

Annual Report

Town of Manchester
FY2024

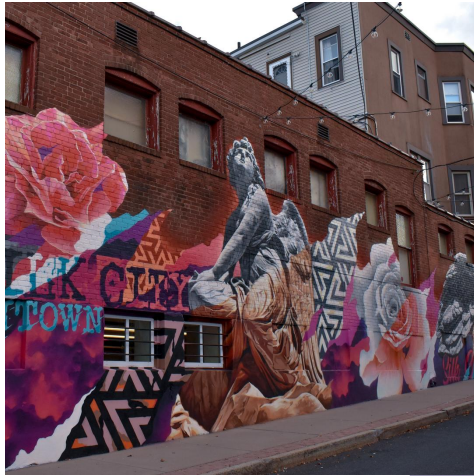


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Letter from the Town Manager

Reflecting on FY24, I am proud of how Town employees worked diligently across all sectors to improve the Town’s community engagement and outreach, bolster our information technology infrastructure, keep residents safe and secure despite an increase in calls for public safety services, and implement new and exciting programs and public services, all to the benefit of our Town’s residents and visitors.

There were many exciting developments for our Town in FY24, including (but not limited to): continued design and planning around our new, modern facility that will replace the Mary Cheney Library, the allocation and disbursement of millions of dollars in American Rescue Plan Act (ARPA) funding from the federal government that supported economic development initiatives, human service programs, local nonprofits, and several large infrastructure projects, and the introduction of and public education around historic capital improvements planned for the Main Street area. These projects and several others outlined in this report will continue into FY25 and beyond. There were also several new programs created or piloted during FY24, including a pilot program to collect food scraps from residents and a community health initiative (“It Takes a Village”) that focused on providing supportive postpartum care for new mothers.

Supporting any of the public-facing projects and services recapped in this report, there is always a team of dedicated employees working “behind the scenes” to ensure Manchester remains a safe, healthy, and financially stable place to live, work, and visit. However, in FY2024 the efforts of Town employees were publicly recognized by several outside organizations, such as the State of Connecticut’s Department of Economic and Community Development’s Office of the Arts designating Manchester as its sixth municipal Cultural District, and the Connecticut Conference of Municipalities awarding the Town a Municipal Excellence Award for the Your Voice Matters platform.

It is my hope that this report will further communicate how important each employee, division, and department is to the Town of Manchester. I would encourage all interested residents to read this report and to contact the Budget and Research Office or specific Department/Division heads directly with any questions you may have. A full staff directory appears at the end of the report.

Looking forward to FY25,

Steve Stephanou
Town Manager



Tax Assessment & Revenue Collection



All property in town are discovered, listed, and valued in the **Tax Assessment division** (including real estate, personal property related to businesses, and motor vehicles). Every five years, all real property is revalued in accordance with state statute. A variety of senior and veteran’s tax exemptions are processed in this division. Transfers of ownership are recorded based on activity in the land records. Personal property audits also take place annually. **Revenue Collection** is responsible for the billing and collection of property taxes annually on July 1st. In addition, this division collects and reconciles water and sewer bills, local cannabis sales tax, and parking tickets. The division follows a recently revised delinquent tax policy and works with constables to address personal property and motor vehicle delinquencies. The division also manages annual real estate property tax sales.

Increased Accessibility

The Tax Assessment Division has improved accessibility by making online filings available for personal property declarations, Income & Expense reports, exemption documentation, and appeals.

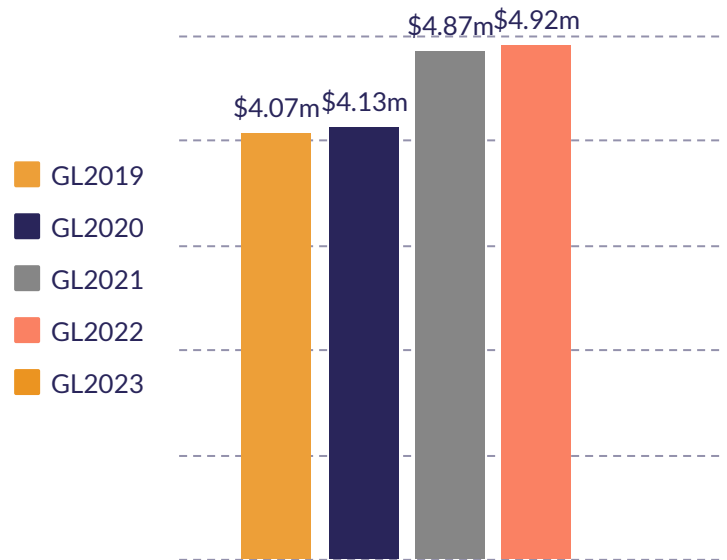
These provide conveniences to our taxpayers, ensure delivery, increase compliance, and create efficiencies for staff to track filing and respond to taxpayer needs.

Equity in Assessment & Collection

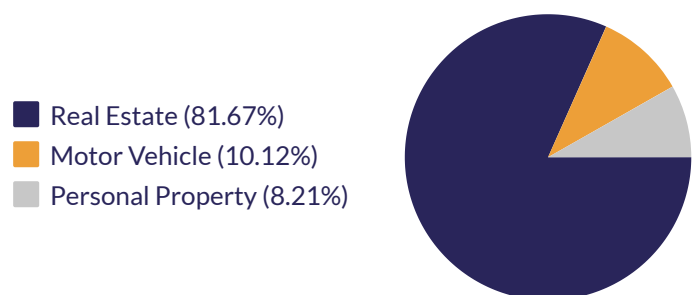
The Finance department is committed to the fair and impartial administration of the tax laws through a more efficient assessment and collection system. Issuing clear and timely information will enhance tax compliance, making it easier for taxpayers to submit required forms and filings.

This, coupled with fair and impartial enforcement, will increase revenues for the Town to make critical investments for the residents of Manchester.

Total Grand List Value



FY24 Percent of Grand List (Value)





Customer Service & Info Center



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

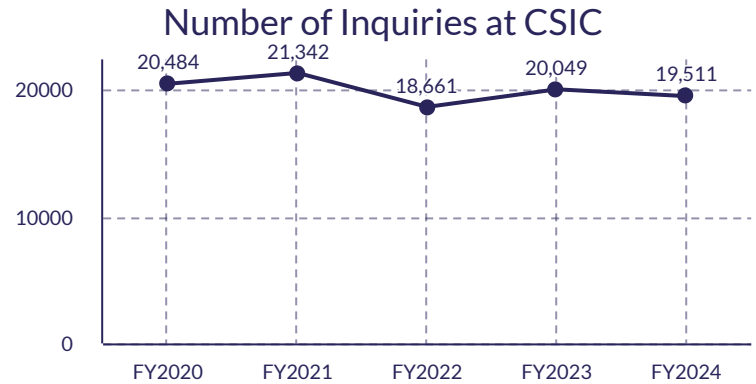
Information Desk

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

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

Special Events

In FY24 staff utilized various Town media to promote key seasonal programs, in addition to the Town's Cultural District Designation, New Girls Softball Fields, Sustainability Grant & Climate Leader Designation, Design our Parks, Downtown Improvement Plans, Procurement Process, ARPA Business Grants, Library Design Renderings, and others.



Passports

The CSIC serves as a Passport Acceptance Agency and processed 190 applications

Recreation

Beginning Jan. 1, 2024, the Town offered free Recreation memberships to residents of all ages for the current year. The CSIC processed a total of 422 free passes.

In addition to routine activity registrations, the free Senior Power of Produce program was introduced, and staff processed 81 \$5 Farmers Market vouchers.

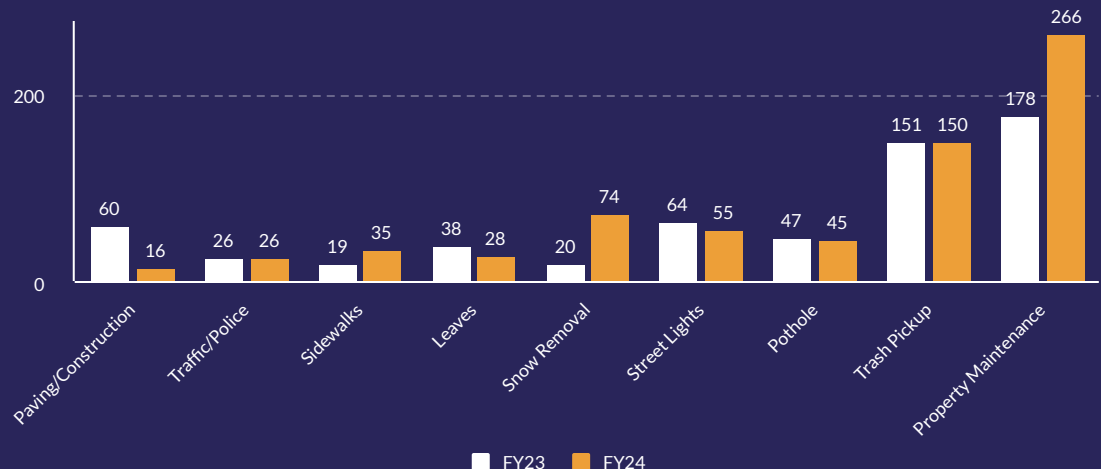
Memorial Tree Planting

The CSIC administers donations for this program which provides for new trees to be planted in Town parks and cemeteries.

Resident Service Requests Received by the CSIC

In FY24, there were a total of **1,021** requests for service fielded by the Customer Service & Information Center. This represents an **increase of 19.1%** over FY23.

Specifically, there were significant increases in the number of requests related to **Property Maintenance** and **Snow Removal**.





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. Over the past year the Office focused on implementing ideas crafted from the Community Conversations program and increased content creation efforts to build better engagement with the community.




DYK Manchester Series

During FY24 the Office officially launched "DYK Manchester Series" in coordination with a new YouTube channel. The series resulted in over 290+views per video on YT and over1K per video on the Town's other social channels. The success of this series inspired the creation several other content pieces.



YVM Town Project Updates

The FY24 strategy for the Your Voice Matters engagement platform focused on the re-launch of several Town projects. From downtown improvements to the new library project, YVM hosted a multitude of updates and tools allowing for fruitful civic discourse between residents and Town staff.



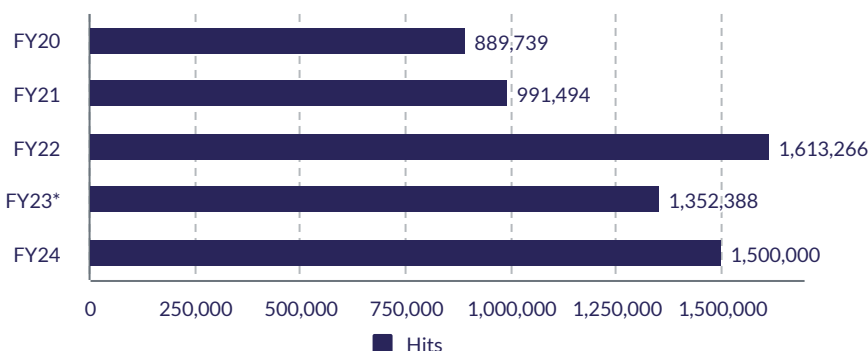
Community Conversations

In February 2024 the Office presented results and pilot ideas from the Community Conversations program. As a result, the Town began building welcome hub for new residents, launching a new DYK video series, and beginning plans for "Coffee Talks".

