill rate.

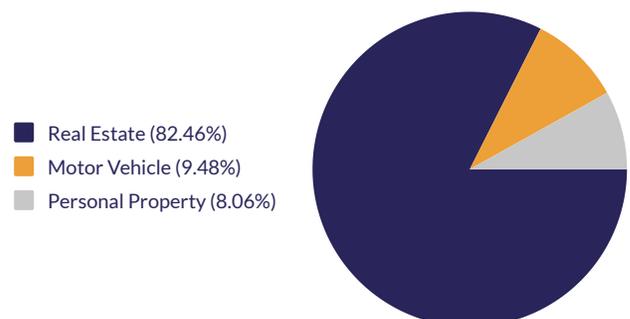
While a full physical revaluation of all town property was conducted, due to the ongoing COVID pandemic data was gathered by a combination of physical inspections, the use of data mailers for interiors, and sales analysis for total values.

The Collector’s office also implemented and installed the first outdoor tax and utility payment kiosk in the State of Connecticut--offering taxpayers a convenient way to make payments by cash, check, or credit card 24 hours a day, seven days a week.

FY2019 Grand List Value	\$3.34m
FY2020 Grand List Value	\$3.37m
FY2021 Grand List Value	\$3.39m
FY2022 Grand List Value	\$4.01m



Percent of Grand List (Value)





Customer Service & Info Center

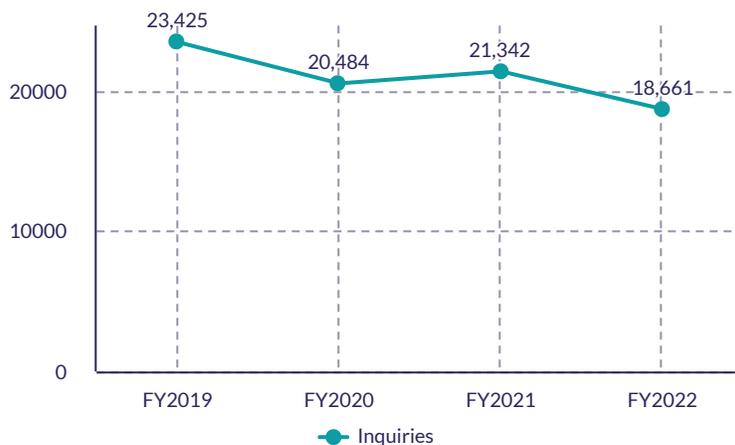
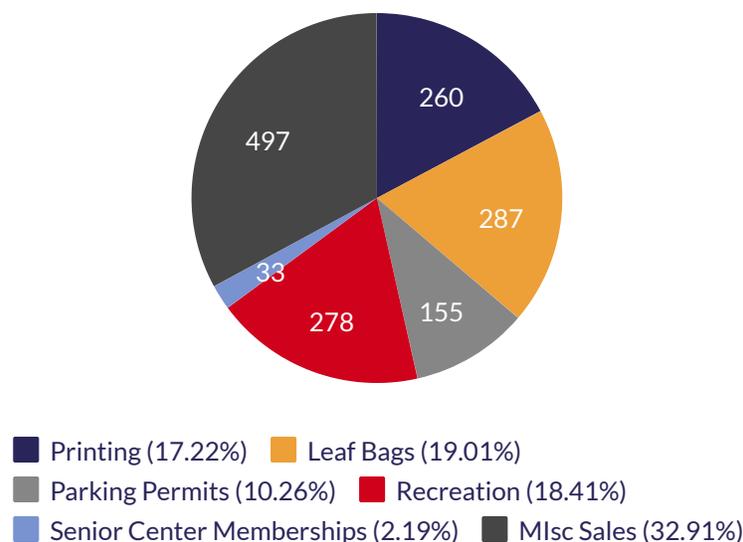


Serving as a central municipal resource for customer needs, CSIC staff provide public relations services to all Town Departments, and frontline support for:

- Researching bill inquiries
- Answering questions about public works services (leaf collection, trash & recycling, winter plowing, etc.)
- Providing Recreation IDs for residents and assisting with Recreation registrations
- Sharing information about other Town services, such as voting and health notices.

The CSIC also serves as a Passport Acceptance Agency, administers donations for the Memorial Tree Planting program which supports the planting of new trees in Town parks and cemeteries, and is a central outlet for selling Manchester Memorabilia on behalf of Manchester non-profit agencies

Number of Transactions - FY22



Important Numbers



Number of FY22 Inquiries

18,661



Total FY22 Revenue

\$38,120



Change in # of Transactions (Since FY19)

- 80%



Communications & Civic Engagement



The Communications and Civic Engagement Office keeps the Manchester community aware, informed, and engaged. The Office values transparency and accessibility, and brings important information directly to residents via Town communications channels



COVID-19

Crafted and shared crucial public health notices and updates, providing clear and consistent communications about vaccine clinics, booster information, and other precautions through Town channels.



Social Media

Generated positive Social Media Momentum by establishing an Instagram and onboarding a content management tool, leading to easier scheduling, creating and posting to all three social media accounts.



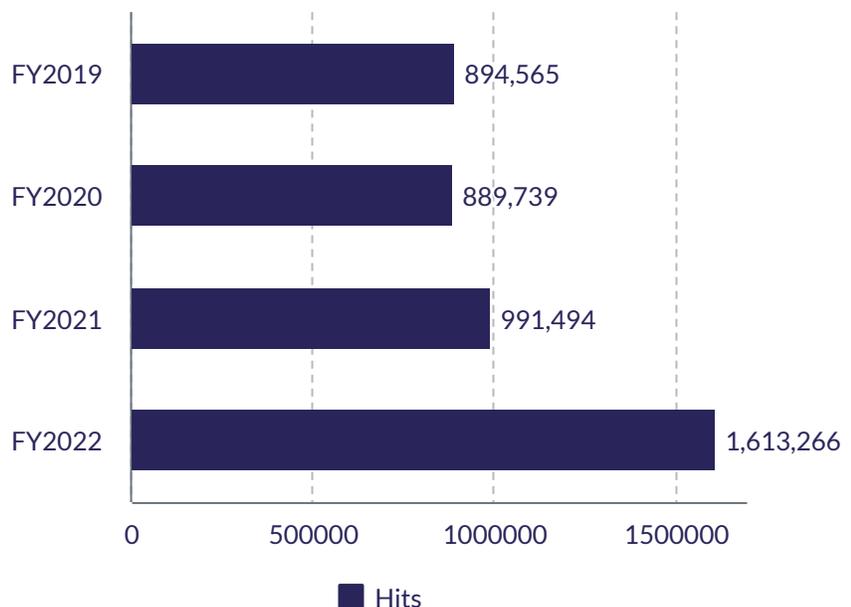
Your Voice Matters

Utilized the YVM tool to drive engagement on several Town projects, including Repurposed Schools, Learn to Swim, Downtown Improvement Projects, and Manchester NEXT. Provided accessible and digital spaces for residents to learn, share, and contribute.

Website Redesign Project

The **Communications Office** was instrumental in creating and implementing a more user-friendly, modernized, accessible, and flexible Town website. The purpose of this project was to allow residents, visitors, businesses and more, to get things done wherever and whenever is most convenient, and to act as a digital hub for connecting people with Town related information, services, events, and programs.

Town Website Hits





Finance & Accounting



The Finance Administration department provides overall planning, coordination, and administration of the financial activities of the Town and oversees the Assessment & Collection, Accounting and Purchasing Divisions. This department is responsible for the Town’s risk management activities including property and liability insurance and self-insured health insurance for active and retired employees, the administration of the Town’s debt service activities for all Town departments including the Board of Education, and directs all Town investments in accordance with applicable State Statutes.

	<p>Administration</p> <p>The Certificate of Achievement for Excellence in Financial Reporting for FY21 was awarded to the Town of Manchester by the Government Finance Officers Association of the United States and Canada (GFOA) for its annual comprehensive financial report (ACFR)</p>
	<p>Purchasing</p> <p>Oversaw the conversion to an online bid solicitation process via OpenGov software. The software is available to potential bidders anywhere in the US and offers the Town expanded competitive purchasing opportunities.</p> <p>Solicited 64 competitive bid opportunities, issued 14 RFPs, and awarded 20 trade bids for the Bowers School project.</p>
	<p>Accounting</p> <p>Converted to a cloud-based version of the Town's financial software, MUNIS, and incorporated electronic filing with the Tyler Content Manager program. Payroll administered all aspects of the Town’s pension plans, and reached the goal of a substantially paperless payroll process.</p>

Important Numbers

<p>Unassigned Fund Balance 12.5%</p>	<p>S&P Rating AA+</p>	<p>Pension Plan Funded Ratio 74.8%</p>



Human Resources



The Human Resources Department is responsible for labor relations and contract administration, employee recruitment, orientation, and retention, organizational development and strategic planning, employee training and technical assistance; employee benefits, workers' compensation; development of safety, health related, workplace behavior and other personnel policies; and compliance and oversight of federal and state mandates such as Family Medical Leave Act (FMLA) and Americans with Disabilities Act (ADA).

Employee Wellness

The Town's Employee Wellness Program continued this year with a variety of activities to increase participation. During the spring and fall HR hosted the popular walking program with over 75 employees participating and averaging 90 minutes of walking per week. Employee Wellness continues to be a vital part of the Town of Manchester's work culture. Wellness Programs conducted during FY22 included Lunch and Learns, blood pressure screenings, Yoga, with an emphasis on good health and nutrition. Other wellness topics included a focus on mental health education and COVID's impact, including transitioning back into the workplace.

