

Recommended Budget Fiscal Year 2024-25



**Town of
Manchester, CT**



**TOWN OF MANCHESTER, CONNECTICUT
RECOMMENDED BUDGET
FY 2024/25**

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2024-25 RECOMMENDED BUDGET AT A GLANCE



The Recommended General Fund budget for FY 2024-25 totals \$243,569,028*, an increase of \$14,202,420 or 6.19% over the current year.

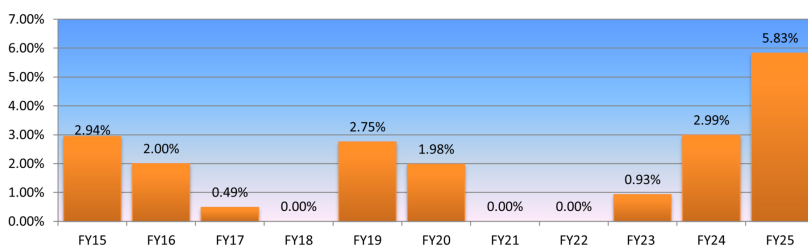
* A reclassification of certain internal accounting transactions from expenditure reimbursements to revenues brings total to \$244,238,694, with no added net impact to the mill rate.

39.37
Recommended General Fund Mill Rate

+5.83%
Compared to Current Mill Rate of 37.20

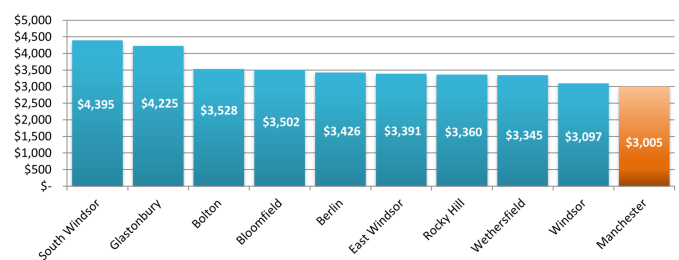
32.46
Statutorily Capped Motor Vehicle Mill Rate (no change)

General Fund Mill Rate Increases, FY15-FY25



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

Per Capita Real Estate Tax Levy Comparison to Other Towns



Source: CT Office of Policy & Management Tax Levy Data & Department of Public Health Population Data

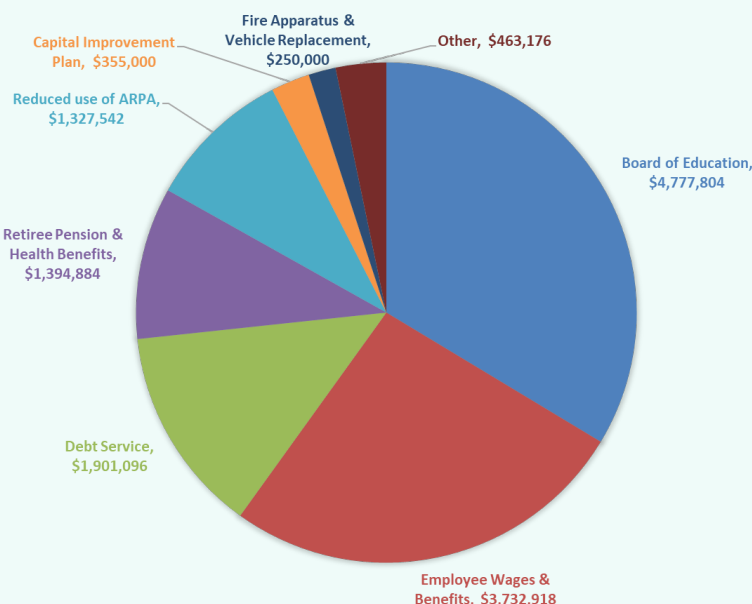
Taxes Paid by Manchester Residents (General Fund, vs FY24)					
Market Value	Assessed at 70%	Current Tax	New Tax	Change in Tax	
\$180,000	\$126,000	\$4,687	\$4,961	\$274	
\$225,000	\$157,500	\$5,859	\$6,201	\$342	
\$325,000	\$227,500	\$8,463	\$8,957	\$494	