Municipal Excellence Award

The Communications & Civic Engagement Office won the Connecticut Conference of Municipalities' Municipal Excellence Award for the Your Voice Matters Manchester platform.

Town Website Hits



* Number of website hits estimated for FY23 due to analytics change in FY23.

- An increase of **500+ subscribers** and an **email open-rate of 94%** indicates steady growth for the Town's e-newsletter Manchester Matters in FY24.
- Increase of **953 followers** across all social media channels with an average of 4.8K reach per top performing post.
- **1.5M hits to the town website**, an increase of 189,706 hits over FY23.
- Increase of **6.9% in engagement rate** with over 19K site visits and over 1,000 contributions to the Your Voice Matters platform.



Finance, Accounting, and Purchasing



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

FY24 Highlights



Administration

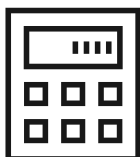
One of the central goals of the Finance Department is to synchronize all divisions, resulting in increased collaboration and a reduction of informational silos. In FY24, Finance began the process of applying for Clean Energy tax credits from the IRS, resulting in \$2.5 million in direct payments from the federal government for Bowers school, reducing the taxpayer's debt burden related to the school projects.



Purchasing & Print Shop

The Town's goal is to ensure procurement activities reflect its approach to equity and to fulfill the responsibility of securing the best value for the taxpayer. The division will encourage departments to consider equity when drafting bids and RFPs and train the procurement team on equity and fair labor procurement process.

The division hosts an annual procurement summit, "Let's do Business," to help the business community understand and navigate the Town's online bid platform.



Accounting

In FY24 the Accounting department led efforts to address cybersecurity vulnerabilities and ensure operational resiliency, so that the Department is hardened against cyber incidents. In FY24, a comprehensive EFT policy and procedure was drafted and adopted by the Town and BOE. Updated procedures have moved most accounting functions to electronic processes and record-keeping, resulting in a 75% reduction in use of paper and printers over the course of the year.



Human Resources



The Human Resources Department is responsible for labor relations and contract administration, employee recruitment, orientation, 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 the fall Human Resources hosted the popular walking program with over 65 energetic walkers averaging at least 45 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 FY24 included the popular Lunch and Learns, with topics focused on Mastering Bag Lunches, Heart Healthy Snacks, and Health Breakfast Prep.

In June of 2024, the Human Resources Department hosted an Employee Wellness and Appreciation Picnic at Northwest Park where over 200 employees enjoyed having lunch, exploring wellness booths including massages, socializing with their peers and games on the lawn. As a thank you to our employees, gifts were given to all those who attended and over 20 grand prizes were up for grabs at the event.

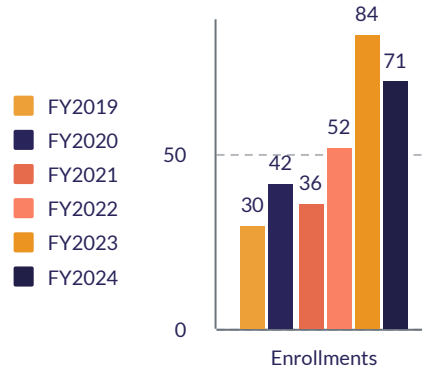
Modernizing Human Resources

In FY24, Human Resources collaborated frequently with the Town Manager's Office to issue a Request for Proposals for a vendor to provide a Human Resources solution for the Town. The scope of the RFP included revamping our recruitment and onboarding manual processes. The RFPs were due on March 22, 2024, and a vendor will be selected in early FY 25.

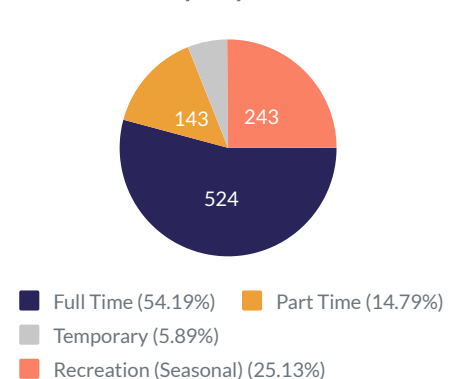
Employee Promotions



Benefit Enrollments



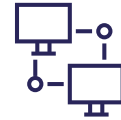
Town Employees - FY24



NOTE: All HR metrics are as of March 2024.



Information Technology



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

MAJOR HIGHLIGHTS



Fiber Network Improvements

Designed and began the implementation of additional fiber to increase capacity to meet the ever-growing technology needs of Town departments.



Wireless Enhancements

Purchased and began implementation of a new wireless infrastructure that will provide more secure and robust connectivity for Town staff and the public.



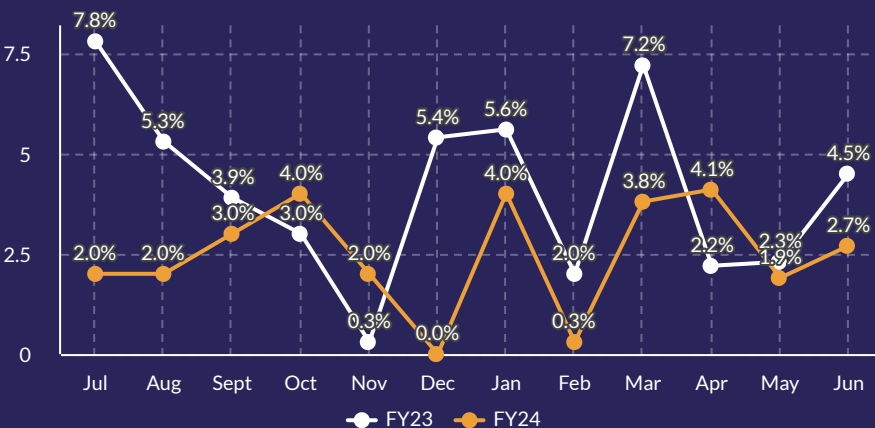
Development Projects

Created and maintained many software applications for various departments, including: Special Waste permitting for Sanitation, Flu Clinic registration, grant applications, Fire Department on-boarding from the 8th District merger, and many more. All of these applications help to streamline department processes.



Server Room

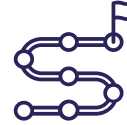
Cybersecurity Awareness (FY23 & FY24 Phishing Training)



Phishing training, the act of sending **fake** malicious emails to test employees' ability to identify dangerous messages, is an important part of any cybersecurity awareness program. The Town's IS department began its phishing training program in Jan. 2022, and in that time has seen a positive impact on awareness and ability to avoid emails that look suspicious. On average, in FY24 Town Employees clicked on roughly 2.5% of test phishing emails per month, down from just over **4%** in FY23.



Planning & Economic Development



Streetscape Project Engagement & Grants

Led by the Planning and Economic Development and Public Works Departments, the Town has made significant progress with the Downtown Manchester Improvements Project, set to transform Main Street from Center Street to Hartford Road into a vibrant, accessible, and pedestrian-friendly "Complete Street." This initiative aims to enhance safety, improve connectivity, and modernize infrastructure through upgrades such as new sidewalks, modern roundabouts, and a separated cycle track. The project is progressing in line with the strategic goals outlined in the Manchester NEXT Plan of Conservation and Development.

Over the past fiscal year, the project team hosted numerous community engagement events, drawing over 400 attendees. Online communications through Your Voice Matters reached more than 5,400 unique visitors, providing valuable insights that are guiding the refinement of the project plans. The Town has secured \$7.5 million from the State of Connecticut Community Investment Fund and \$875,000 in federal funding. An application for additional USDOT Safe Streets and Roads for All funding was submitted in May 2024. Efforts to secure the remaining funds are ongoing, with next steps including finalizing the design and providing updates as the project progresses.

Cultural District

On March 7, 2024, the State of Connecticut proudly announced Manchester’s designation as a Cultural District, stating, “Manchester’s cultural district is twice the fun – it is literally two districts in one!” This prestigious designation marks a new chapter in Manchester’s cultural celebration and development. The Town of Manchester is thrilled to be the sixth town to receive this honor from the Department of Economic and Community Development’s Connecticut Office of the Arts. This designation not only acknowledges Manchester’s dynamic cultural landscape but also highlights our commitment to promoting the arts, supporting creative entrepreneurship, and enhancing economic growth through cultural tourism. The Cultural District features vibrant, walkable areas with numerous cultural facilities and activities that attract visitors and foster community interaction. By supporting local artists, boosting tourism, enhancing residents' quality of life, and driving economic growth, Manchester’s Cultural District celebrates our rich heritage and dynamic cultural landscape. This designation also underscores our commitment to cultural vitality and represents the successful realization of a key recommendation from the Manchester NEXT Plan of Conservation and Development.



Manchester’s Cultural District includes two distinct paths. The North/South path begins at Center Springs Park and follows Main Street to the Lutz Children’s Museum. The East/West path starts at Charter Oak Park and extends through the Cheney Brothers Historic District. Both paths highlight Manchester’s rich heritage and dedication to cultural celebration.

What is a Cultural District?

According to the State's Office of the Arts, a cultural district is an area identified because it contains several nonprofit and for-profit cultural facilities, activities, and/or assets. Such areas are walkable, compact, and that easy for visitors to recognize. They are centers of artistic and economic activities, and are places where community members congregate



Planning & Economic Development

Economic Development Grants

The Department administered two economic development grant programs created by the Board of Directors through the American Rescue Plan Act (ARPA). Staff developed program guidelines and an application process, then assisted the Economic Development Commission with grant awards totaling over \$500,000 in federal funds. Both programs are designed to assist businesses and properties impacted by the COVID-19 pandemic. Those business awarded Business Investment Grants for transformative code-related projects include:

- Beahive Salon
- Randy’s Wooster Street Pizza
- DWRE East Center LLC (Masonic Temple Project)
- Mizzara HD Suites
- Bob’s Beef Jerky for a Cause
- Vallone Ventures

Manchester businesses awarded funds for signage and façade improvements include:

- Wooster Street Pizza
- Filomena’s Pizza
- Dowling on Main
- Highland Manufacturing
- Columbia Dental

The Department offers sincere congratulations to those awarded grants and looks forward to seeing these projects successfully implemented in the very near future.

New Restaurants

Manchester continues to be a regional restaurant destination with several new locations opening during the year. Two ethnic eateries opened in the heart of Downtown during the summer of 2024: Audacity, a British-style pub opened on the corner of Main and Purnell in the former Lucky Taco space, and Long Gut Miss Pinney, a sit-down Jamaican restaurant opened right across the street at Main and St. James. Outside of downtown, 110 Grille opened its first Eastern Connecticut location in Buckland Hills in late 2023 joining Hot Table ,Salsa Fresca and Hungry Pot at the Shoppes at Buckland Hills. Teriyaki Madness, Secrets Bistro, and Ganymead were among the other restaurants opening during FY24.