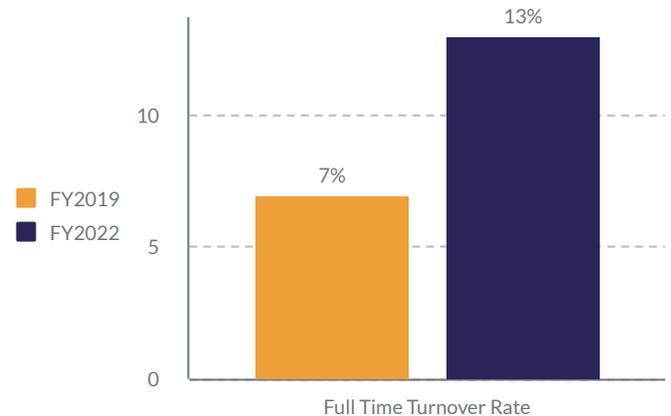
Onboarding

In FY22 HR completed the digitalization of the Town's onboarding process for new hires, which makes the orientation process more efficient. As a result, all new hires are able to complete their onboarding electronically, giving them immediate access to important employment information.

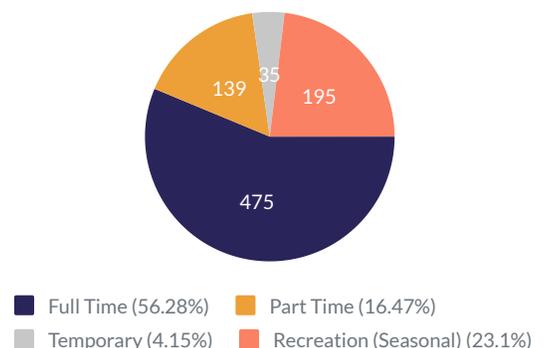
Employee Promotions



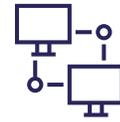
Full Time Employee Turnover Rate



Town Employees - FY22



Information Systems



Responsible for maintaining a fiber network that connects all town and school buildings, and providing a stable and secure network for all town users. The Information Security Officer monitors activity throughout the network, implementing best practices to protect town resources and training town staff to be vigilant against cyber attacks. Technical support staff respond to user needs, including nearly hourly requests for tasks such as equipment maintenance, software support, and software training. In addition, the Development Team creates custom software programs when departments identify a need that cannot be met by an off-the-shelf software product.

MAJOR HIGHLIGHTS



Microsoft 365 Upgrade

Beginning in Fall 2021, the IS Department purchased the Microsoft Office 365 suite, which includes Office products as well as additional security and productivity applications. Staff installed all programs and provided support to ensure a smooth transition.



Security Upgrades

Two-factor authentication (2FA) was implemented along with Microsoft 365, a critical step towards securing the Town's network. Staff assisted with implementation and employee education. The network firewall hardware was also upgraded, supporting increased internet bandwidth and improved security.



Telephone Upgrades

The IP Telephone system used by both Town and Board of Education staff was upgraded in early 2022, including both new software and hardware. New phone models were also installed at Buckley School.



Document Management

A new document management system was implemented, allowing Town and Board of Education staff to use electronic workflows to move closer to a paperless environment. The new management system was also integrated into the Town's existing financial system, MUNIS.

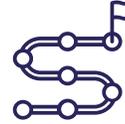
Improved Cybersecurity Awareness (Phishing Training)



Phishing training, the act of sending **fake** malicious emails to test employees' ability to identify dangerous messages, is an important part of any cybersecurity awareness program. The Town's IS department started its phishing training program in January 2022, and in that time has seen a positive impact on awareness and ability to avoid emails that look suspicious.



Planning & Economic Development



In partnership with the Planning and Zoning Commission and consultant partner Town Planning and Urban Design Collaborative (TPUDC), the Planning Department began work on Manchester’s 10-year plan: the Plan of Conservation and Development. Required by State Statute, the plan is intended to guide how Manchester grows over the next 10 years and to offer recommendations on how the Town can achieve that vision. As a forward-thinking Town that is traditionally open to innovation and change, all while honoring the Town’s historic past, the primary question has been: **What’s NEXT for Manchester?**

On-the-Table Meetings

Opportunities for residents and business owners to brainstorm and collaborate on ideas to benefit the community.

Additional Outreach

After the conclusion of Planapalooza, staff recognized the need for more input that reflected Manchester’s diversity. More direct outreach was conducted at community events including Spruce Street Market and the Town’s Juneteenth celebration.



APRIL

Community Kickoff

This virtual event generated excitement about the POCD, provided an update on work completed, and served to generate new ideas.

MAY

Planapalooza

Held primarily at WORK_SPACE, Planapalooza was a weeklong opportunity for residents to work directly with neighbors, Town Staff and officials, and a team of planners and designers to build an updated vision for Manchester’s future. The event included

Focus Meetings on topics such as transportation, economic/business development, transportation/mobility, sustainability, cultural resources, housing, and others. All meetings and the final presentation of findings were recorded and posted online to solicit even more feedback from the community.





Planning & Economic Development (Cont.)

Downtown Revitalization

The Department continued its efforts to make Downtown Manchester an even more accessible and vibrant heart of the community:

- Rehabilitation of the mixed-use building at 2-4 Pearl Street, previously occupied by Catsup & Mustard restaurant, continued. Made possible by a Downtown 2022 Loan Fund award, that rehabilitation project will result in an updated restaurant space at street level and modern market rate apartments on the second and third floors.
- 893 Main Street was approved for a Downtown loan and will begin construction in late 2022 or early 2023, resulting in additional upper floor residential units.
- Pedestrian improvements to the St. James Church lot, which serves as a public parking lot during the week, began in 2022. Improvements include an attractive new staircase between the lot and Main Street, additional plantings, lighting, and a complete rehabilitation of the parking lot itself.



Community Development

Manchester receives federal Community Development Block Grant (CDBG) funding annually to support projects that primarily benefit lower- and middle-income residents. During the Federal Fiscal year that ended 9/30/22, Manchester’s CDBG budget was **\$573,392**.

CDBG funds a variety of projects such as job training, after-school programs, housing rehabilitation programs, and other capital improvements.

Last year, the Housing Rehab Program completed a very challenging project on a home that contained lead and asbestos hazards, structural issues, and a number of other concerns. The completed project provides the owners with a safe and quality affordable home while also improving the curb appeal of the property for the surrounding neighborhood



Before



After



Registrar of Voters

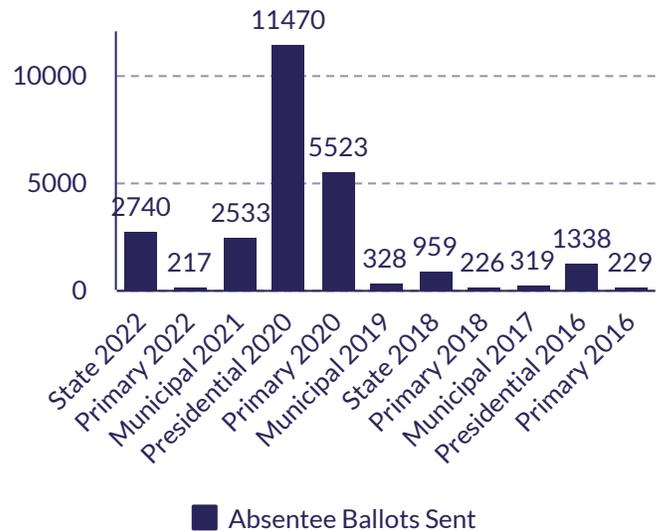


The mission of the Registrars of Voters Office is to ensure federal, state and local elections are conducted timely, responsibly, and with the highest level of professional election standards.

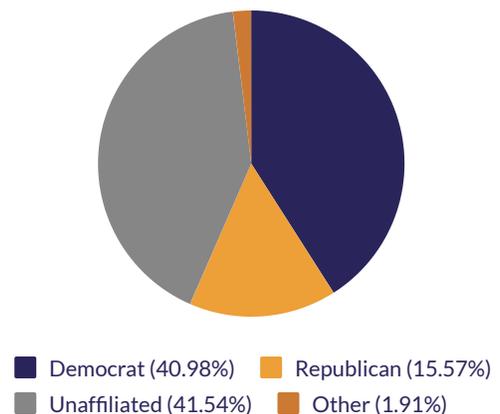
The functions of the Registrars of Voters Office are governed by the General Statutes of the State of Connecticut. Registrars are sworn elected officials and serve four-year terms. Responsibilities and duties are administered jointly by a Republican and Democratic Registrar. Responsibilities include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

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

Absentee Ballots (Mailed)



Registered Voters as of 10/1/2022





Town Clerk

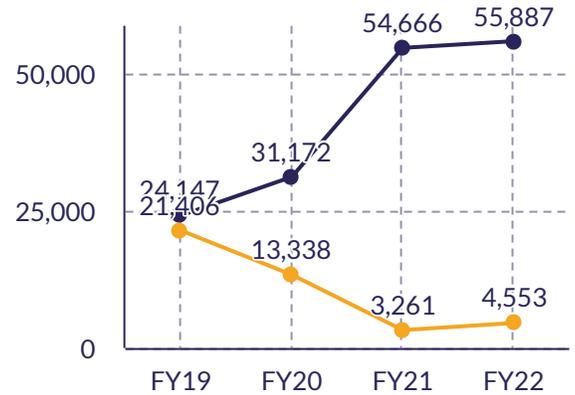


The duties of the Town Clerk’s Office are established and regulated by the Connecticut General Statutes, the Town Charter, and regulations of various State Departments and Agencies. In Manchester, the Department dates back to 1810 for land records and 1853 for vital records. It serves as the official keeper for Manchester’s public records and provides a variety of services for citizens and customers. Each year nearly 150,000 people are served in person, by mail, the internet or by phone:

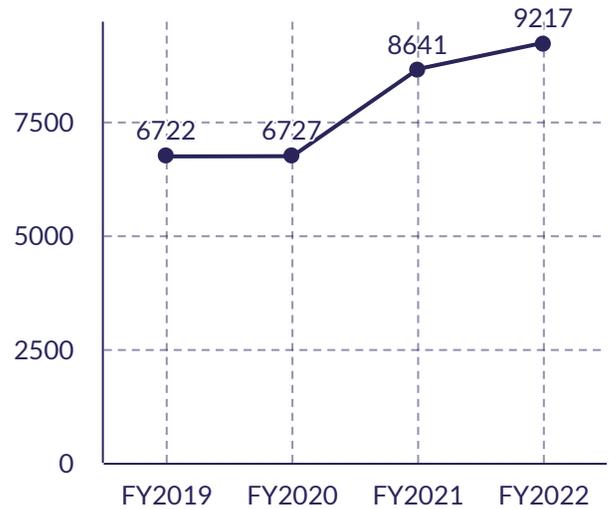
- Land records and maps maintained in accordance with the Connecticut General Statutes.
- Birth, death, and marriage records, and military discharges.
- All records pertaining to meetings, elections, damages, injury claims, summonses, oaths of office, and Trade Name registration.
- Dog licenses, liquor licenses and permits, and absentee ballots

The department also sponsors Dog Licensing Day, Family History Day, and participates in the Government Academy.