Water Rate: +8%

Sewer Rate: +8%

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

General Fund Increases:



- Education increases by \$4.78M or 3.89%
- Wages and benefits increase based on contractual increases, minimum wage increases, labor market trends, and benefit valuation.
- Pension and retiree health costs increase significantly based on actuarial analysis of needs & claims history, respectively.
- The budget funds some additional positions, including a Patrol Officer (funded for half a year), Zoning Enforcement & Property Maintenance Inspector, Early Childhood Community Engagement Specialist, Assistant Fire Chief, Fire Inspector, and part-time program assistants.
- The step-off of the use of American Rescue Plan Act (ARPA) grant funding contributes to the increase as well, with several Town expenditures having been exclusively ARPA-funded in previous fiscal years. These include police body camera enhancements, police cruisers, human service case management software, several positions, and Microsoft 365 software. These costs will now be supported from the General Fund.



JAY MORAN, MAYOR
SARAH JONES, DEPUTY MAYOR
PAMELA FLOYD-CRANFORD, SECRETARY

Town of Manchester

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STEVE STEPHANOU, TOWN MANAGER

March 5, 2024

Honorable Mayor Moran and Board Members:

2024 will be an exciting and transformative year for the Town of Manchester. Following many years of comprehensive engagement and planning, several projects that significantly enhance quality of life for residents will commence. From construction of the long-awaited 21st century library, to finalizing elementary school renovations, to major investments in parks and recreation, the repurposing of schools, economic development initiatives moving forward, to the on-going revitalization of Downtown, the FY2025 budget period will be a time of *Building A Better Manchester*.

It is with that sense of excitement that I present the FY2025 budget. This spending plan continues Manchester’s proud tradition of being financially sound while providing the necessary resources for important programs and services for our great residents.

The submission of the Town Manager’s proposed budget marks the culmination of a collaborative, multi-month process during which all departments provided input on anticipated personnel and operating expenses in the coming fiscal year.

As Manchester continues to grow, the goal of this 2025 budget recommendation is balancing the needs of the community, expectations of Manchester residents, and the obligation to develop a financing plan that is fiscally responsible. It builds on prior year’s investments in our Town’s provision of basic city services and public education, while ensuring the on-going support for the community’s most vulnerable populations.

Notable investments in this budget include:

- Board of Education increases 3.89% or \$4.78 million in Manager’s recommended budget, based on the actions of the Board of Education.
- In response to increasing public safety demands, this budget invests in an additional Assistant Fire Chief and an additional police patrol officer, while also continuing to fund police transparency initiatives.
- In response to increased regulatory enforcement needs, the budget also invests in a new Property Maintenance Code Enforcement Officer.

- Human Service and Equity investments (previously funded by ARPA)
 - Early Childhood Engagement Specialist
 - part time Senior Center bilingual assistant
 - Health Equity Worker
- Critical city service programs (currently funded by ARPA)
 - police body cameras & cruisers,
 - the Town's MS365 network operating system
 - reducing the ARPA subsidy of capital improvements from \$1M to \$520,000.
- Increasing assistance to community agencies by roughly \$50,000 to ensure Manchester's most at-risk residents can receive the support services they need.

Other highlights of the FY25 budget:

- Debt service increases by \$1.9M, reflecting the first major installment of funding for construction of the new library as well as recurring public infrastructure and roadway investments.
- Retiree health & pension costs increase by \$1.4M in accordance with actuarial valuation of those benefits programs.

As we approach a year out from the official end of federal COVID-19 emergency declaration, the lasting impacts of the pandemic remain. On the positive side, the Town will be leveraging state and federal funding to begin work on the major capital projects identified above.