Ribbon cutting at Long Gut Miss Pinney

Comprehensive Zoning Rewrite

In partnership with the Planning and Zoning Commission the Department began the first comprehensive rewrite of the Town’s zoning regulations since their adoption in 1938. This major effort will be split into two phases, with the first intended to clean up various redundancies, contradictions, and other questionable or outdated sections into a more streamlined, modern and user-friendly document. Over the years many changes and additions have led to a bloated document- the current regulations are over 400 pages long!

The second phase of the project will incorporate more substantive changes, many of which are outlined in Manchester NEXT, the Town’s 10-year Plan of Conservation and Development. Topics to be discussed and modernized include encouraging a wide range of housing development, incentivizing Downtown development activity, providing for redevelopment options, improving resiliency, and codifying quality, attractive development.



Registrar of Voters

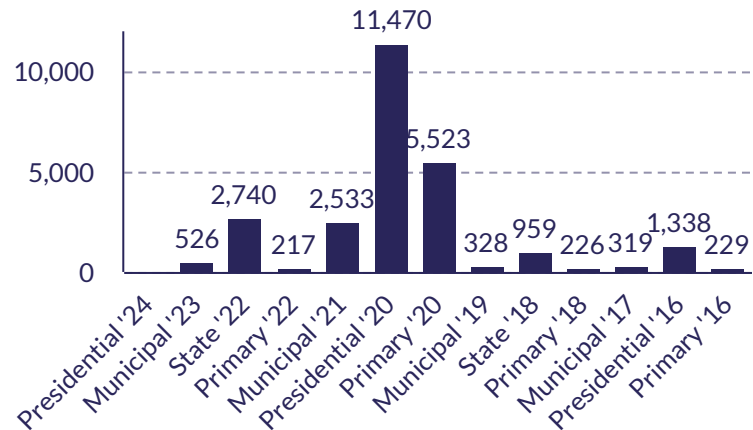
The mission of the Registrars of Voters Office is to ensure federal, state and local elections are conducted timely, responsibly, and with the highest level of professional election standards.

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):

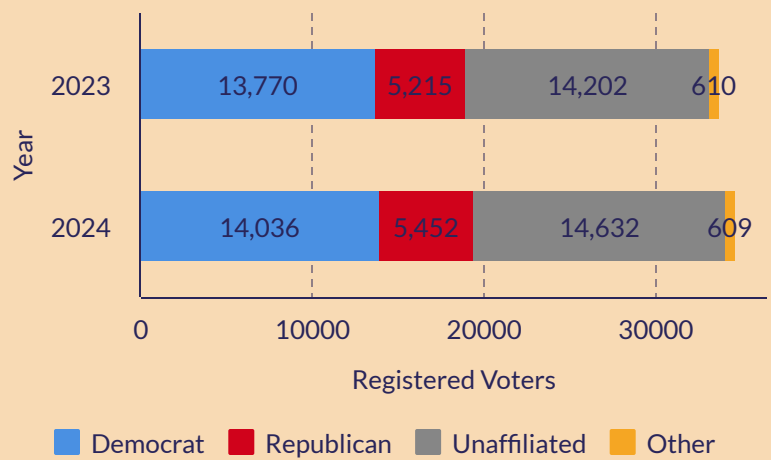
- Registering all legally qualified citizens
- Maintaining a registry database of all active and inactive voters.
- Updating voter registration information including changes of address, name, party affiliation, adding new voters and removing voters who are deceased or who no longer reside in town.
- Managing and supervising all elections, primaries and referenda.
- 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
- Conducting an annual canvass of voters
- Implementing new election laws as adopted by Connecticut State Legislature, **including early voting beginning in 2024.**
- Schedule and conduct in-person voter registration, including at annual high school voter registration sessions at the four in-town high schools



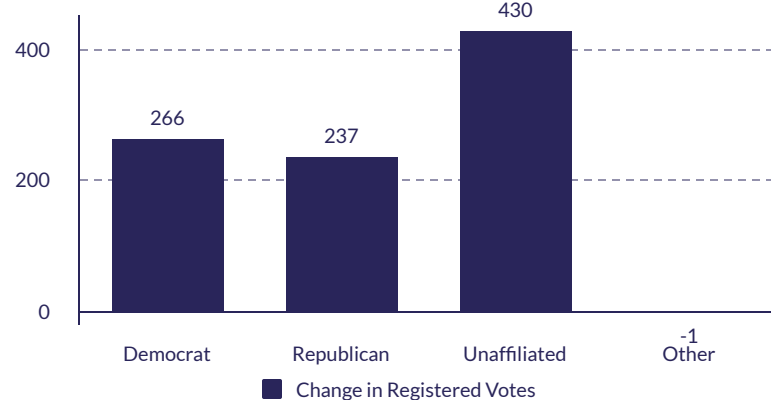
Absentee Ballots (Mailed)



Change in Registered Voters by Party (2023 to 2024)



Net Change in Registered Voters (2023 to 2024)





Town Clerk



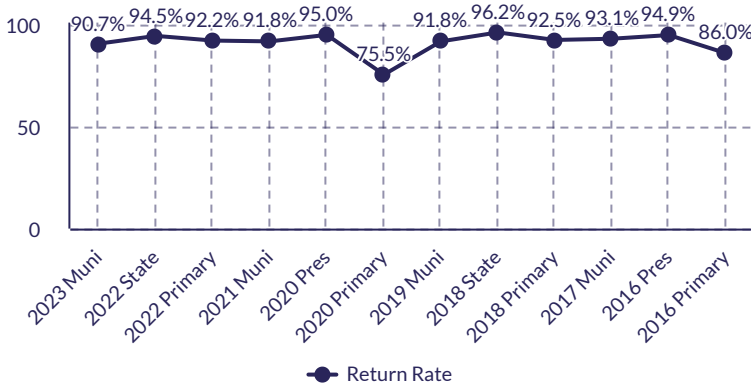
The duties of the Town Clerk’s Office are established and regulated by the Connecticut General Statutes, the Town Charter, and regulations of various State Departments and Agencies. In Manchester, the Department dates back to 1810 for land records and 1853 for vital records. It serves as the official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

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

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

Absentee Ballots

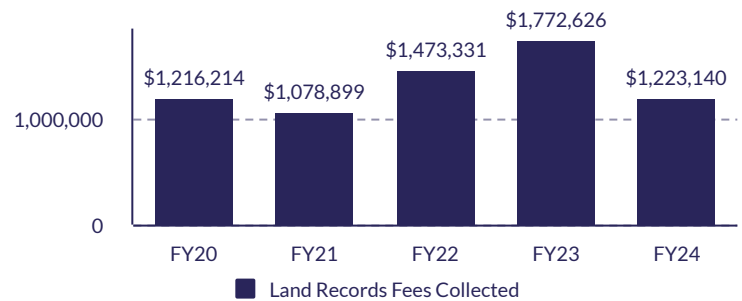
The Town Clerk manages the mailing, counting and certification of the absentee ballots during elections. In the most recent Presidential Election year (2020) the office mailed 11,470 ballots, and returned 10,893, **at a rate of 95%**. The following chart tracks the return rate of absentee ballots for each election dating back to the 2016 Presidential Election.



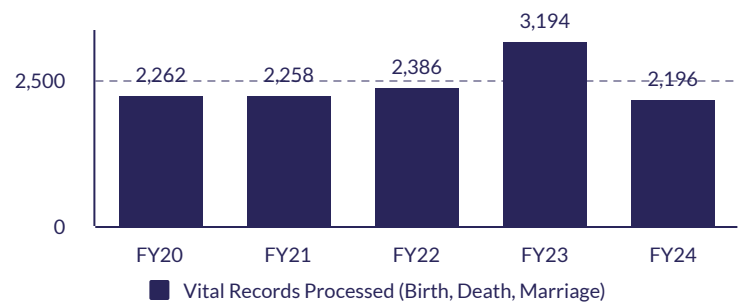
Statistics on the total number of absentee ballots mailed to residents can be found in the previous section (Registrar of Voters).

Land & Vital Records

Land Records such as Deeds, Mortgages, Releases, Liens and Maps dating back to 1823 are recorded in the Town Clerk’s Office and kept as permanent records in both paper and digital forms. In FY24, the Town Clerk’s Office indexed over 8,000 new land records and collected \$1,223,140 in fees.



Vital records such as Birth Certificates, Death Certificates, and Marriage Certificates are recorded in the Town Clerk’s Office and can be obtained by residents for a fee. In FY24 the Town Clerk’s Office processed 2,196 vital records and collected \$173,396 in fees.



Engineering



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

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

- ✓ Road Resurfacing Program (Various Locations)
- ✓ New State Road Softball Fields
- ✓ Charter Oak Park West
- ✓ Robert Road Neighborhood Improvements
- ✓ Sidewalk Replacements (Carol Road & Jarvis Road Neighborhoods)
- ✓ Safety Improvements (Buckland Street/Tolland Tpke/Adams Street)
- ✓ Union Pond Dam Repairs
- ✓ Hilliard Street Sidewalk Installation
- ✓ Downtown Main Street Improvements
- ✓ Water Main Improvements (Glastonbury)
- ✓ Town Hall Parking Lot Reconstruction
- ✓ Oak Grove Street Reconstruction
- ✓ Rectangular Rapid Flashing Beacon Installations
- ✓ Chestnut Street Neighborhood Improvements
- ✓ Intersection Improvements - Hartford Road at McKee Street
- ✓ Center Springs Park Improvements
- ✓ LED Streetlight Retrofits
- ✓ Sidewalk Repair Program
- ✓ Pavement Crack Seal Program





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 FY24 there was an emphasis placed on roadside maintenance, including vegetation management, litter control, and street sweeping. The Highway Department also performed upgrades to the storm water drainage system, minor roadway patching and curb repair, in addition to what was completed through the main paving program.

Drainage Projects

Drainage projects were completed in several areas in Town, including:

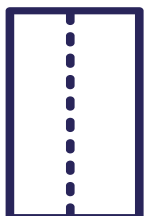
- The lower half of Indian Drive from Westland Street to Greenwood Drive
- Hillside Street
- Bruce Road and Hillcrest Road

Leaf Collection

22,000 cubic yards of leaves were collected in FY24, slightly less than was collected in the previous year.

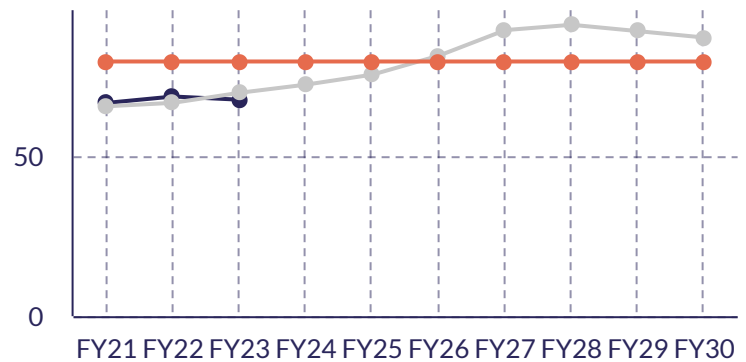
Catch Basin Repair

Highway continued to repair catch basins in advance of the Engineering Division's 2024 Road Resurfacing project. The department monitors and cleans catch basins and culverts to mitigate flooding, which is especially important as the region continues to experience frequent, intense precipitation events in all seasons.