Land Record Requests Post-COVID



● Records Requests Accessed (Online)
● Records Requests Accessed (In-Person)



● Land Records Indexed

Important Numbers



Total Vital Records Processed

9,011



Total FY22 Fees Collected (Vital, Land, Other Records)

\$1,643,247

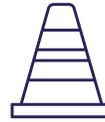


Absentee Ballot Return % (State Election 2022)

94.5%



Engineering



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

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

- ✓ Road Resurfacing
- ✓ Plymouth Lane Reconstruction
- ✓ Gardner Street Reconstruction
- ✓ Ambassador Drive Culvert Replacement
- ✓ Spruce Street Improvements
- ✓ Foster Street Neighborhood Improvements
- ✓ Robert Road Neighborhood Improvements
- ✓ Ridgewood Street Neighborhood Improvements
- ✓ **Safety Improvements: Buckland Street/Tolland Turnpike/Adams Street**
- ✓ **Safety Improvements: Buckland Street/Buckland Hills/Pleasant Valley**
- ✓ **Tolland Turnpike Sidewalk Installations**
- ✓ Durant Street Neighborhood Improvements
- ✓ Center Springs Park Enhancements - Main Street/Bigelow Street
- ✓ Cheney Trail Sidewalk Extension
- ✓ **Rectangular Rapid Flashing Beacon Installations**
- ✓ **Other Programs: LED Streetlight Retrofit, Pavement Crack Seal, Sidewalk Spot Repair**



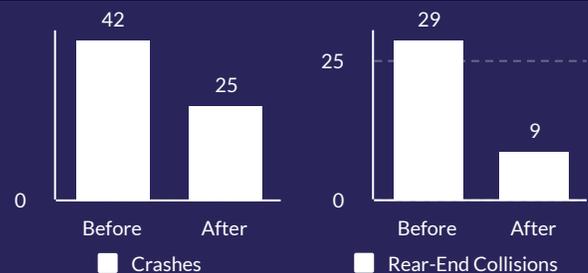
Rectangular Rapid Flashing Beacon (Main Street)



Tolland Turnpike Sidewalk Extension

Safety Improvements

In January 2021, the Town of Manchester completed a project to replace the traffic signal, remove channelizing islands, and install other safety improvements at the Buckland Street/Buckland Hills Drive/Pleasant Valley Road intersection. The project was primarily funded with federal aid administered through the State of Connecticut Department of Transportation.





Highway/Field Services



The Field Services Department maintains the safety and quality of Manchester’s roadways, parks, cemeteries, public grounds, and fleet of vehicles and equipment.

During FY22 there was an emphasis placed on roadside maintenance, including vegetation management, litter control, and street sweeping. The Highway Department also performed minor roadway patching in addition to what was done through the main paving program.

Case Mountain



Improvements to the Case Mountain trail and path to the summit were made. The Department repaired washouts and installed water breaks to prevent future washouts and reduce their severity.

Leaf Collection

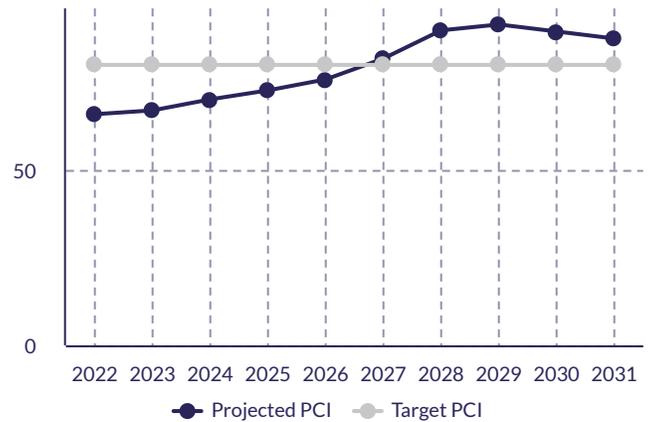
32,000 cubic yards of leaves were collected in FY22, which exceeds the typical collection by nearly 5,000 CYs. The increase is mostly explained by the early leaf drop.

Paving Projects

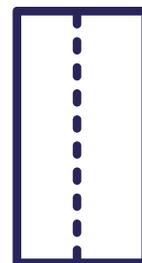
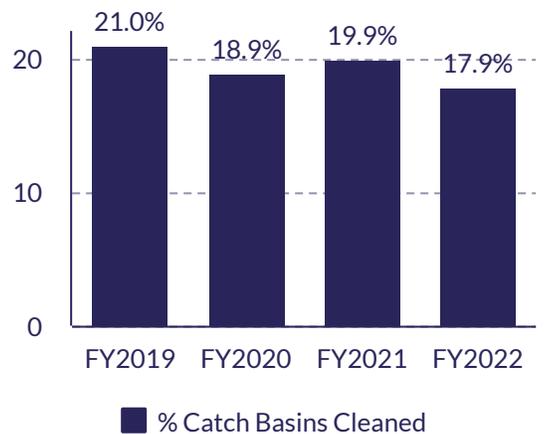
Small paving projects were completed, including:

- Sections of road at Buckland and East Cemeteries
- The Sanitation Transfer Station drop-off center

Pavement Condition Index (Projection)



Catch Basin Cleaning



219 Total Miles of Road Maintained



Parks



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. The Division also is responsible for street tree plantings and managing the Memorial Tree Program

- **160** acres of parks
- **29** ball fields
- **10** soccer fields
- **2** football fields



Designed new entryway to Center Springs Park at the corner of Bigelow & Main



Redesigned and installed new plantings for the Daughters of the American Revolution Memorial

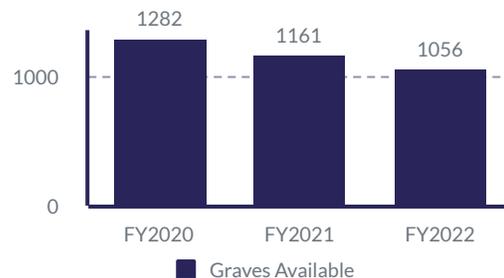
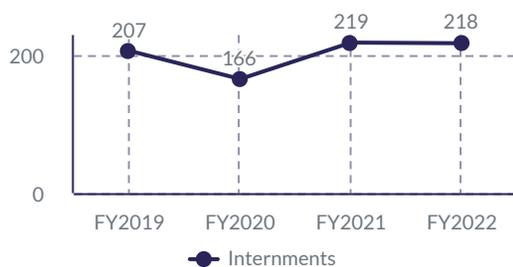


Expanded the Spruce Street Community Garden

Cemetery



Oversees 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.



Facilities/Building Maintenance



Responsible for the design and specification functions for Town and Board of Education building projects, in addition to providing oversight to building maintenance staff, troubleshooting problems with the Board of Education's maintenance staff, and providing oversight to architects and construction managers retained by the Town. Building maintenance staff carries out preventive maintenance plans and mechanical repairs of buildings, plant equipment and other related maintenance.



Highland Park School Solar Panels

Interior lights at 11 Town buildings, including Town Hall, Lincoln Center, Fire Station #2, Mary Cheney Library, WORK_SPACE, and others were replaced with motion-sensitive LED lights to improve energy efficiency. Most of the conversions were completed by May 2022.

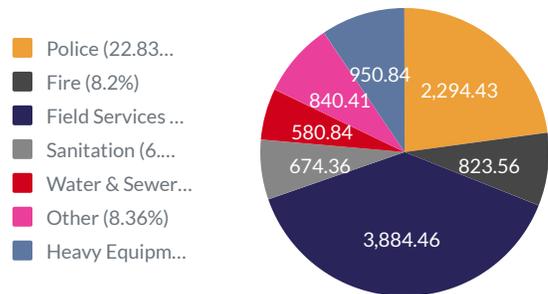
So far through January 2023, there has been an overall **reduction of over 350,000 kWh** of electricity use compared to the previous year (-14.05%) due to the light replacement and other energy-saving efforts.

Fleet



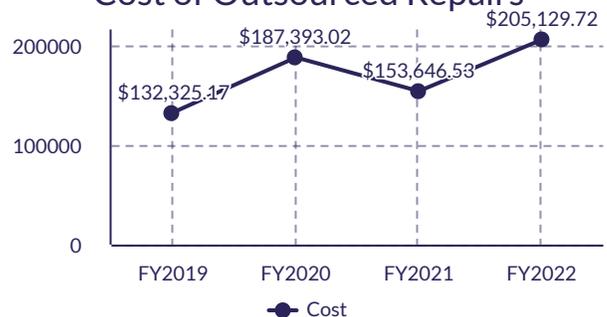
Oversees the repair and maintenance of all Town vehicles, including those of the Water Division, Sewer Division, Sanitation Division, Fire Department, and Senior Citizens' Center. The Fleet Maintenance Division is also responsible for the repair and maintenance of the Police Department and Board of Education vehicles and equipment.