Yet the lingering impacts of a once in a century public health crisis still present challenges at the local level. Most importantly, many residents, especially those most vulnerable, are struggling with the physical, mental, and economic challenges exacerbated by COVID-19. The demands placed on government services to address the challenges have yet to recede. As a result, the FY25 budget continues investments in public health, education, and public safety to ensure Manchester emerges stronger, more resilient, and more equitable than it was in 2020.

Moreover, not only have service demands increased, but so has the cost of providing them. As every resident is acutely aware, the price of nearly everything- from groceries to gas to consumer items-has risen dramatically over the last few years. This impacts households, but the inflationary pressures also affect municipal operations as wages, service contracts, supplies, and equipment are also growing in costs. It is for this reason that the Manager's Recommended budget contains a mil rate increase above historical levels.

Over the last four years, the average mil rate increase in Manchester is 0.98%. Justifiably, during the pandemic emergency, the Board of Directors made it a priority to limit the financial burden of taxpayers while maintain or even increasing service levels. Unfortunately, due to inflationary pressures, the projected costs of providing these current service levels have far outpaced the Town's existing revenues. While the Town's largest revenue source, the property tax, has increased by less than 1% annually, and it's second largest revenue source, direct state aid, has

remained flat, the consumer price index (CPI) in Connecticut over the last three years has increased, on average, by over 5%.

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

Town	Per Capita Net Real Property Levy	Statewide Ranking / 169 Towns
South Windsor	\$4,395	25
Glastonbury	\$4,225	31
Bolton	\$3,528	53
Bloomfield	\$3,502	54
Berlin	\$3,426	59
East Windsor	\$3,391	60
Rocky Hill	\$3,360	62
Wethersfield	\$3,345	63
Windsor	\$3,097	74
Manchester	\$3,005	78

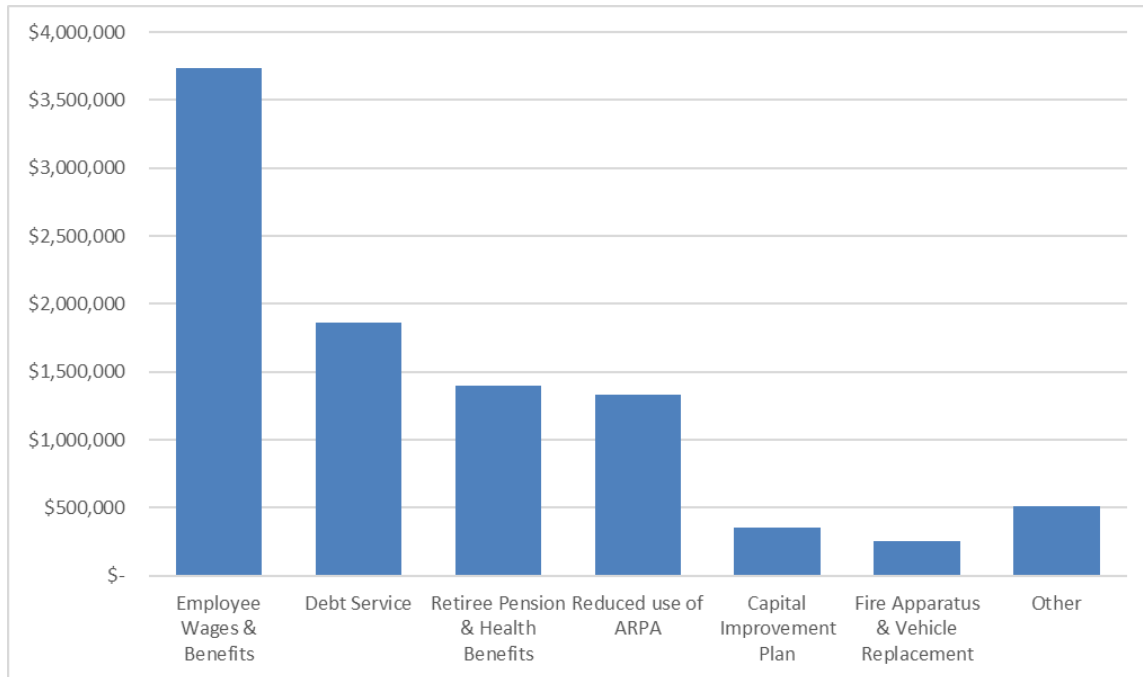
Over the past few budget cycles, and in response to the COVID pandemic, the Town has been able to keep the tax rate flat or very limited increases without impacting operations, largely due to the one-time influx of federal Covid funds.