219 Total Miles of Road Maintained

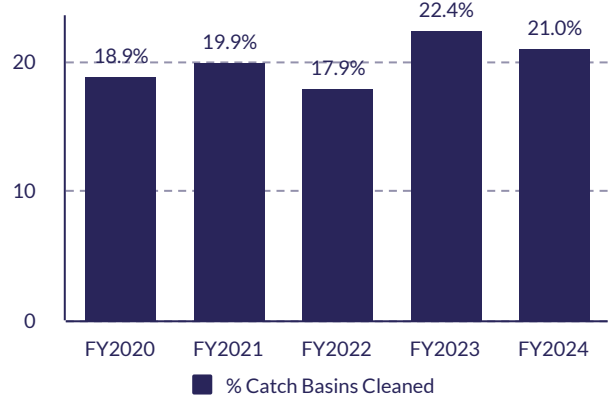
Pavement Condition Index (Projection)



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

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

Catch Basin Cleaning



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



Parks



Responsible for the development and maintenance of parks, athletic 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
- ✓ 10 Soccer Fields
- ✓ 31 Ball Fields
- ✓ 2 Football Fields



Tree Identification Signage on the Great Lawn



Cheney Hall Plantings

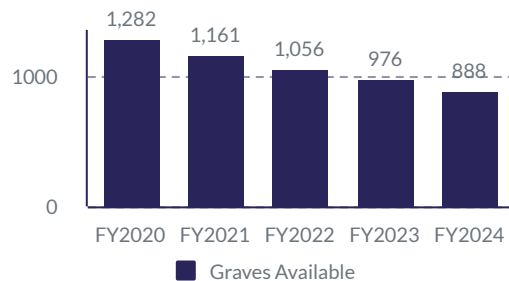
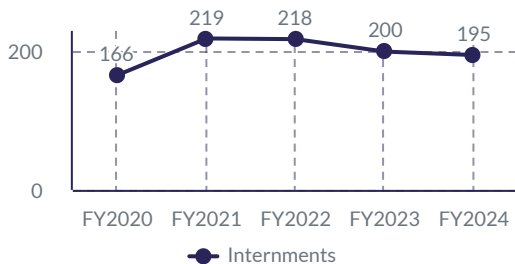


New State Road Softball Fields

Cemetery

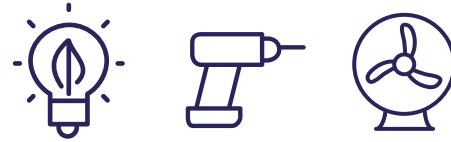


Oversees the development and maintenance of municipal cemeteries within the Town. Maintenance operation, such as mowing grass areas, cutting and trimming hedges, and providing services necessary to funerals and interments are the essential activities. Field Services maintains 225 acres of cemetery property.





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.



The Bowers Elementary School renovation is Manchester's second Net Zero Energy Public School, opened fully in September 2023. This \$32.8M project included 10,595 SF of new construction additions and 54,730 SF of fully renovated space. Driven by 281.6kW of solar panels, this fully electric building uses geothermal energy for both heating and cooling via heat pumps, resulting in an ultra-efficient design measured by a 20 EUI (Energy Use Intensity) score.



The New Manchester Public Library, Manchester's first Net Zero Energy town building, is set to begin construction in January 2025 and open in Spring 2026. This \$49.5M project includes 69,024 SF of new construction. The library is designed as a 100% electric building, powered by rooftop solar PV panels and conditioned by geothermal energy through heat pumps, achieving an ultra-efficient Energy Use Intensity (EUI) design of less than 30.

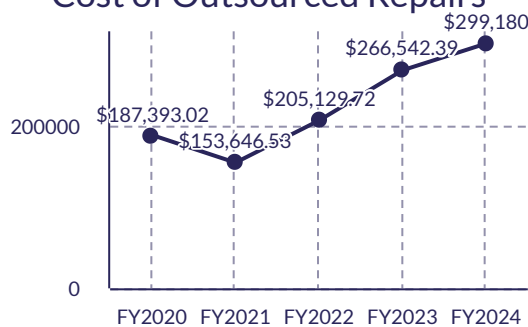
Fleet



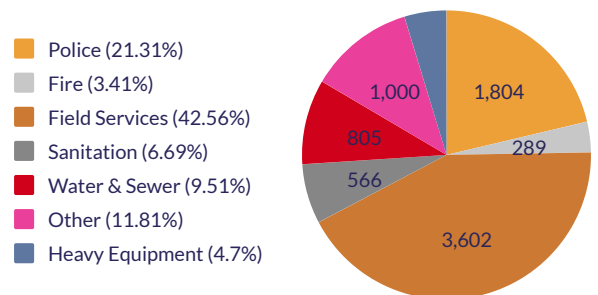
Oversees the repair and maintenance of all Town vehicles, including those of the Water Division, Sewer Division, Sanitation Division, Fire Department, and Senior Center. The Fleet Maintenance Division is also responsible for the repair and maintenance of the Police Department and Board of Education vehicles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

597 Preventative Maintenance Services Conducted in FY24

Cost of Outsourced Repairs



Hours Spent on Repairs - FY24





Building Inspection



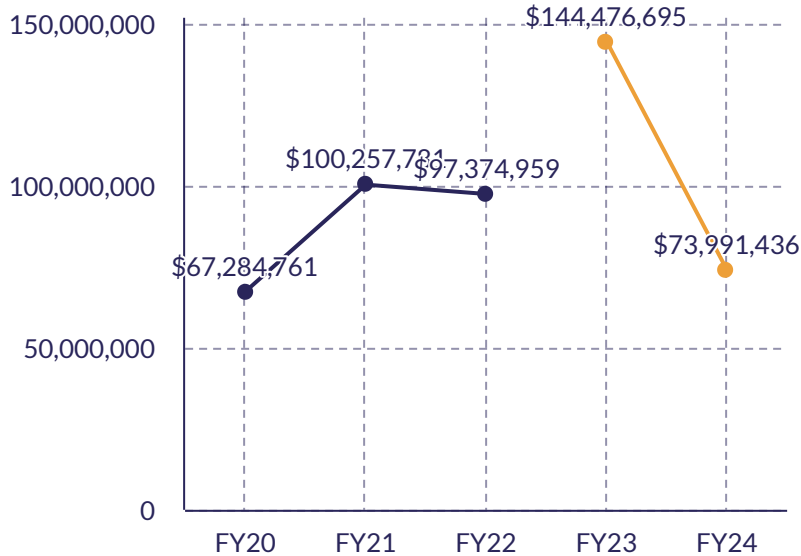
The Building Inspection Division is responsible for the protection of residents and visitors to the Town of Manchester, in all public and private structures through its permitting and inspection processes. Areas of inspection include general construction, electric, plumbing, heating/air-conditioning,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

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

Notable Construction

- 260 North Main Street (Dollar General from a former CVS)
- 234 Tolland Turnpike (Electric vehicle charging stations)
- 190 North Elm Street (Crockett Fields Senior Apartments)
- Continued development of single-family homes on Janice Drive, Bayberry Road, and Rock Ridge
- Continued development of townhomes on Chatsworth Court

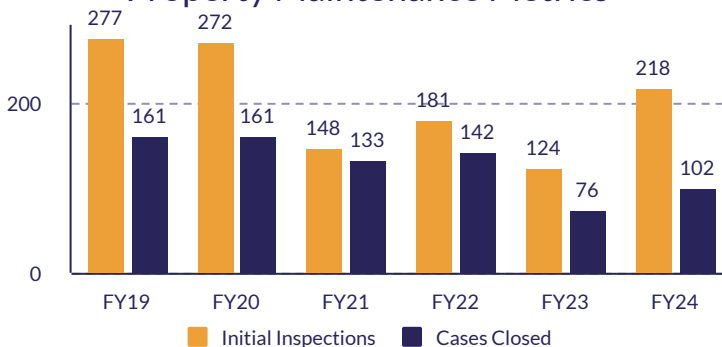
Estimated Permitted Construction Value



● Estimated Value ● Estimated Value (Updated Methodology)

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

Property Maintenance Metrics



Property Maintenance

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

The objective of property maintenance enforcement is to:

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



Police Department



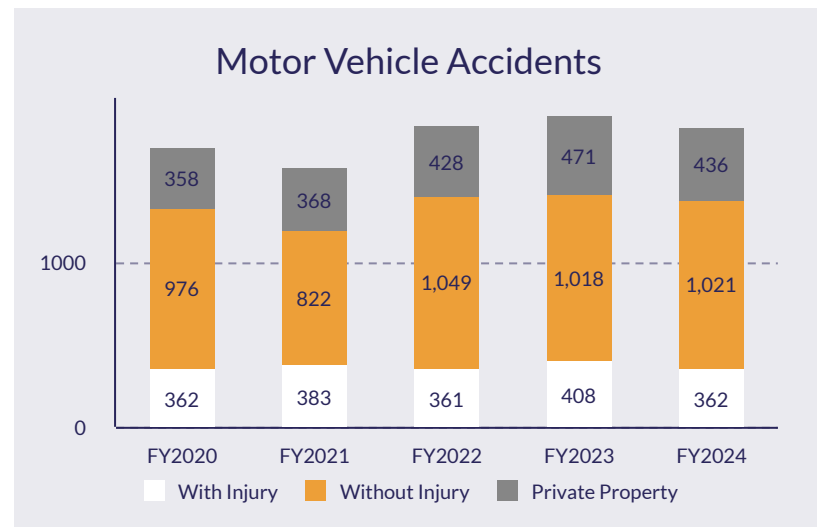
The Manchester Police Department is a nationally accredited law enforcement agency comprised of three divisions: **Field Services, Support Services, and Administrative Services**. Field Services includes Uniformed Patrol and Traffic, Support Services includes General Investigations, Child Investigations,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

Patrol/Operations

Patrol functions transitioned back to a more normal routine at the tail end of the COVID pandemic, with several additions. First, Patrol welcomed two new K9's: Enzo and Dakota. Second, operations added a new online reporting system for simple and/or minor offenses. This online reporting system now allows the public to conveniently file a report for minor incidents that have no suspects or are not necessarily criminal in nature without having to come into the police department.