Hours Spent on Repairs - FY22



Average Age of Town Vehicle: 10.85 years

Cost of Outsourced Repairs

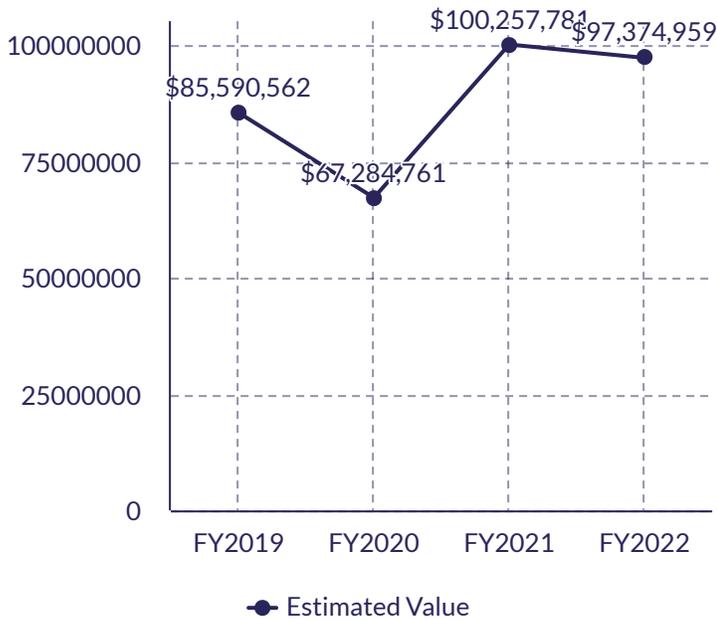




Building Inspection



Permitted Construction Value



Notable Construction

- Winstanley's improvements to the previous JC Penney Warehouse
- Introduction of Dick's Sporting Goods to Burr Corners Plaza
- Remodel of Buckley School

Permit Management

The Department's operation transitioned from ViewPermit permit management software to Tyler EnerGov, which eliminated the dependency on paper driven workflows and centralized the permit application process. The final configuration of EnerGov remains a work in progress.



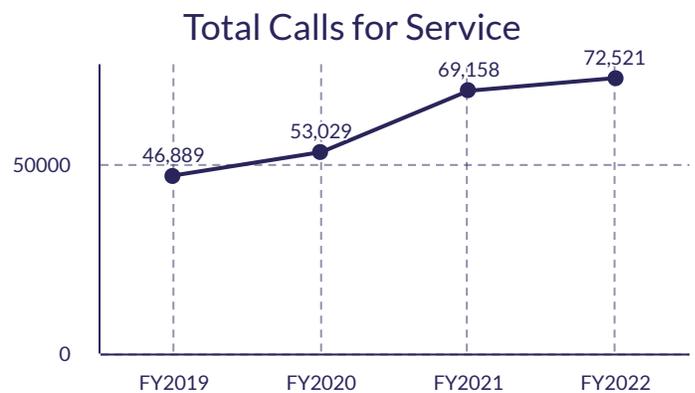
Police Department



The Manchester Police Department is a nationally accredited law enforcement agency 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, and the Records and Maintenance Sections, and Staff Services includes Communications, Training, Accreditation, and Budget/Grants.

Patrol/Operations

Arrests, motor vehicle stops, citations, and motor vehicle accidents were all below anticipated levels due to COVID-19. Officers curtailed proactive policing to limit potential exposure, and less people were on roadways due to closures and remote work.

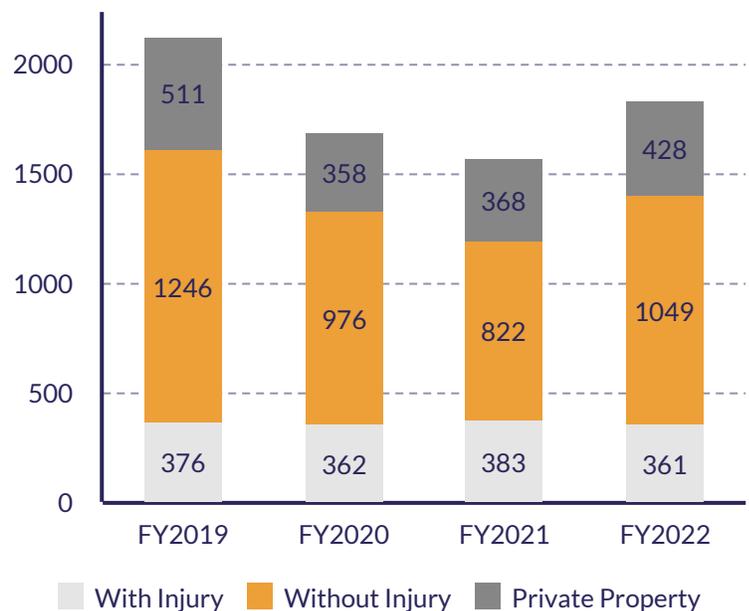


Traffic Services

The Traffic Services Division acquired several pieces of equipment to better respond to speeding complaints and investigate serious or fatal collisions in Town. A “Real Time Speed Display” can be deployed in different locations throughout the Town, helping monitor vehicle speed in areas that generate the most traffic complaints. In addition, new “VERICOM System”, technology helps calculate the amount of friction from the roadway generated during a collision. In cooperation with several other investigative units, the Traffic Unit can also deploy a drone during serious injury and fatal collisions to provide an overview of the entire scene.

In FY22 the Division investigated 2 serious injury crashes and 6 fatal collisions.

Motor Vehicle Accidents



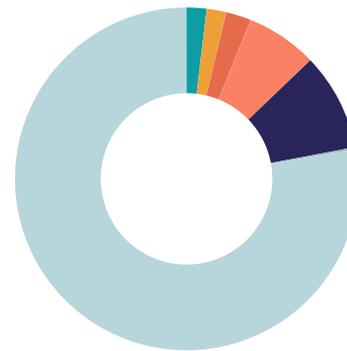


Police Department (cont.)

Patrol/Operations

The MPD Investigations Unit cleared most of its violent crimes by arrests and solved by the investigators. For one such violent crime, investigators were able to use DNA, social media accounts, electronic devices, license plate reader technology, and interviews to identify the suspects with very little initial information or descriptions to utilize. At the conclusion of the investigation, an arrest warrant was signed for the suspected shooter. Overall during FY22 there were 17 shots fired calls and 10 overdose deaths investigated by the division.

Crimes by Type (FY22)



- Rape (1.89%)
- Robbery (1.83%)
- Aggravated Assault (2.38%)
- Burglary (6.72%)
- MV Theft (9.22%)
- Arson (0.18%)
- Larceny/Theft Subtotal (77.78%)

OTHER MAJOR HIGHLIGHTS

Center for Digital Investigations

Oversees and hosts the CDI, which consists of 9 regional police agencies. The mission of CDI is to protect and serve the public by conducting high quality forensically sound investigations, which collect digital evidence to further criminal investigations. During FY22, CDI examiners completed **104** examinations of devices for: drug offenses, firearms offenses, death investigations, child pornography, and sex offenses.

Greater Hartford Regional Auto Theft Taskforce

The GHRATTF was established in October 2021 to combat car thefts and the violent acts occurring during such thefts. The taskforce began with 12 participating agencies and has led to 104 stolen vehicle arrests, as well as 23 recovered firearms from October 2021 through June 2022. In Manchester, at least 19 arrests have been made for stolen motor vehicle offenses including robbery, armed robbery, and shootings.

East Central Narcotics

The East Central Narcotics Taskforce investigated 86 cases, leading to 47 search warrants, 39 arrests by warrant, and 25 warrantless arrests. The taskforce seized 13 motor vehicles, 17 guns, and \$41,854.50 in cash. The top drug seizures during FY22 were 10,761 bags of fentanyl (290.27 ounces), 42.88 ounces of cocaine, 21.65 ounces of methamphetamine, and 12.88 ounces of crack cocaine.



Fire Department



The Manchester Fire Department provides quality, courteous, and professional life safety and public services with courage, compassion, integrity, and pride.



The department has an authorized strength of **81 uniformed personnel** including Officers, Fire Inspectors, Firefighters and Firefighter/Paramedics. A civilian staff consisting of an Executive Assistant, Clerical Assistant and Data Management Technician provide support to the organization.



The Department's operation is centralized around **5 strategically located fire stations**. Vehicles include four Class A pumpers, one 105' aerial ladder truck, and one service truck which delivers the Department's UTV. A Paramedic intercept vehicle and Shift Commander's rapid response vehicle complete the fleet.



Fire response is provided to **72% of the Town's area**, while EMS services are provided to the the entire community with advanced life support (Paramedic-level) medical service. Manchester's Eighth Utilities District Fire Department provides fire and medical first responder services to the remainder of the Town from separate stations.



COLD WATER RESCUE TRAINING//



FRONT LINE FLEET VEHICLES//



SCBA TRAINING//



TRUCK #2 AT WORK//



Fire Department (cont.)

Fire & Rescue

- Members maintain certifications in many disciplines, including advanced aerial operations, confined space rescue, high and low angle rope rescue, cold water rescue and vehicle machinery rescue.
- Awarded and implemented grants for rescue equipment and training. 18 members received "Train-the-Trainer" certification for Fire Ground Survival.