The past four budget cycles- which produced 0% mil rate increases in FY21 and FY22, 0.93% in FY23, and 2.99% in FY24- identified most of the expense reductions that don't substantially impact service levels. In today's inflationary environment, however, the lack of raising additional revenue in previous budget years has significantly raised the cost of continuing current service levels. Moreover, this past year presented the following financial headwinds:

- Increased costs for health care, debt service and our required contributions to the pension fund.
- To address recruitment and retention issues, Board approved collective bargaining contracts have seen wages and benefits increasing more than the usual 2% GWI.
- Inflation and supply chain constraints will continue to increase costs of materials, supplies, and contracted services.

Consequently, this budget recommendation contains a 5.83% increase in the mil rate to sustain the Town's existing operations. If you combine this recommended mil rate increase with the previous four years, it produces an average mil rate increase of over the last five years of 2%.

The drivers of the expenditure increase are as follows:



Board of Education	\$ 4,777,804
Employee Wages & Benefits	\$ 3,732,918
Debt Service	\$ 1,861,096
Retiree Pension & Health Benefits	\$ 1,394,884
Reduced use of ARPA	\$ 1,327,542
Capital Improvement Plan	\$ 355,000
Fire Apparatus & Vehicle Replacement	\$ 250,000
Other	\$ 514,070
TOTAL INCREASE	\$ 14,213,314

The result is a recommended General Fund budget of \$243,569,028. This is an increase of \$14,202,420 or 6.19% over the FY24 General Fund budgeted expenditures¹.

Prudent policies by the Board in prior years (negotiating changes to health care plans and investing in energy efficiency projects) have mitigated some of the cost pressures on the expense side of the budget. For example, despite a substantial increase in per-unit utility costs, we've been

¹ The budget also incorporates reorganization and simplification of some of the financial transactions between Town departments; after reclassifying some reimbursements to revenues, the revised total expenditures will be \$244,238,694; this only represents an administrative change in accounting and does not affect the mill rate or total cost of services.

able to hold utility budgets relatively flat due to the implementation of energy-efficient technologies, particularly LED lighting.

Moving forward, the available policy options are to 1) increase the mil rate to maintain service levels or 2) maintain existing tax rate while eliminating certain programs and services.

Considering Manchester's population growth and the increasing demand for services, there is an argument that the FY25 budget should be adding more resources to address human service, public safety, education, and parks and recreation needs. Budgets, to be sure, are policy priorities in action that must recognize the tradeoffs between service demands and the community's ability to pay for them. The Town Manager's budget is an initial policy recommendation that attempts to balance these two competing dynamics. It will ultimately be up to the community's elected representatives, the Board of Directors, to decide on the final spending plan for the upcoming fiscal year.

In conclusion, it is my pleasure to respectfully submit to you the Town Manager's Proposed Budget for the fiscal year beginning July 1, 2024, and ending June 30, 2025. This annual budget represents the spending plan that fully funds the services that make Manchester a place where people of all ages and backgrounds want to live, work, play, go to school, and raise a family. It invests in education, public safety, social equity, technology, and sustainability, without compromising the quality-of-service residents and businesses expect from their local government. In addition, this budget seeks to preserve Manchester's AAA Credit Rating and prioritizes the long-term fiscal health of the Town.