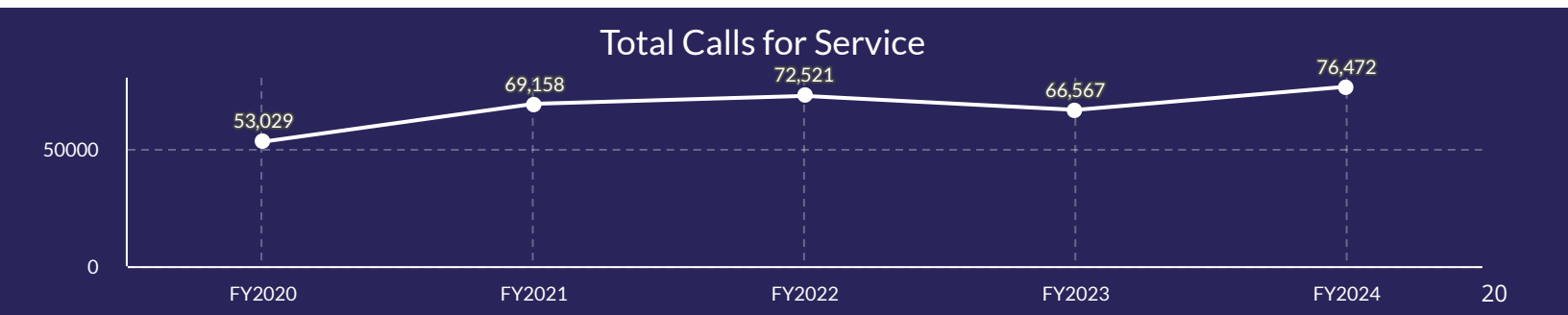
Traffic Services

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



Mental Health

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





Police Department

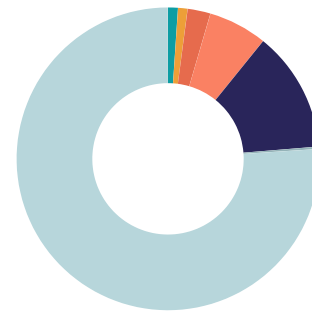
Investigations Unit

The Investigations Unit continues to clear complex and violent crimes via arrests, by utilizing technology, DNA, social media, and assistance from other Federal, State and local agencies. Overall, during FY24 there were 7 "shots fired" calls and 27 total deaths investigated by the Investigative Unit.

Center for Digital Investigations

Oversees the broader regional CDI Unit, which consists of 10 police agencies with the mission to conduct high-quality, forensically sound investigations by collecting digital evidence to further related criminal investigations. In FY24, CDI examiners completed 293 examinations of devices for: drug offenses, firearms offenses, death investigations, human trafficking, child pornography and other sex offenses.

Crimes by Type (FY24)



- Rape (1.07%)
- Robbery (1.01%)
- Aggravated Assault (2.45%)
- Burglary (6.29%)
- MV Theft (12.89%)
- Arson (0.25%)
- Larceny/Theft (76.04%)

OTHER MAJOR HIGHLIGHTS

DRONE UNIT

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

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

EAST CENTRAL NARCOTICS

The East Central Narcotics Task Force investigated 63 cases, leading to 19 search warrants, 15 arrests by warrant, and 17 warrantless arrests.

The taskforce seized 7 motor vehicles, 10 guns, and \$59,746 in cash.

The top drugs seizures during FY24 were 3,989 bags of fentanyl, 15.276 ounces of bulk fentanyl, 5.46 ounces of cocaine and 8.94 ounces of crack cocaine.

GREATER HARTFORD REGIONAL AUTO TASK FORCE

The GHRATTF is comprised of 12 different agencies and combats car thefts and the violent acts often occurring during such thefts.

Within Manchester specifically, the work of the taskforce led to 9 unoccupied recovered stolen vehicles (36 recovered vehicles total), 25 on-sight arrests, 28 arrests via warrant, and 2 firearms recovered.

Across the region, 347 stolen vehicles were recovered.



Fire Department



The Manchester Fire Department delivers top-quality, respectful, and expert life safety and public services with unwavering courage, compassion, integrity, and pride. On July 1, 2024, the Manchester Fire Department successfully concluded its first year after merging the South District with the 8th Utilities District, marking a historic milestone by unifying the Town’s fire, rescue, and EMS services under one roof for the first time in history. Following this pivotal year, the Fire Department is thriving and continuously advancing. The Department proudly provides the community with prevention, fire, and public life safety services, along with a robust advanced life support (Paramedic-level) medical service. The Manchester Fire Department responds to nearly 12,000 calls for service each year, solidifying our unwavering commitment to the well-being of our community.



The Manchester Fire Department is comprised of **116 authorized uniformed personnel**, which includes Officers, Fire Inspectors, Firefighters, and Firefighters/Paramedics, along with a Master Mechanic. The Fire Marshal’s Office has two part-time Fire Inspectors on staff. In addition to the uniformed personnel, the department also includes a civilian support staff, consisting of an Executive Assistant and two Clerical Assistants.



The Fire Department operates from **seven strategically located fire stations**. It maintains a fleet of five Class A pumpers, two aerial ladder trucks, and two service trucks for UTV delivery. Additionally, the fleet includes two "squad" vehicles and the Shift Commander's rapid response vehicle.



FRONT LINE FLEET//



COLD WATER RESCUE TRAINING//



TRUCK #2 AT WORK//



SCBA TRAINING//

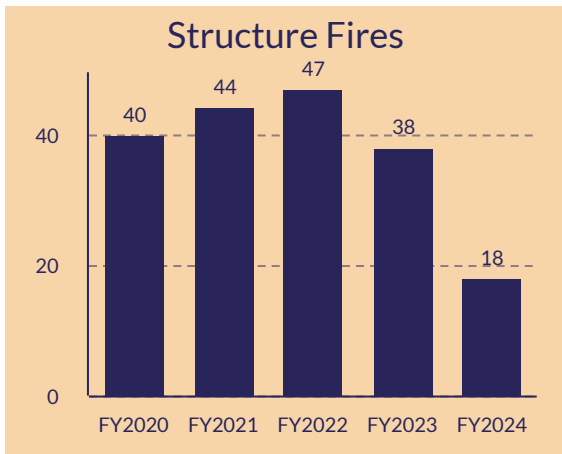


Fire Department

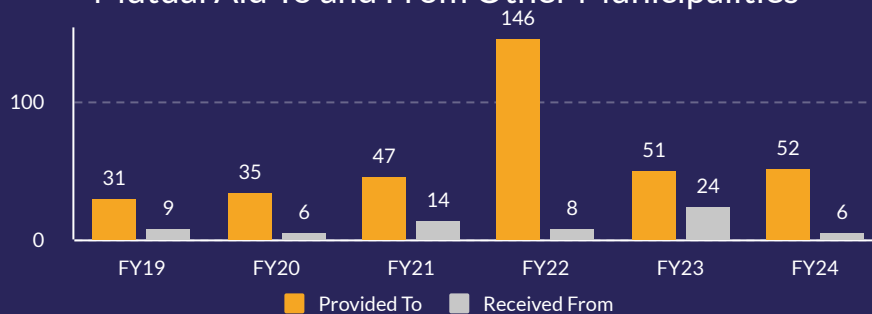
Fire & Rescue

Department staff maintain certifications and expertise in many fire and rescue disciplines, among them pump operations, advanced aerial operations, confined space rescue, high and low-angle rope rescue, cold water rescue, and vehicle machinery rescue operations. Our dedicated members hone their skills through a demanding annual training regimen when not responding to calls for service. Major highlights from FY24 included:

- Continued to hire, onboard, and train new personnel to fill positions vacated by retirements and to satisfy the staffing needs of the newly merged department.
- Completed the AHJ Pump Operator and AHJ Aerial Operator program, keeping new members proficient in driving, operating, and up to date on tactical operations.
- The Training Division provided training for new Lieutenants and Battalion Chiefs and continued advancing our personnel with our annual in-company training program.
- Assisted in training new dispatchers by providing a class on our operations and expectations, which included riding along with Shift Commanders for a deeper understanding of our operations.
- The Department ordered a new E-One aerial truck to assist with the merger-based expansion. Delivery is expected in 2025.



Mutual Aid To and From Other Municipalities





Fire Department

Emergency Medical Services (EMS)

Manchester Fire-Rescue-EMS delivers best-in-class emergency medical services to Manchester's residents and guests at the first responder and Advanced Life Support (Paramedic) levels. This service is provided by Firefighter/EMT's working with Firefighter/Paramedics, using an EMS delivery team concept to provide the best possible prehospital care. EMS service is delivered from seven fire stations to approximately 7,706 patients annually. Major Highlights from FY24 included:

- Placed the Department's seventh LUCAS (a mechanical CPR compression device) in service, so one is available on all front-line apparatus. Between July 2023 and June 2024, MFD personnel resuscitated 14 patients from cardiac arrest who were brought into the hospital with a pulse.
- Conducted community outreach crucial for training the next generation of EMS professionals.
- Provided clinical sites for several paramedic programs, allowing paramedic students to train and learn paramedicine from our staff.
- Purchased three additional Medication Pumps that allow paramedics to administer precise doses of medications to critical patients.

Fire Prevention

The Fire Marshal's Office is the community risk reduction division of the Manchester Fire Department. This division aims to prevent and reduce the incidence of fire and other hazards by increasing awareness and knowledge of fire prevention among the residents and business owners of Manchester. They also work to ensure compliance with the Connecticut Fire Safety Code and all relevant regulations of the State of Connecticut. These goals are achieved through fire safety inspections as required by State Statute, as well as inspections of fire protection systems, engineering controls, and public education.

Highlights from FY24 included:

- Integrated offices with the former Eighth Utilities District.
- Administered the free community smoke alarm program for income-eligible residents.
- Combined occupancy and inspection data systems from both fire districts to a singular platform.
- Updated the Fire Marshal's Division website to enhance ease of use and provide greater online customer access to services.
- Digitized all paper records from both fire districts to a singular searchable data platform. This is first division in the Town of Manchester to convert to a paperless system.



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

1,400

Food, Septic, and Other Inspections



PERMITS

457

Food, Event, Temporary Event Licenses/Permits



SCREENINGS

841

Participants at Health Screenings



PROGRAMS

21

Senior Health, Community Health, and Employee Wellness Programs Provided

Environmental Health

In addition to maintaining the health and safety of Manchester’s food service and other establishments, temporary food events and festivals continue to thrive in town keeping inspectors busy. Inspectors worked diligently to ensure the safety of vendors of events such as the food truck festival at the Buckland Mall, “Cruising on Main”, and the annual 4th of July celebration.

The department has made a conscious effort, with the help of a new bilingual staff member, in assisting a culturally diverse population in navigating the regulatory landscape to open a new establishment or take over an existing establishment. This includes food service establishments, salons/barber shops, manicure, pedicure, esthetics, and massage establishments that are licensed or inspected under the jurisdiction of the Manchester Health Department.

The Health Department also continues to ensure that staff are engaged in professional development, training, and the pursuit of certifications to ensure that we are operating with best practices and equipped to deal with all matters that arise, including regulatory changes and public health emergencies.

Community Health/Health Equity

The health equity team has been tasked with continually assessing the social determinants of health in Manchester and the region. These efforts allow the Health Department to address these factors in our programming, policy development, and other initiatives with the goal of increasing positive health outcomes for all Manchester residents. In recognition of the importance of maternal health, the health equity team formed partnerships with stakeholders and community members to craft a comprehensive pilot program to support families during the postpartum phase. The program, titled, "It Takes a Village" offers a package of postpartum-related supplies, resource guides, community-based services, and gift cards to one hundred participants and families who recently gave birth. This program is anticipated to launch in early 2025.

Additionally, the Health Department created a new position focused on providing substance abuse prevention education in the community. Created in partnership with the Manchester Public Schools, the Prevention Assistant provides year-round substance abuse prevention services to middle and high school students; and broadens the scope of our community health efforts.