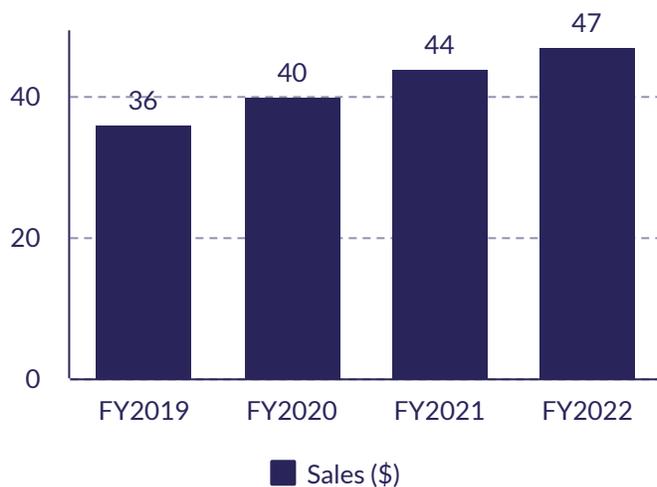
EMS

- Placed the department's 5th LUCAS device (automatic CPR compression machine) in service.
- Active in both community outreach and COVID testing efforts in FY22
- Continued the management of the EMT class at Manchester High School

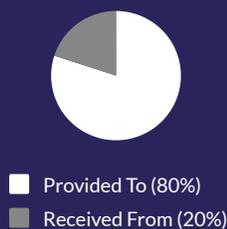
Fire Prevention

- Re-started the fire inspection program after COVID-19 pandemic restrictions lifted, with an emphasis on residential occupancies.
- Transitioned to a new mobile fire inspection program to increase efficiency.
- During COVID, provided a remote way to provide fire safety education to schools with a video presentation.

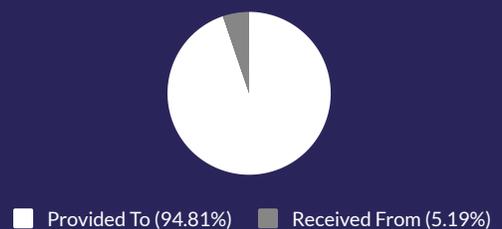
Structure Fires



FY22 Mutual Aid - 8th District



FY22 Mutual Aid - Other Municipalities





Health Department



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

INSPECTIONS

1,313

Food, Septic, Other Inspections

PERMITS

396

Food, Event, Temporary Event Licenses/Permits

SCREENINGS

774

Health Screenings

PROGRAMS

513

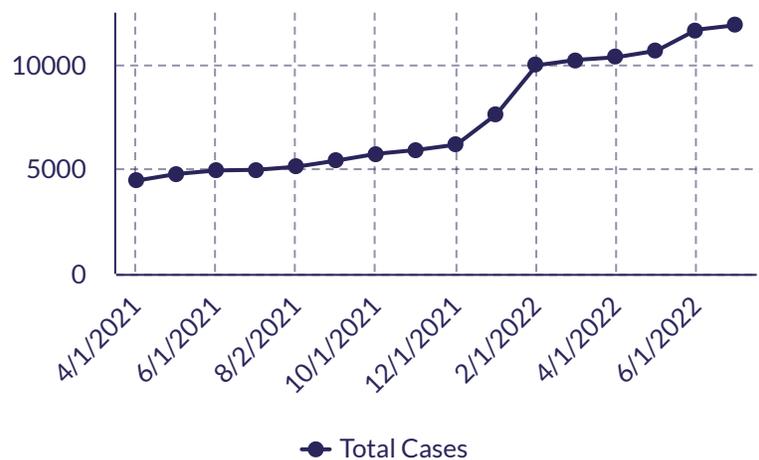
People Served Through Employee and Senior Health Programs

COVID-19

Since the onset of the pandemic, the Health Department has been instrumental in the town's efforts in responding to the pandemic. The Department has played a critical role in ensuring the well-being of Manchester's residents, businesses, departments, and other partners:

- Provided guidance to town officials on safety and policy issues.
- Monitored and responded to evolving public health guidance from state and federal agencies.
- Worked with various departments and partners to coordinate the distribution of **28,000** pieces of personal protective equipment and COVID-19 test kits.
- Facilitated **70 vaccination clinics**, resulting in over **10,000 vaccinations** for residents, Town employees, and others.
- Worked with the town's Communications staff to ensure the timely distribution of COVID-19 related guidance and information.
- Utilized grant funding to examine, address, and improve Manchester's Health Equity efforts related to the pandemic
- Provided contact tracing, monitored clusters of outbreaks and provided guidance to affected households, agencies, and businesses

FY22 Total COVID-19 Cases (CT DPH)



75%
Fully Vaccinated
As of 7/6/22 per CT DPH



Senior Center



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

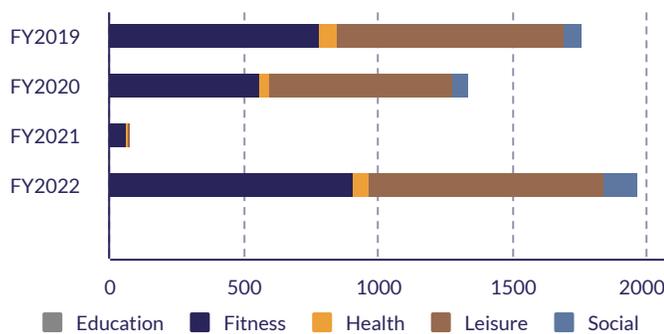
Senior Center Members



The beginning of FY22 coincided with the re-opening of the Senior Center after a 15-month closure due to the COVID-19 pandemic.

Staff emphasized the identification of evidence or concern regarding the possible effects of COVID-19 isolation suffered by participants during the closure. Among the concerns expressed to staff were frayed family relationships, sadness and depression regarding missing family and personal milestones, and concern about family members who continue to be afraid to leave the house, among other fears and phobias.

Classes by Type



Many participants also expressed that they had simply missed the Center and their many friends as well as interacting with the staff.

Senior, Adult, and Family

Senior, Adult & Family Services (SAFS) provides social work services to adult (18+) residents of Manchester. As the one of the first points of contact for residents in crisis, SAFS acts as a safety net for Manchester residents. During FY22, SAFS worked with **3,341 unduplicated residents** around a range of issues, and facilitated access to **\$2.8 million in financial assistance**.

- ✔ Access to basic needs (food, clothing)
- ✔ Assisted with applications to programs such as CT Homecare, Energy Assistance, etc.
- ✔ Behavioral health (psychological support, referrals to treatment)
- ✔ Assisted with job searches
- ✔ Hoarding remediation, homelessness assistance, and paratransit services, among other programs.



Leisure, Families, and Recreation

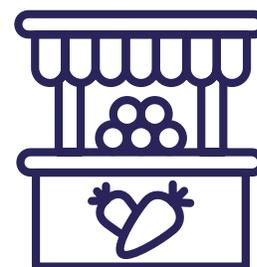


The Department of Leisure, Family, and Recreation recognizes that equitable access to recreation programs is an inherent right to each of our citizens. As such, every effort is made to ensure that the available programs and services enrich our residents both socially and physically, regardless of age,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

Neighborhood & Families

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

The Spruce Street Market ran from June - August 2021, providing the community with access to healthy, locally grown produce and specialty food items. Due to the success of the Spruce Street Market, the program was expanded to include the inaugural Northwest Park Farmers Market (August - October). In total there were **16 events** across the two locations with **6,888 total customers** resulting in **\$1,436 double SNAP reimbursements**.



The newly renovated community gardens--providing affordable access to healthy produce and outdoor spaces--now contain 28 raised garden beds. There was a waitlist of over 20 prospective gardeners throughout the season. Twelve new sensory garden beds and eight seated educational sensory wheel gardens will be added to allow families and community groups to explore the basics of food production and healthy food access.



The Culture Lab and People's Gallery at Leisure Labs is a community center with the long-term goal of aiding the Town in becoming a more welcoming, inclusive, and equitable place. The center provides low-to-no cost cultural programming coordinated by the Town and external partner organizations. Some examples from FY22 included the Black History Month Celebration, "Perspectives in Righting" Discussion Series, Government Academy, and Juneteenth.





Leisure, Families, and Recreation (cont.)

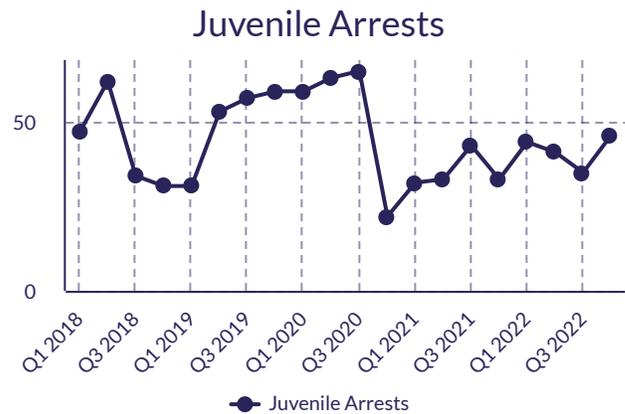
Youth Service Bureau

After extensive research, Manchester’s diversion program transitioned to a juvenile model and was renamed the **Manchester Restorative Diversion Collaborative**. The goal of the MRDC is to divert Manchester youth between the ages 10-18 from the juvenile justice system. The model will help youth take accountability for their actions through a community-based approach that focuses on building relationships, repairing harm, and reducing recidivism.

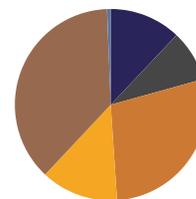
The Youth Service Bureau serves youth 0-21 years and is one of only several bureaus in the State that operates an Early Childhood Program Center (the Northwest Park Early Childhood Center).

Workforce Development programs provide positive youth development opportunities through practical applications with real life work experiences, such as employability skills like financial literacy and mock interviews. The Town also partners with business partners in the community to offer Youth Employment programs.

Grant funding continued to address the problems of underage drinking and other addictive behaviors amongst youth (FACTS program, Opioid Response Grant, etc).