It should be noted that several assistance programs are available for Manchester residents, especially those on a fixed income who are most affected to changes in property taxes. These include abatements for Seniors, Disabled Individuals, and Veterans.

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

In the coming weeks, I look forward to hearing more input from residents, businesses and not-for-profit organizations, and the Board, about their priorities for Manchester's future, which I believe this 2025 Recommended Budget reflects.

Respectfully submitted,



Steve Stephanou
Town Manager

Cost Redistributions

In an effort to improve compliance with new GASB requirements, and to make the Town’s budget more consistent and easy to understand, a number of cost redistributions are proposed for the upcoming year.

To maximize transparency, budget tables in this document show recommended amounts as they are *before* moving any costs, thereby allowing the reader to make valid comparisons to current & prior year funding levels. Then, any movement of cost centers are detailed in the Department Narratives below the year-to-year comparison tables, showing what costs are moving and what the adjusted recommended amount will be.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expnd. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	183,112.11	196,061	102,511	206,093	216,814	20,753	10.58%
Employee Benefits	74,154.91	85,591	43,129	87,123	92,551	6,960	8.13%
Purchased Services	159,968.17	189,905	72,817	189,905	176,905	(13,000)	-6.85%
Supplies	4,345.05	5,900	291	5,900	5,300	(600)	-10.17%
Equipment	484.21	-	-	-	-	-	N/A
Other	-	-	-	-	-	-	-
TOTAL HUMAN RESOURCES	422,064.45	477,457	218,748	489,021	491,570	14,113	2.96%

Cost Redistributions:

Initial Recommended	\$ 491,570
Move employee medical & testing services from Health Department to HR	\$ 38,200
Eliminate MSIP funding of HR personnel; offset by reducing transfer to MSIP (Self Insurance Fund)	\$ 161,160
Adjusted Recommended	\$ 690,930

The first table in the Budget Tables & Commentary for each department shows an “apples to apples” comparison of the recommended budget compared to the current year budget, including \$ and % change year-to-year

The “Cost Redistribution” tables show what costs are then being moved in or out of this budget from other cost centers, to yield a final recommended budget amount

**Please note that staffing & personnel tables do reflect reorganizations of wage & benefit funding.*

The changes to the budget fall into several broad categories:

Centralization of Shared Software Costs

Some software platforms that were used by multiple departments were divided between various cost centers, and bills would need to be divided. This practice is not compatible with new financial reporting requirements, so beginning in FY25, all software platforms that are not specific to one department are budgeted in IT, and cost support is provided in the form of interfund transfers to IT.

Centralization of Vehicle Costs

All in-house motor vehicle repairs as well as gas and diesel originate with the Fleet Services division of Field Services in Public Works, and the costs are charged out to other departments. Beginning in FY25, all General Fund fuel and in-house vehicle repair costs will be budgeted in Fleet Services, to improve administrative and budgetary efficiency. Enterprise fund operations such as Water, Sewer and Sanitation will continue to operate on a fee-for-service basis with Fleet Services.

Re-organizing Administrative Costs

Board of Education Cost Shares- currently, the Board of Education reimburses a number of costs, including School Resource Officers, groundskeeping support from Field Services, etc. These reimbursements reduce expenses at various points midyear, which complicate the process of maintaining up to date budget projections. Beginning in FY25, all Board of Education reimbursements will instead be diverted to a revenue line.

Interdepartmental Cost Sharing- costs shared between funds are accounted for in a number of ways; funds reimburse one another for administrative support through interfund transfers; the costs for some positions are split between multiple funds; some costs are shared on a reimbursement basis either by splitting invoices or through general ledger entries. In the FY25 budget, many of these cost shares are consolidated into single interfund transfers, in order to reduce unnecessary administrative burden and budgeting complexity.