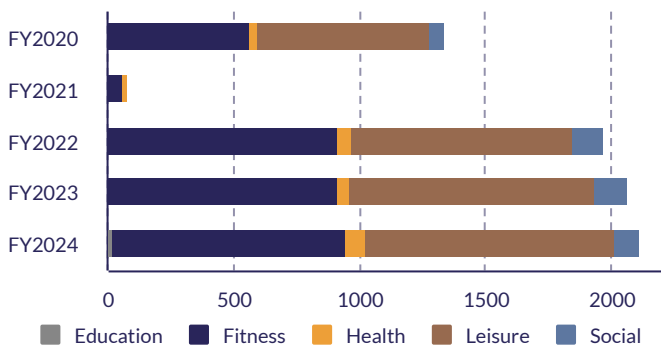
Senior Center



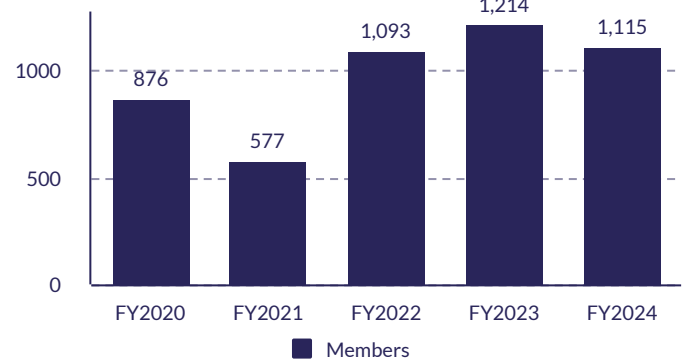
The Manchester Senior Center promotes socialization, community involvement, independence, and enrichment of the lives of older adults in Manchester. The Center offers a comprehensive array of activities and services to meet the needs and interests of Manchester’s seniors, encourages healthy lifestyles,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

Over the course of the year, the Senior Center continued to prioritize providing a welcoming and supportive environment that allowed participants to connect and engage in a variety of enriching activities. In FY2024, the Senior Center provided over 2,100 classes and 5,400 trips in the Senior Center bus to 1,115 members. The Center’s meals program also provided 21,000 nutritious and professionally prepared meals to participants. Emphasis continued to be placed on helping residents connect with medical providers, screenings, and other health services such as blood pressure screenings. Additionally, the center provided 932 hours of specialized social work support, during which staff worked with participants to address a wide and often complex range of health, safety, basic, and other needs. These efforts were instrumental in helping people stay safe, healthy, connected and active in our community.

Classes by Type



Senior Center Members



Senior, Adult, and Family

Senior, Adult & Family Services (SAFS), continues to be one of the first points of contact for residents in crisis, providing social work services to adult (18+) residents of Manchester. SAFS' skilled team of Social Workers provide comprehensive basic needs assistance, information/referral and conservator services to those in need in our community.

During FY24, SAFS worked with **more than 3,000 unduplicated residents** around a range of issues, facilitated access to more than **\$2M in financial assistance**, completed more than **2,000 benefit program applications** on behalf of residents, provided over **28,000 free trips** for older and disabled residents, and responded to more than **190 referrals from local First Responders**.

The most common presenting issues encountered by SAFS were financial need, housing/homelessness, behavioral health, in-home supports and services, and paratransit services.

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.

Facility & Park Enhancements

As a part of the Recreation Division’s continued commitment to parks and facilities that are dynamic, thriving and accessible, several improvements and enhancements took place during FY24. Highlights include landscaping at the LFR Main Office building, welcome signage at Center Springs Park, new golf carts purchased for park clean up and event support, accessibility improvements, shed storage at Center Springs Park, a Sports Hall of Fame Exhibit and World of Manchester Exhibit installations at Leisure Labs at Mahoney Center, the Native American Mural installation at Center Springs Park, New State Road Softball Field complex, Pups in the Park Art Exhibit at Northwest Park, new facility signage at the Community Y Recreation Center, a modernization of the Basketball hoop system at Leisure Labs, and groundbreaking Charter Oak Park West.



Summer Program Highlights

Summer programming continues to grow with new and innovative ideas to better serve our residents. New in FY24 were a summer camp open house, swim lesson evaluation night, a Build Your Own Boat special event, the addition of Level 6+ Junior Lifeguard program, and improvements to Teen Camp trips and site locations. Youth sports provided competition for 300 participants between tennis and basketball, while adult softball fielded 68 teams, and new this summer "Organized Pickleball 101" had over 25 participants every other Sunday.



Focus on Families

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Engagement

Connecting with and informing residents continues to be a priority for the Recreation Division. Throughout FY24, the Division created opportunities to share information, solicit input and educate. These included: an eight-episode Trail Talk series, the launching of the *Ours Parks Built to Play* campaign, an All-Wheel Park community engagement session, Nathan Hale Renovation Plan community engagement session, National Bike Friendly application submittal and community engagement survey. With this focused effort on improving connections via social media, the Department has seen an 800% increase in engagement via Instagram, Facebook, and Twitter/X.

Neighborhoods & Families

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

Spruce Street Farmers Market & Community Garden

The Spruce Street Farmers Market (June - August 2023) and Northwest Park Farmers Market (September - October 2023) provided the community with access to healthy, locally grown produce and specialty food items. In total, there were 20 market events across the two locations with 8,306 total customers resulting in \$2,771 Double SNAP, \$2,282 Power of Produce, and \$7,936 in Manchester Early Childhood Collaborative reimbursements.

In addition to the outdoor farmers market, the Spruce Street Farmers Market hosted three specialty markets at the Nathan Hale Activity Center (Shop Small Saturday, Indoor Holiday Market, and the Love Your Local Market) and the inaugural Spring Farmers Market on Market Field, serving over 1,250 total customers and highlighting over 35 local farms, food trucks, artisanal vendors, and musicians.

The Spruce Street Community Garden, renovated in 2021, contains 28 raised garden beds and 12 sensory garden beds available for year-round rental. All garden beds were reserved by Manchester residents for year-round growing. In partnership with the Town of Manchester's Public Works Department, the Spruce Street Community Garden hosted four sustainability workshops, with topics including Food Waste to Compost, At-Home Composting, and more.



Nathan Hale Rec Center

The Nathan Hale Recreation Center hosted registration-based beginner and intermediate/advanced pickleball sessions, as well as free weekly drop-in pickleball sessions for Manchester residents. In addition, Nathan Hale hosted free monthly Family Movie Nights and the returning Family Fun Night series, with themes including a DJ Dance Party, Board Game Night, Arts and Crafts Night and more.

Better Manchester Magazine

Better Manchester Magazine, a digital publication that features Department event spotlights, town updates, and articles focused on diversity, equity & inclusion, published a monthly newsletter to thousands of Manchester readers each month. The Neighborhoods and Families Division's content team produced monthly program newsletters, featured stories, community highlights, and more.

Youth Service Bureau

The Youth Service Bureau serves youth 0-21 years and is one of only several bureaus in the State that operates an Early Childhood Program Center (the Northwest Park Early Childhood Center). In FY24 the YSB provided services to 842 youth, an increase of 42% over FY23.

Youth Employment

The YSB successfully completed the 2023 Summer Youth Employment Program with 35 youth completing 120 working hours throughout the Town. Five town agencies and business participated as worksites. Three of the youth were hired at their worksites for as part time employees and five youth were requested to return to their site in 2024.

The YSB was awarded a CDBG Grant which allowed 16 Manchester High School students to participate in a workforce development opportunity during the school year. The experience encompassed both on the job training as well as building creative art skills. The culminating project was designing and painting an interactive mural for children ages birth – four years old at the Northwest Park Early Learning Center (see photo below).

Summer & School Breaks

Summer and school breaks are crucial times to support youth and families in Manchester. Over the summer the YSB provided 10 full-week, full-day PYD programs for 126 youth designed to focus social emotional skills, character building, interpersonal skills, community service, and exploration of personal interests.



During school breaks, the Bureau provided great experiences for 147 youth including Family Ice skating, “Noon” Years Eve celebrations, art exploration, college tours, and days in nature.

ARPA Cultural Experiences

Having the opportunity to utilize ARPA funding to provide cultural experiences to Manchester youth and families has been a great addition to the YSB programming.

The YSB provided an occasion for 25 6th grade girls and families to attend Cinderella, a professional ballet at the Bushnell. For most, this was their first time, and it was beautiful to witness their excitement. The Dine Around the World Dinner Series in the Park kicked off in June.

Approximately 40 members of the community ranging in age from 2 to 75 years old gathered at Northwest Park to celebrate Puerto Rican culture by participating in a Bachata dance class and sampling authentic foods and flavors from a local Puerto Rican restaurant.

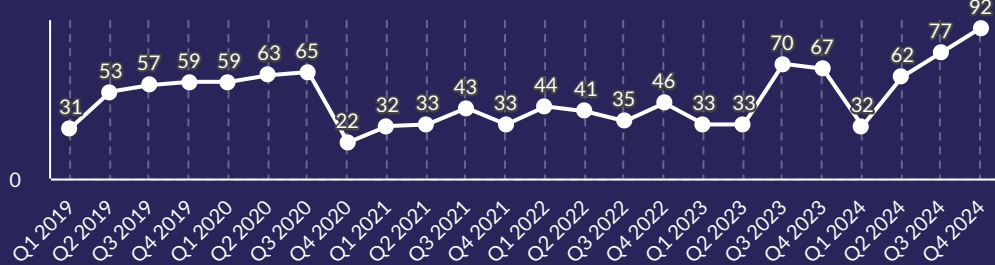
Early Childhood

The YSB Early Childhood staff hosted the first Community Baby Shower, in partnership with ECHN Family Birthing Center and Family Development Center.

38 new or soon to be families were hosted, providing them with resources, educational workshops, and baby items. The program was so successful that the YSB is committed to offering it annually, if possible.



Juvenile Arrests/Diversions



The mural at the Northwest Park Early Learning Center.



Library



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

The Public Library offers services to Manchester in multiple ways: from two separate buildings; from monthly 'bookmobile' deliveries to homebound residents; and by offering extensive ebook and streaming audio collections. The main library building is located at 586 Main Street and the Whiton Branch building is at 100 North Main Street.



824

Total programs offered in FY24, up 24% from FY23.



24,448

Total in-person attendance at Library events, with an additional 574 remote viewings of virtual programs. Up 5.8% from FY23



231,093

Number of materials in the collection.



18,104

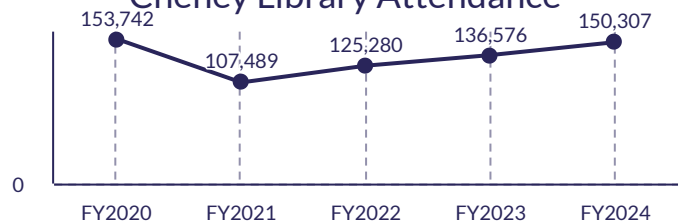
Number of registered library cardholders (Adult, Teen, and Children).

The Library Building Committee, appointed by the Board of Directors, worked steadily throughout the fiscal year as planning progressed for the new main library building at 1041 Main Street. The architectural firms of HBM (Cleveland, OH) and Friar Architects (Farmington CT) along with the construction management firm of O&G (Torrington, CT) have been retained for this project. Public input sessions with residents were held in-person plus online in the autumn of 2023. The 12-person Library Building Committee has been meeting every few weeks as they oversee detailed planning. Construction is anticipated to begin during Fiscal Year 2025 with a completion date expected during FY26.