Program Participation by Category



- Summer Positive Youth Development (12.07%)
- Family Engagement & Support (8.63%)
- Community Service & Leadership (28.25%)
- Positive Youth Development (13.03%)
- Special Events (37.4%)
- Youth Employment (0.61%)



Leisure, Families, and Recreation (cont.)

Recreation

Manchester Recreation provides a comprehensive program of recreational opportunities for all ages and ability levels, and provides safe, attractive, well maintained, well managed parks and recreation facilities.

Changes for the FY22 season included:



- Reductions in the number of school-age camp sites (from 6 to 5) and camper slots (500 to 300 per session) due to decrease in demand due to increased camp opportunities via MPS and the Early Learning Center.
- Transition to three two-week sessions from six one-week sessions.
- The addition of a **Sustainability Camp** in partnership with the Department of Public Works.
- Introduced "**Theme Weeks**" including Around the World, Sports of All Sorts, Superheros, and more.



Oak-C Together We Tee

- An experience where black and brown children and their parents or guardians can learn and play the game of golf.
- Youths receive: a golf bag, shirt, shoes, balls, tees, hat and free green fees.
- The families participate in a 6-week program that offers professional instruction from putting to driving.



Northwest Park Programs

- **The Tiny Gallery** held its first season exhibiting 6 artists in a one-room gallery, open during market season in the summer.
- As part of the **Great Northwest Faerie Trail**, the park hosted an installation of Faerie Doors along the stone dust path to the water with a number of creative installments from artists and residents.
- The **Rec on the Run** mobile pop-up, offering creative arts, sports, and games continued shifting gears to offer safe activity participation and pick-up, by repackaging existing activities into activity boxes. 40 Rec on the Run activity nights were held, with over 1,900 boxes distributed to the community.



Community Y Upgrades

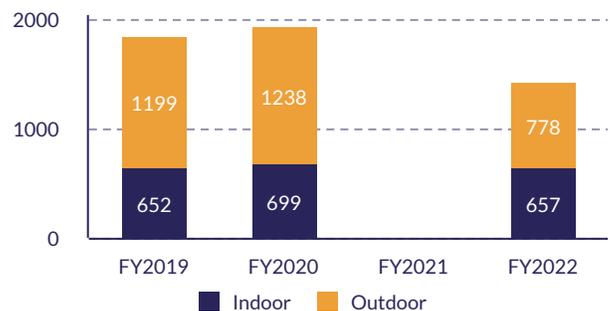
- The interior of the Community "Y" received a complete renovation.
- In the lobby, the desk and counter were demolished, new floors installed, and the walls were painted.
- The basketball court received all new paint and wall pads.
- The workout center was repainted (specifically the hallway and boxing room) and inspirational quotes were added to the walls.



Learn to Swim Initiative

- Research has shown that formal swimming lessons reduce the risk of childhood drowning by 88%. Swim lessons are life-saving resources, and the recreation division is committed to increasing public awareness around swimming lessons and swim safety.

Swimming Lesson Participation





Library



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



527

Total programs offered in FY22, with an additional 48 virtual "storytime" programs offered. **Down 50%** from pre-COVID levels (FY19).



18,346

Total in-person attendance at Library events, with an additional 2,726 remote viewings of virtual programs. **Down 27%** from pre-COVID levels (FY19).



228,233

Number of materials in the collection.



25,748

Number of registered library cardholders (Adult, Teen, and Children). **Up 4%** from pre-COVID levels (FY19).

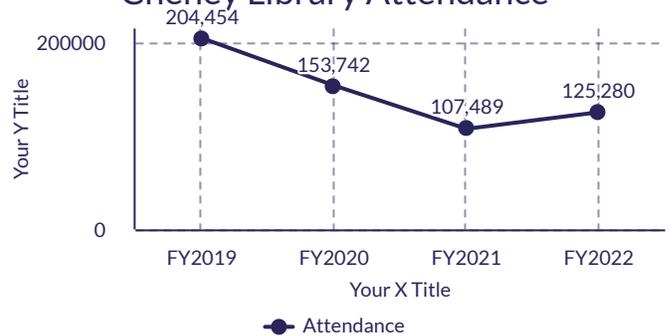
According to statistics from the Connecticut State Library, the Manchester Public Library was the **second busiest library in the state** based on the number of materials loaned annually. For the third year in a row, it was also in **first place for the highest number of children's books loaned**.

In addition, the Cheney library was found to have **the highest number of DEI-related materials in its collection (25,891)** than any of the other municipalities participating in the Regional Library Consortium.

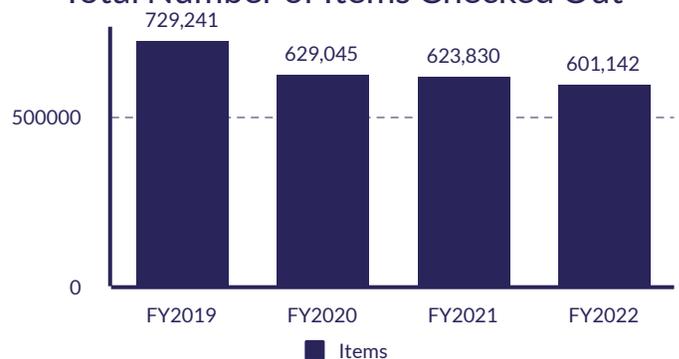
The **21st Century Library Committee** solicited widespread public input and completed an extensive investigation into library space needs. An architectural study was then funded, which included both an economic impact analysis and a survey of necessary repairs to the Mary Cheney building. A detailed report was presented to the Board of Directors in June 2022, which recommended constructing a new library building at 1041 Main Street. A bond referendum question for voter consideration was to be included in the November 2022 election.

Community members and organizations were brought together by the One Book program, during which hundreds of people read the same book and took part in various tie-in activities, including a visit by the author **Zakiya Dalila Harris**.

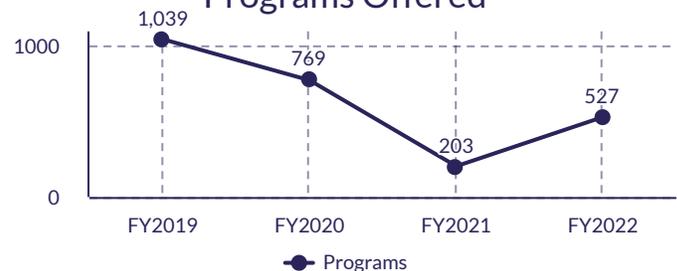
Cheney Library Attendance



Total Number of Items Checked Out



Programs Offered



Water & Sewer



The Water and Sewer Department is responsible for the operation and maintenance of the Town's water and wastewater systems, providing the highest possible water quality and customer service at the lowest possible cost, and continuing to improve the infrastructure and community's environment.

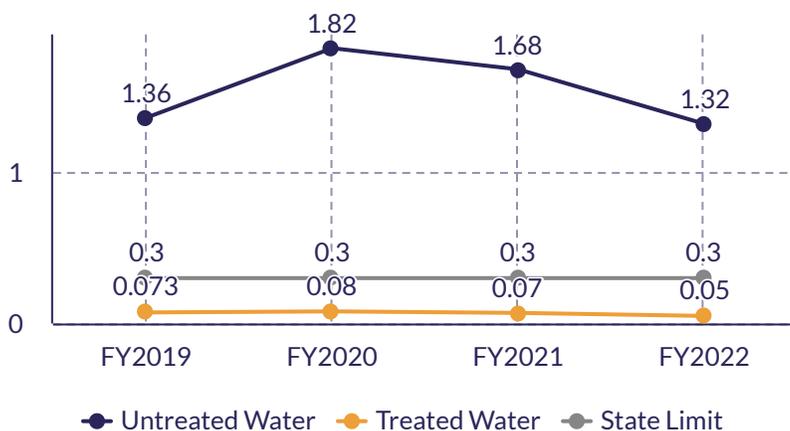
FY22 presented many challenges: a national pandemic, supply chain issues, increasing costs, staffing shortages, and drought conditions. Still, the Department maintained uninterrupted service levels and several technological and facility projects were initiated to plan the technology and facility upgrades required to meet new and unfunded mandates, to keep the system safe, and to sustain operations for future generations.

System Overview

The drinking water supply system consists of seven reservoirs and ten wells which can safely provide up to 9.8 million gallons of water per day. Water is distributed through 260 miles of water mains, five booster pump stations, ten distribution storage tanks, over 20,000 service connections and 2,093 fire hydrants

The wastewater collection system consists of 170 miles of sewer main, 6 pump stations, 5,686 manholes, and 11,261 service connections. The wastewater is conveyed through the collection system before entering the Hockanum River Water Pollution Control Facility which is designed to treat up to 8.25 million gallons of sewage each day. In FY22 an average of about 4.9 million gallons per day was received by the facility.

Average Daily Turbidity (Water Quality)



Water & Sewer Main Maintenance and Improvements

The Department works closely with the Engineering Division to replace water and sewer assets along with other planned work across Town. In FY 2022, the following projects were completed:



Water & Sewer (cont.)



3,026 ft. (0.57 mi.) of new water main and 4 new fire hydrants installed during the Durant Street neighborhood improvement project, replacing piping from 1924.



3,567 ft. (0.68 mi.) of new water main, 6 new fire hydrants, and 3,766 ft. (0.71 mi.) of sewer mains installed as part of the Foster Street neighborhood improvement project, replacing piping from 1905.

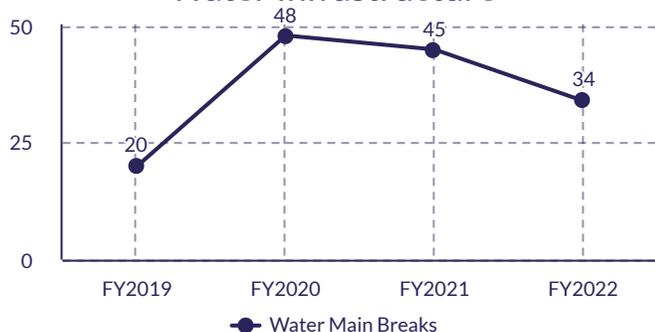


679 ft. (0.13 mi.) of sewer main installed during the Spruce Street neighborhood improvement project.

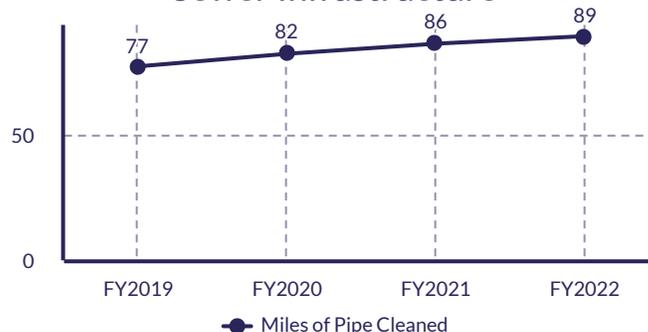
The Field Maintenance Division is responsible for the daily operation of the distribution and collection systems and responding to emergencies, pipe breaks, and sewer blockages. IN FY22 the following activities were completed:

- Repaired 34 water main breaks
- Completed 33 water service renewals
- Replaced 11 twelve-inch butterfly valves
- Flushed the water mains throughout the entire 260 miles in the system.
- Completed 39 sewer main repairs
- Cleaned 89 miles of sewer mains
- Completed the video inspection of 22 miles of sewer mains
- Responded to 82 sewer lateral backups
- Responded to 17 sewer main blockages

Water Infrastructure



Sewer Infrastructure



Customer Service

In FY22, a new web page was built to provide easier access to frequently asked questions and online billing and payment information. The department printed and mailed over 66,000 water and sewer invoices last year. The customer service group also provided final billing information for 1,023 real estate closings.

Water & Sewer (cont.)

The CT Department of Social Services offered a new program in FY22 to assist eligible families with one-time grants to help cover the costs of overdue water bills. The Department worked with the local Community Resource Team to ensure that Manchester's residents were able to apply and receive funding via this unique program.

Considerable efforts to support and maintain the Town's meter reading system led to the scheduling of 834 work orders for meter and radio troubleshooting and the installation of 234 replacement meters in FY22. For new construction, 31 meters were installed for new water and sewer accounts.



Water Quality

In FY22, the department's laboratory processed 37,295 drinking water and sewer effluent samples and submitted 161 regulatory reports, including the annual drinking water quality report available to residents on the Town's website.

Sanitation



The Sanitation Division is responsible for the oversight of refuse and recycling collection contracts, the operation of the Town landfill, leaf collection and composting, recycling transfer areas, and the operation of the Capitol Region East Operating Committee (CREOC) Household Hazardous Waste Collection facility.

MAJOR HIGHLIGHTS



Odor Control

The Department worked diligently in FY22 to reduce the odor originating from the landfill by identifying which materials were most offensive and when the odor was at its peak. An odor neutralizer was added to wastewater sludge from the Town's treatment plant, the acceptance of waste-related materials from other municipalities was eliminated, and a formal Odor Control Plan was formalized.



Commercial Waste Contracts

Contracts for commercial users of the landfill were restructured for both soil and construction and demolition debris. The new contracts reflect new, higher per ton rates that are more in line with market trends, and are performance based with sanctions to address poor performance or noncompliance. The result has been a more consistent influx of higher-quality material.



Rate Study

In order to inform the new commercial waste contracts, a rate study was commissioned and completed in FY22. The rate study, authored by an outside consultant, assessed the current per-ton rates and compared them to other waste processing and disposal options in the region. As a result, the Sanitation Division was able to confidently set new rates that better reflected the waste disposal market in the Northeast.



Hours of Operation

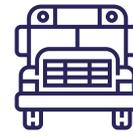
Several changes to the Town's residential transfer station and landfill were approved by the Board of Selectmen in FY22, including a reduction in hours for both residents and commercial users. These changes greatly improved operational efficiency and applied less stress to existing staffing challenges. No longer open for six days per week and 10-20 hours above what other local municipalities offer, the commercial scale hours were reduced to Mon. - Fri. and the residential window was reduced to Tues. - Sat.

Curbside Collection and Disposal Cost



The collection and disposal of MSW and recycling is funded by the Sanitation Fund. The Fund is supported by fees charged to residents and commercial users of the landfill and transfer station. Due to several factors including the recent closure of the waste-to-energy plant in Hartford, the cost of disposal has recently increased. The Sanitation Division was able to secure competitive pricing on disposal by switching vendors, and is continuing to explore ways to expand the landfill and generate revenue once the landfill closes in approximately 2030.

Board of Education



Letter from Superintendent

Manchester is celebrating its bicentennial in 2023 and we have so much to be proud of including a school system that has been and continues to be the springboard to success for so many.

As we continue to rebound from pandemic-prompted interruptions that started in 2020, we know there is a lot of work to do. As is the case throughout the state and country, too many of our students are missing too much school as reflected by higher-than-normal chronic absence rates. Likewise, we have work to do to ensure that all students are keeping up academically.

So while we surely are not perfect and strive everyday to improve, we believe strongly that telling our story and the stories of the passionate, dedicated learners of MPS is critical now more than ever. Communities cannot and should not be judged only on attendance data, test scores or social media chatter.

It is our goal this year to highlight the diverse, thoughtful, bright, dedicated students of MPS whose compelling and powerful stories demonstrate their high levels of success and unlimited potential. We invite you to follow along or revisit these stories which can be found on the district website (www.mpspride.org) and our social media platforms.

There's a bicentennial banner hanging outside Lincoln Center that reads "Reflect the Past, Celebrate The Present, Dream The Future." For our students, we believe the future is bright. We are proud of their talents and triumphs which are no doubt the result of their own hard work, the support of their friends and families, and their experiences in Manchester Public Schools.

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

Sincerely,

Matt Geary
Superintendent



Board of Education

Mission

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

Board of Education

Manchester Board of Education members are elected biannually for three-year terms. The board of Education elects a Chairman from its membership for a one-year term. Here are the members as of January 2023, with the year their terms expire:

- Peter Meggers, 2023
- Elizabeth Mix, 2023
- Kwasi Ntem-Mensah, 2023
- Dean Ott, 2024
- Richard Kohls, 2024
- David Eisenthal, 2024
- Michael Orsene, 2025
- Chris Pattacini, **Board Chair** 2025
- Tracy Patterson, **Secretary** 2025

Academics

Curriculum and Instruction Professional Development

Manchester Public School staff continually strives to implement the district’s rigorous curricula in tandem with high expectations for all students and has facilitated a range of technology focused professional development opportunities. Ongoing professional development has included implementation of Learning Plans to support readers & writers workshop PK through Grade 8 and increased exposure to learning opportunities Grade 9 through Grade 12.

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

The integration of Science, Technology, Engineering, Art and Mathematics is at the heart of the STEAM department. Students engage in hands-on experiences that educate them in the specific disciplines of Science, Technology, Engineering, Art and Mathematics. These experiences include, but are not limited to, coding, invention, experimentation and the use of written science sources to support development of students as “future ready” which means preparing students to be creators of, not just consumers of, technology.

Humanities

The Humanities introduce students to people they have never met, places they have never visited, and ideas that may have never crossed their minds. By showing how others have lived and thought about life, the learning through Humanities allows students to decide what is important in their own lives and what they might do to make it better. The Humanities include language arts, world language, and social studies. Teachers in Kindergarten through Grade 8 continue to implement readers & writers workshops and build classroom libraries to offer choice in text selections. Culturally relevant texts continue to be added to Prk-Grade 8 classroom libraries to support independent reading and student choice.



Board of Education (cont.)

Adult and Continuing Education

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

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

Students are supported by teachers, tutors, case managers, and counselors, and classes and courses are delivered throughout town. Through its Business Academy, students have opportunities for career shadowing, externships and internships. The department also has a robust non-credit continuing education lineup, with courses in cooking, technology, creative arts, fitness and more.

Athletics and Extracurricular Activities

The school district has a robust athletic program, offering 23 varsity sports in addition to 16 sub-varsity sports and a unified sports team. The high school also combines with area towns including Newington to offer an ice hockey program.

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

Manchester High School sponsors 37 clubs to meet the interests of students. The variety of clubs range from the Math Team to the MHS Steppers and Connecticut's only public school Hand Bell Choir. School cultures encourage learning experiences that connect or make an impact on the community.

Illing Middle School also offers a variety of clubs and interscholastic sports, fielding soccer, basketball, track, wrestling, cheerleading and unified teams.

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

Board of Education (cont.)

Buildings and Grounds

Building and Grounds includes carpenters, painters, groundskeepers, plumbers, electricians and heating/cooling mechanics. The department has approximately 90 employees whose responsibilities include maintaining and cleaning 15 buildings. The largest is Manchester High School, where as many as 18 custodians working two shifts together clean more than 370,000 square feet of building space. In all, there is close to 2 million square feet of 'cleanable space' in school district buildings.

Business and Community Partnerships

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

Through collaboration with college, business and community partners, some external learning opportunities that have been available to MHS students in the recent past included:

- An EMT preparation program delivered in partnership with Manchester Fire Rescue - EMS and Ambulance Services of Manchester
- A CNA preparation program delivered in partnership with Touchpoints of Manchester
- A manufacturing pre-apprenticeship program approved by the Connecticut Department of Labor in partnership with the Connecticut Center for Advanced Technology
- A Volunteer Income Tax Assistance Preparation student training program
- A variety of paid and unpaid work-based learning programs at various Manchester employment sites
- Several newly Manchester Community College Manufacturing courses and credentials

District Improvement Plan

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

Our District Improvement Team and School Improvement Teams meet regularly and develop strategies in response to thorough analysis of data. The District Improvement Plan is separated into four areas: Systems, Talent, Academics and Culture/Climate. Work in the area of equity is an important component in all areas of the District Improvement Plan.