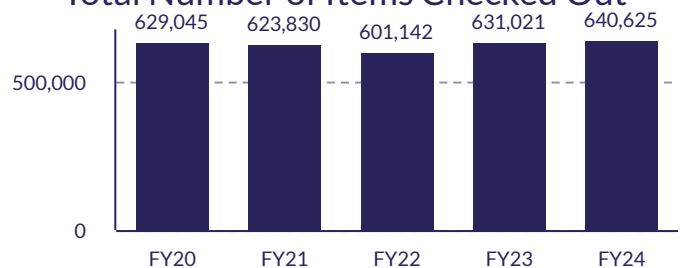
According to statistics from the Connecticut State Library for Fiscal Year 2023 (the newest available data), based on the number of materials loaned annually, Manchester's public library was the fourth busiest in the state, after the towns of Greenwich, West Hartford, and Fairfield. If ebooks are excluded, the library was in second place for the number of books/physical items loaned, behind only Greenwich. The loaning of books from the public library has been steadily growing in recent years, as has the downloading and streaming of audiobooks, somewhat offsetting the decline in loans of physical DVDs and music/audiobooks on CD. The library's collection of items consists of nearly 200,000 books; over 20,000 audiobooks, music CDs, and DVDs; and thousands of magazines, board games, and other miscellaneous items. According to software purchased by the 32-member regional library consortium, our library had the largest number of Diversity, Equity, and Inclusion (DEI) titles of the public libraries in the region, encompassing categories such as Indigenous, Hispanic & Latino, Black, Disabilities & Neurodiversity, etc.

665 total programs were offered in the buildings during the fiscal year with a total in-person attendance of 23,110 people.

Cheney Library Attendance



Total Number of Items Checked Out





Water & Sewer

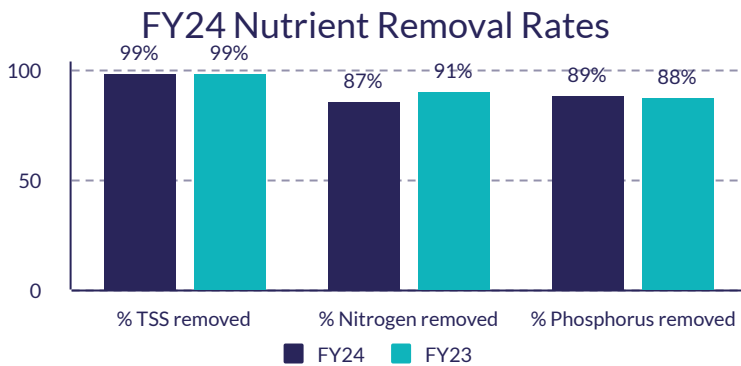


The Water and Sewer Department is responsible for the operation and maintenance of the water and wastewater systems for the Town of Manchester. The department's mission is to provide the highest possible water quality and customer service at the lowest possible cost, while continuing our commitment to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

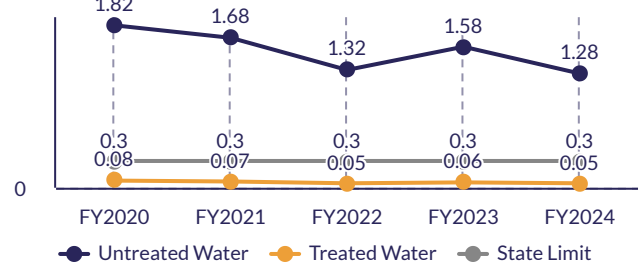
System Overview

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. The water is distributed through 260 miles of water mains, five booster pump stations, ten distribution storage tanks, over 20,000 service connections, and 2,101 fire hydrants. All water from our reservoirs is treated at the Globe Hollow Water Treatment Plant (GHWTP).

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 (HRWPCF), designed to treat up to 8.25 million gallons of sewage each day.



Average Daily Turbidity (Water Quality)



"Turbidity" is a key test of both water clarity and water quality

Departments Highlights

The department successfully obtained the following permits:

- A CT DEEP National Pollutant Discharge Elimination System (NPDES) permit was issued to the Hockanum River Wastewater Treatment Plant as of December 1, 2023, and will be effective until November 30, 2028.
- An approval of registration and General Permit for the Discharge of Wastewaters from a Significant Industrial User was issued from CT DEEP for the Globe Hollow Water Treatment Plant, which will be in effect until October 30, 2025.
- A Water Diversion Permit was issued by CT DEEP for the Globe Hollow Reservoir and Globe Hollow Brook for the purpose of drinking water supply and will be in effect until 2049.



Water & Sewer

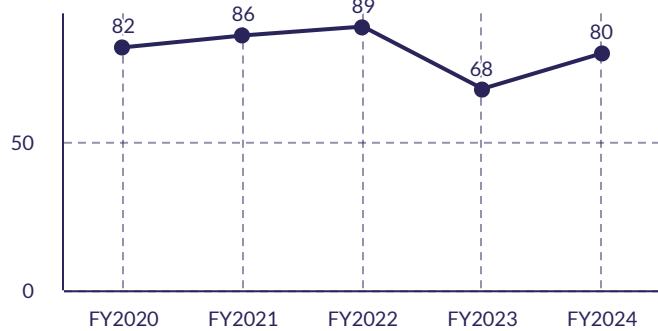
The department successfully bid and awarded contracts for the following projects:

- Utility Billing System Replacement
- An evaluation of treatment alternatives for reducing concentrations of organic compounds and/or inorganic contaminants in drinking water wells
- Rehabilitation and Media replacement of Filter #1 at the Globe Hollow Water Treatment Plant
- An on-call contractor to replace lead water service lines
- Tank painting and inspection services for the JC Penny (East) Water Storage Tank.

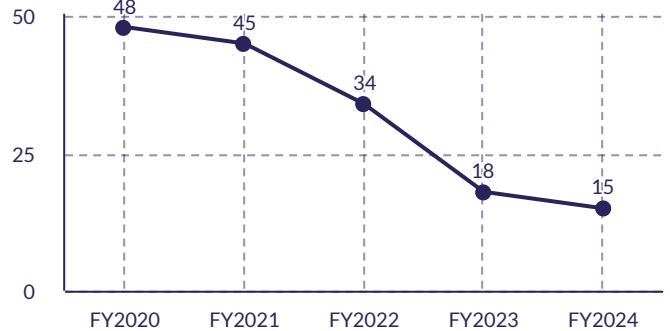
Other Accomplishments:

- The Department assumed over 37 miles of sanitary sewer system assets and the utility billing for an additional 3,800 customers in the former Eighth District.
- Completed 457-meter related work orders and installed 304 new water meters.
- Implemented paperless billing for 5,700 customers.

Miles of Sewer Pipe Cleaned



Number of Water Main Breaks



Sanitation



The Sanitation Division is responsible for five major service areas: the operation of the Town’s Sanitary Landfill, which accepts construction and demolition (C&D) debris and approved special wastes, the Municipal Transfer Station, which accept recyclables, C&D, and municipal solid wastes (MSW), oversight of the residential curbside refuse and recycling collection programs, management of the Town's organics programs, including food scraps and leaf composting, and the operation of the regional CREOC household hazardous waste collections.

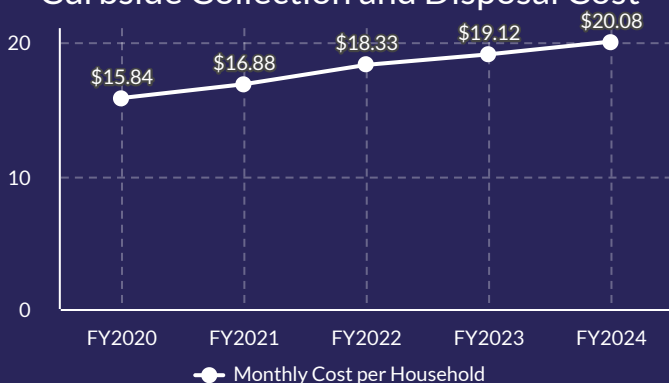
The Division strives to provide these services in an operationally efficient and safe, environmentally protective, regulatorily compliant, and fiscally responsible manner

Project Highlights

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

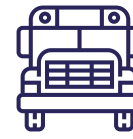
- Construction of Phase One of the **mechanically stabilized earth (MSE) berm wall**. This phase is located along the south side of the landfill. It will provide for an additional 200,000 cubic yards of disposal capacity at and revenue generation from the landfill.
- Implementation of a **pilot program to collect food scraps** at five locations throughout Town. The collection units are controlled via an app and accessible 24/7. Collected food scraps are delivered to a private facility where they are converted to compost and biogas, a renewable energy source.
- Improvements and repairs were made to the **landfill gas (LFG) collection system**. These actions will improve gas collection and further mitigate odors.
- LFG condensate and special waste **disposal management procedures** were evaluated. Measures were implemented to significantly decrease costs and improve efficiency.
- **Contracts** were negotiated for MSW and recyclables curbside collection, MSW and recyclables collection at Town buildings, and disposal / recycling of the collected wastes. These new contracts will help the Town more cost-effectively manage these materials.

Curbside Collection and Disposal Cost



The collection and disposal of MSW and recycling is supported by the Sanitation Fund. The Fund is maintained by fees charged to residents and commercial users of the landfill and transfer station. Due to several factors including the closure of the waste-to-energy plant in Hartford, the cost of disposal has continued to increase. The Sanitation Division is able to secure competitive pricing on disposal by utilizing proactive procurements, and is continuing to explore ways to expand the landfill and generate additional revenue once the landfill closes in approximately 2030.

Board of Education



Letter from Superintendent & Board of Education Chairman

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

The signs and banners that started going up all around town in the Fall of 2023 say it all - Bold ideas. Big impact. Bright future.

One bold initiative of late that has drawn widespread positive attention was the implementation of a phone-free school day for students in grades 7-12. This has had a big impact, and we believe is making for a brighter future and it started for us as a pilot program in December 2023 at Illing Middle School. Right from the start, student engagement increased, and school climate improved among other benefits, and the program was expanded in Fall 2024 to include Manchester High School and our secondary alternative school programs.

Speaking of MHS, with respect to college and career readiness, 95 percent of students at the high school continue to take at least one course that offers college credit or two courses in the same Career and Technical Education career cluster. In 2023-24, we increased the number of AP test takers from 185 to 241, by far the most in the last five years. Those students took 442 tests - up from 302 the previous year and 74 percent of students scored 3 or better, back to our pre-pandemic level. In our new AP Precalculus course, where 48 students took the exam, 32 students (that's 75 percent) scored a 4 or better, and 92 percent scored 3 or better making them eligible for college credit. Overall, nearly 50 percent of graduates from MHS leave high school with college credit through one of 41 classes - through AP, UConn, CCSU, MCC, and the National Equity Lab offered at Manchester High School.

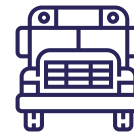
Moving to district attendance, we are excited because things continue to improve. The chronic absence rate immediately following COVID was close to 35 percent but the strong partnership between staff, families and community resources is making a difference. For the 2023-24 school year, the district chronic absence rate dropped to just a shade over 20 percent, and we expect attendance to continue to improve.

Another area of continued emphasis is the IXL adaptive math support program. This program automatically differentiates learning and adjusts to each student with every question, ensuring they are always supported and challenged at the right level. Each week students collectively complete hundreds of thousands of questions and their knowledge, skills and scores are all showing growth.

Thanks to this program and others -- but mostly because of the commitment of our students and their families in partnership with our dedicated staff -- the district is showing gains in a range of areas measured by state-identified metrics. But communities and school districts cannot and should not be judged only on attendance data, test scores or social media chatter, and we invite you to follow along as we tell our stories and showcase our students and staff on the district website (www.mpspride.org) and our social media platforms.



Board of Education



Letter from Superintendent & Board of Education Chairman

As you will see there and on the following pages, there is plenty of 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,

Christopher Patticini, Chairman, Manchester Board of Education
Matt Geary, Superintendent, Manchester Public Schools





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.

Our Board of Education

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

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

Academics

Curriculum and Instruction Professional Development

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

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

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

In addition to the pride, we have with respect to our students’ growth in math and science, we recognize their commitment to their community as well. A recent accomplishment includes a newly launched high dosage tutoring program at Illing Middle School. Through a grant funded state initiative, a cohort of nearly 30 Manchester High School students were trained as peer tutors for students at Illing. These student leaders served as mentors, forming strong relationships and demonstrating where a commitment and passion for STEAM can take our younger students. At the end of the program students engaged with the High Dosage Tutoring program were able to show more than a year’s worth of growth in mathematics in only 6 months time.



Board of Education

Humanities

Manchester Public School district's educators selected a new literacy program, The American Reading Company (ARC) core literacy program, aligned with the Science of Reading and the recent 'Right to Read' legislation. The 'Right to Read' legislation requires Connecticut school districts to implement at least one of seven evidence-based, state-approved early literacy programs in K-3 classrooms. Phase one of implementation of the ARC core literacy program will begin in grades 1 & 2 during the 2024-25 school year. This summer, students in grades 5-9 were assigned summer reading projects designed to combat the effects of summer slide while offering them the opportunity to engage with meaningful and interesting texts. Related to this work, as Bennet students returned for the 2024-25 school year, they were welcomed by the Read and Ready Campaign—an initiative aimed at fostering a culture of reading as a healthy and enriching habit. This initiative was introduced not only to students but also to staff, and families reinforcing the belief that Bennet is a community of readers.

To further demonstrate our commitment to improving literacy skills, a diverse team of teachers in grades 5-8, in collaboration with the director of teaching and learning, have decided to pilot one module from the Expeditionary Learning Curriculum. This open-source resource integrates fiction and non-fiction texts, builds essential background knowledge, and promotes thoughtful peer-to-peer engagement—all while strengthening literacy.

Additionally, many of our students participated in the Seal of Biliteracy Assessments in 6 languages with 35 students successfully earning the seal.

Transitional Kindergarten

Starting with the 2024-25 academic year, the state changed the entry age to kindergarten. Children now need to turn 5 by Sept. 1 to enter kindergarten. To support this initial year of the kindergarten age requirement, Manchester Public Schools district has added a 'Transitional Kindergarten' class at each elementary school. These classes are for '-ber babies', meaning children who were born in September, October, November or December of 2019. A decision about the future of the transitional kindergarten program is expected to be made in Spring 2025.

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 Program
- 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. With our Career Navigator, students have opportunities for career shadowing, externships and internships. The department also has a robust non-credit continuing education lineup, with courses in cooking, technology, creative arts, fitness and more.



Board of Education

Athletics and Extracurricular Activities

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

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

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

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

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

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.

Career & Technical Education: Business and Community Partnerships

In Manchester, 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, numerous external learning opportunities have been available to MHS students including:



Board of Education

- A TRADE internship/structured job shadow experience with the Manchester Department of Public Works
- An EMT preparation program delivered in partnership with Manchester Fire Rescue - EMS and Hartford Healthcare
- 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 and local manufacturers
- A variety of paid and unpaid work-based learning programs at various Manchester employment sites
- Many opportunities to earn FREE college credit for CTE courses taken at Manchester High School at CT State (Manchester Community College), Central Connecticut State University and UConn

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.

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 (in collaboration with MELC), enhance family relationships and so much more.



Board of Education

Manchester Public Schools offer Family Resource Centers (FRCs) at each of its six 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 2024-25 school budget is \$125,861,316; that represents a 2.5 percent increase over the 2023-24 budget, which was \$122,683,512

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

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

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

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

Board of Education

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

Grades 5-12

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

Each grade level is served by 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 psychologist who work together to support students. The school also has an extensive extra-curricular program including interscholastic sports.

Manchester High School is a comprehensive high school serving more about 1,700 students, MHS is organized into six distinct small learning communities, each with an administrator and team of support staff including counselors, social workers and school psychologists. Grade 9 students are primarily housed in the Freshman Center, a wing on the west end of the campus --- although grade 9 students visit the main building regularly for elective classes and more.

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

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

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



Board of Education

In addition to the related and special education services provided by the district, we also collaborate with external agencies to offer the necessary support for both students with and without disabilities. Over the past three years, the district has partnered with Community Health Resources to deliver in-house therapy options across all K-12 school buildings. This initiative aims to support our students and families by providing therapy services during school hours.

School Climate

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

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

Social-Emotional Learning

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

Multilingual Learners (MLLs)

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

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

Talent Management

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



Board of Education

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

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

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

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

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

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

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

Transportation

The district contracts with First Student to provide 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 uses a bus tracking and parent communication app that lets them track where their child's bus is in real-time and has a multi-stop view for multiple students on different buses.



General Fund & Balance Sheet

General Fund

RSI-1

**TOWN OF MANCHESTER, CONNECTICUT
GENERAL FUND
SCHEDULE OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES
BUDGET AND ACTUAL
YEAR ENDED JUNE 30, 2024
(NON-GAAP BUDGETARY BASIS)
(IN THOUSANDS)**

	General Fund			Variance Over (Under)
	Original Budget	Revised Budget	Actual	
REVENUES				
Property Taxes, Interest and Lien Fees	\$ 182,464	\$ 182,464	\$ 181,977	\$ (487)
Intergovernmental Revenue	37,512	37,512	37,805	293
Investment and Interest Income	800	800	2,383	1,583
Licenses, Permits, and Fines	2,581	2,581	2,406	(175)
Charges for Goods and Services	1,360	1,360	1,159	(201)
Other	745	745	981	236
Total Revenues	<u>225,462</u>	<u>225,462</u>	<u>226,711</u>	<u>1,249</u>
EXPENDITURES				
Current:				
General Government	7,111	7,118	6,742	376
Public Works	14,659	14,689	13,230	1,459
Public Safety	46,783	47,087	44,634	2,453
Human Services	3,590	3,600	3,479	121
Leisure Services	6,791	6,791	6,365	426
Employee Benefits	6,318	6,318	6,348	(30)
Education	123,187	123,187	123,067	120
Internal Service Fund Charges	3,855	3,855	3,855	-
Other	555	690	460	230
Debt Service	14,416	14,416	14,458	(42)
Capital Outlay	1,827	2,177	2,177	-
Total Expenditures	<u>229,092</u>	<u>229,928</u>	<u>224,815</u>	<u>5,113</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	(3,630)	(4,466)	1,896	6,362
OTHER FINANCING SOURCES (USES)				
Transfers In	1,405	1,489	1,443	(46)
Transfers Out	(276)	(981)	(1,948)	(967)
Total Other Financing Sources (Uses)	<u>1,129</u>	<u>508</u>	<u>(505)</u>	<u>(1,013)</u>
Special Item - Transfer of Operations	-	-	4,227	(4,227)
NET CHANGE IN FUND BALANCES	<u>\$ (2,501)</u>	<u>\$ (3,958)</u>	5,618	<u>\$ 5,349</u>
Fund Balances - Beginning of Year, Restated			<u>32,785</u>	
FUND BALANCES - END OF YEAR			<u>\$ 38,403</u>	



General Fund & Balance Sheet

Balance Sheet

EXHIBIT III

**TOWN OF MANCHESTER, CONNECTICUT
BALANCE SHEET
GOVERNMENTAL FUNDS
JUNE 30, 2024
(IN THOUSANDS)**

	General	Capital Projects	ARPA COVID Fund	Education Special Grants Fund	Nonmajor Governmental Funds	Total Governmental Funds
ASSETS						
Cash and Cash Equivalents	\$ 2,288	\$ 33,036	\$ -	\$ -	\$ 9,713	\$ 45,037
Investments	14,143	-	12,712	-	7,880	34,735
Receivables, Net	6,037	51,550	-	1,984	1,642	61,213
Supplies	-	-	-	-	180	180
Interfund Receivables	67,015	-	-	-	-	67,015
Other Assets	35	-	1,197	-	3	1,235
Total Assets	\$ 89,518	\$ 84,586	\$ 13,909	\$ 1,984	\$ 19,418	\$ 209,415
LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND FUND BALANCES						
LIABILITIES						
Accounts and Other Payables	\$ 7,057	\$ 9,236	\$ 146	\$ 748	\$ 600	\$ 17,787
Accrued Liabilities	2,816	-	-	-	8	2,824
Intergovernmental Payables	12	-	-	-	-	12
Interfund Payables	25,841	55,961	1,026	836	277	83,941
Unearned Revenue	39	824	12,505	378	65	13,811
Total Liabilities	35,765	66,021	13,677	1,962	950	118,375
DEFERRED INFLOWS OF RESOURCES						
Unavailable Revenue - Property Taxes	2,276	-	-	-	-	2,276
Unavailable Revenue - Sewer Assessments	217	-	-	-	-	217
Unavailable Revenue - Loans Receivable	-	-	-	-	22	22
Unavailable Revenue - Grants Receivable	-	50,810	-	-	-	50,810
Unavailable Revenue - Lease Receivable	2,368	706	-	-	-	3,074
Advance Property Tax Collections	7,402	-	-	-	-	7,402
Total Deferred Inflows of Resources	12,263	51,516	-	-	22	63,801
FUND BALANCES						
Nonspendable	35	-	1,197	-	180	1,412
Restricted	-	19,681	-	22	12,044	31,747
Committed	2,331	-	-	-	6,440	8,771
Assigned	9,206	-	-	-	-	9,206
Unassigned	29,918	(52,632)	(965)	-	(218)	(23,897)
Total Fund Balances	41,490	(32,951)	232	22	18,446	27,239
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	\$ 89,518	\$ 84,586	\$ 13,909	\$ 1,984	\$ 19,418	\$ 209,415



Department Contacts (Email)

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



Department Contacts (Email)

Department	Official	Email Address
Registrar	Timothy Becker/James Stevenson	tbecker@manchesterct.gov / jstevenson@manchesterct.gov
Sanitation	Scott Atkin	satkin@manchesterct.gov
Senior Center	Eileen Faust	efaust@manchesterct.gov
Tax Collector	Kelly Fleitas	kfleitas@manchesterct.gov
Town Attorney	Tim O'Neil	toneil@manchesterct.gov
Town Clerk	Maria Cruz	mcruz@manchesterct.gov
Water & Sewer	Steve Stephanou (Acting)	sstephanou@manchesterct.gov
Youth Services	Heather Wlochowski	heatherw@manchesterct.gov
Zoning Enforcement	James Davis	jdavis@manchesterct.gov