Board of Education (cont.)

Equity and Diversity

By focusing on the experiences of students of various races, genders, disabilities, first languages and sexual orientations we are better able to understand what can be done to provide every student with what they need to be successful. The focus of the district's equity work includes providing opportunities areas including:

- Professional Learning for all Staff
- Creation of School Equity Teams
- Review and Revision of Curriculum
- Empowerment of Student Voice

Family Partnership and Student Engagement

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

Manchester Public Schools offer Family Resource Centers (FRCs) at each of its seven elementary schools. Every site has the same approach, with components that include family engagement, outreach, positive youth development, resources and referrals, and playgroups. Funding for the program comes mostly from the district's Alliance Grant, from the Hartford Foundation for Public Giving and from Title I.

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

Finance and Management

During the budget development process every school submits a budget requesting materials and staffing for educational improvement. Central office staff reviews requests to ensure the distribution of resources in an equitable fashion. A variety of grants are also secured to provide additional funding to improve student achievement. Parameters established by equity and specific to class size, free and reduced lunch statistics and staffing are taken into consideration to disperse funds equitably to ensure structures necessary for providing quality programming for all students. The 2022-23 school budget was \$119,689,163; that represented a 1.6 percent increase over the 2021-22 budget, which was \$117,774,174.



Board of Education (cont.)

Food Services

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

The district’s Food Service Department is a self-operated and self-funded entity and not part of the Board of Education Budget. The department has 77 employees with the majority of the staff local residents who have students enrolled in or have graduated from Manchester Public Schools. Meals must meet all federal and state nutritional standards and the meal pattern focuses on foods that are whole grain rich, high in nutrients, low in sugar and low in saturated fats.

Schools

Elementary Schools and Preschool Center

Buckley Elementary reopened in Fall 2022 after an extensive renovation, with Bowers next (scheduled to reopen in Fall 2023) and then Keeney (Fall 2024), at which point all K4 students will enjoy 21st Century facilities and resources.

The Robertson building is being used as ‘swing space’ during renovations which, when all is complete, will leave the district with six elementary schools; Martin will serve as a pre-school center when Keeney is renovated and expanded.

Driving the overhaul of our elementary schools is a commitment to provide appropriate and sustainable educational facilities for the next generation that meets the needs of current and projected enrollment, allows for racial balance, provides equitable access to high quality education, and more.

Anchoring early-childhood programming is the Manchester Preschool Center, which serves families with children (ages 3-4) with a combination of services that include Integrated Preschool Instruction, Head Start programming and more.

Grades 5-12

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

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

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



Board of Education (cont.)

Schools

Manchester High School is a comprehensive high school serving more than 1,600 students, MHS is organized into six distinct small learning communities, each with an administrator and team of support staff including counselors, social workers and school psychologists. Grade 9 students are primarily housed in the Freshman Center, a wing on the west end of the campus --- although grade 9 students visit the main building regularly for elective classes and more.

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

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

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

Student Support Services: Pupil Personnel Services

The district uses a continuum of progressive and innovative strategies to implement special education and related services for students with disabilities in the least restrictive environment. Receiving these services are more than 1,200 students who have been identified as having educational needs due to a disability and thus are entitled to specialized instruction and related services under the Individuals with Disabilities Act (IDEA).

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

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

School Climate

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

Restorative practices are centered on all community members building meaningful relationships to establish and nurture school and classroom communities while also using those relationships to restore and manage conflict when tension arises.



Board of Education (cont.)

Social-Emotional Learning

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

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

And by offering:

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

Student Support Services: Pupil Personnel Services

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

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

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

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

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

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

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

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



Board of Education (cont.)

Transportation

The district contracts with First Student to provide school bus transportation for approximately 4,600 Manchester students each day (including students who attend public, parochial, charter and technical schools). By school board policy, buses are provided for eligible elementary students who live greater than 1 mile from their school; for middle school students who live more than 1.5 miles from their school; and high school students who live more than 2 miles from their school. The district in 2022 debuted a new bus tracking and parent communications app that lets you track where your child's bus is in real-time and has a multi-stop view if you have multiple students on different buses



General Fund & Balance Sheet

General Fund

RSI-1

**TOWN OF MANCHESTER, CONNECTICUT
GENERAL FUND
SCHEDULE OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES
BUDGET AND ACTUAL
YEAR ENDED JUNE 30, 2022
(NON-GAAP BUDGETARY BASIS)
(IN THOUSANDS)**

	General Fund			Variance Over (Under)
	Original Budget	Revised Budget	Actual	
REVENUES				
Property Taxes, Interest and Lien Fees	\$ 152,875	\$ 152,875	\$ 151,708	\$ (1,167)
Intergovernmental Revenue	37,525	37,525	35,923	(1,602)
Investment and Interest Income	565	565	198	(367)
Licenses, Permits, and Fines	2,433	2,433	3,091	658
Charges for Goods and Services	586	586	518	(68)
Other	142	142	265	123
Total Revenues	<u>194,126</u>	<u>194,126</u>	<u>191,703</u>	<u>(2,423)</u>
EXPENDITURES				
Current:				
General Government	6,377	6,377	6,012	365
Public Works	14,041	14,191	13,046	1,145
Public Safety	23,084	23,302	22,067	1,235
Human Services	3,179	3,179	3,110	69
Leisure Services	6,538	6,540	6,089	451
Employee Benefits	4,834	4,834	4,855	(21)
Education	118,269	118,268	118,255	13
Internal Service Fund Charges	2,883	3,284	3,284	-
Other	375	570	450	120
Debt Service	13,883	13,882	13,229	653
Capital Outlay	1,462	4,162	4,162	-
Total Expenditures	<u>194,925</u>	<u>198,589</u>	<u>194,559</u>	<u>4,030</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	(799)	(4,463)	(2,856)	1,607
OTHER FINANCING SOURCES (USES)				
Transfers In	1,879	1,879	1,915	36
Transfers Out	(494)	(5,472)	(5,492)	(20)
Total Other Financing Sources (Uses)	<u>1,385</u>	<u>(3,593)</u>	<u>(3,577)</u>	<u>16</u>
NET CHANGE IN FUND BALANCES	<u>\$ 586</u>	<u>\$ (8,056)</u>	<u>(6,433)</u>	<u>\$ 1,623</u>
Fund Balances - Beginning of Year			<u>33,339</u>	
FUND BALANCES - END OF YEAR			<u>\$ 26,906</u>	



General Fund & Balance Sheet

Balance Sheet

EXHIBIT III

**TOWN OF MANCHESTER, CONNECTICUT
BALANCE SHEET
GOVERNMENTAL FUNDS
JUNE 30, 2022
(IN THOUSANDS)**

ASSETS	General	Capital Projects	ARPA COVID Fund	Education Special Grants Fund	Nonmajor Governmental Funds	Total Governmental Funds
Cash and Cash Equivalents	\$ 1,509	\$ 17,112	\$ 9,435	\$ -	\$ 10,809	\$ 38,865
Investments	12,745	-	9,328	-	6,568	28,641
Receivables, Net	3,556	17,807	-	5,484	1,741	28,588
Supplies	-	-	-	-	201	201
Interfund Receivables	24,923	-	-	-	-	24,923
Other Assets	38	-	-	-	6	44
Total Assets	\$ 42,771	\$ 34,919	\$ 18,763	\$ 5,484	\$ 19,325	\$ 121,262
LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND FUND BALANCES						
LIABILITIES						
Accounts and Other Payables	\$ 4,129	\$ 6,217	\$ 30	\$ 824	\$ 702	\$ 11,902
Accrued Liabilities	2,004	-	-	-	46	2,050
Intergovernmental Payables	11	-	-	-	-	11
Interfund Payables	-	20,434	-	4,078	411	24,923
Unearned Revenue	60	860	19,135	556	28	20,639
Total Liabilities	6,204	27,511	19,165	5,458	1,187	59,525
DEFERRED INFLOWS OF RESOURCES						
Unavailable Revenue - Property Taxes	2,146	-	-	-	-	2,146
Unavailable Revenue - Loans Receivable	-	-	-	-	22	22
Unavailable Revenue - Grants Receivable	-	16,306	-	2,454	-	18,760
Unavailable Revenue - Lease Receivable	741	813	-	-	-	1,554
Advance Property Tax Collections	3,948	-	-	-	-	3,948
Total Deferred Inflows of Resources	6,835	17,119	-	2,454	22	26,430
FUND BALANCES						
Nonspendable	38	-	-	-	207	245
Restricted	-	-	-	-	9,795	9,795
Committed	2,355	-	-	-	8,143	10,498
Assigned	4,701	-	-	-	-	4,701
Unassigned	22,638	(9,711)	(402)	(2,428)	(29)	10,068
Total Fund Balances	29,732	(9,711)	(402)	(2,428)	18,116	35,307
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	\$ 42,771	\$ 34,919	\$ 18,763	\$ 5,484	\$ 19,325	\$ 121,262

See accompanying Notes to Financial Statements.



Department Contacts (Email)

Department	Official	Email Address
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Town Attorney	Tim O'Neil	toneil@manchesterct.gov
Town Clerk	Darryl Thames	dthames@manchesterct.gov
Water & Sewer	Patrick Kearney	pkearney@manchesterct.gov
Youth Services	Heather Wlochowski	heatherw@manchesterct.gov
Zoning Enforcement	James Davis	jdavis@manchesterct.gov