Defined Benefit Pension Costs- the Town's funding contribution to the defined benefit pension funds was centralized for all non-public safety personnel in FY21. The FY25 budget will also centralize the public safety DB pension costs as well, for the sake of consistency.

Administrative Services (Fixed Miscellaneous) Reorganization- the grouping of Town divisional budgets that includes debt service, interfund transfers, centralized retiree benefits, and some miscellaneous non-departmental costs has historically been referred to as "Fixed Miscellaneous." Beginning in FY25, this grouping will be renamed "Administrative Services," and it will only include Debt Service, Interfund Transfers, Retiree Benefits, and contingency. All other costs are being redistributed to other parts of the budget.

Personnel Health Costs- employee health screenings & testing have been budgeted in the Health Department. In FY25, those costs are moved to the Human Resources Department, where those programs are actually administered.

The following tables summarize, first, the year-to-year changes as they are currently organized, to provide a straightforward comparison of how costs are changing year-to-year, followed by a summary of how costs are redistributed to implement the above changes. Details about cost redistributions can be found in the Department Narratives of each affected department.

EXPENDITURE SUMMARY (pre-reorganization)

	Expended 2022/23	Adopted 2023/24	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Recom. Change Over Current Adopted	Percent Change
GENERAL GOVERNMENT						
Board of Directors	\$ 302,674.08	\$ 397,592	\$ 376,920	\$ 399,889	\$ 2,297	0.58%
Town Manager	\$ 597,332.37	\$ 801,843	\$ 751,827	\$ 957,597	\$ 155,754	19.42%
Budget & Research Office	\$ 265,459.87	\$ 221,030	\$ 222,962	\$ 231,045	\$ 10,015	4.53%
Human Resources	\$ 422,064.45	\$ 477,457	\$ 489,021	\$ 491,570	\$ 14,113	2.96%
Customer Service/Info Office	\$ 165,655.88	\$ 177,914	\$ 177,863	\$ 184,778	\$ 6,864	3.86%
Finance Admin & Accounting	\$ 843,073.36	\$ 970,068	\$ 978,497	\$ 1,017,535	\$ 47,467	4.89%
Assessment*	\$ 998,704.05	\$ 663,147	\$ 627,889	\$ 732,982	\$ 69,835	10.53%
Collection	\$ -	\$ 468,886	\$ 465,673	\$ 509,368	\$ 40,482	8.63%
Purchasing	\$ 659,670.87	\$ 638,581	\$ 704,292	\$ 742,476	\$ 103,895	16.27%
Planning and Economic Devel.	\$ 729,671.42	\$ 915,079	\$ 912,620	\$ 959,621	\$ 44,542	4.87%
Town Clerk	\$ 433,467.63	\$ 546,667	\$ 520,549	\$ 559,415	\$ 12,748	2.33%
Registrars	\$ 364,668.58	\$ 368,400	\$ 371,569	\$ 402,397	\$ 33,997	9.23%
Town Attorney	\$ 451,815.38	\$ 417,211	\$ 419,355	\$ 428,684	\$ 11,473	2.75%
Probate Court	\$ 35,628.96	\$ 46,700	\$ 49,395	\$ 45,800	\$ (900)	-1.93%
TOTAL	\$ 6,269,886.90	\$ 7,110,575	\$ 7,068,432	\$ 7,663,157	\$ 552,582	7.77%
*- Assessment and Collection will be separated into two separate divisions effective 7/1/23. Budget figures for FY2021/22 and FY2022/23 reflect all Assessment and Collections expenses under Assessment. FY2023/24 figures represent costs in the two respective divisions.						
DEPARTMENT OF PUBLIC WORKS						
DPW Administration	\$ 756,889.28	\$ 867,351	\$ 845,759	\$ 873,999	\$ 6,648	0.77%
Engineering	\$ 2,287,719.63	\$ 2,398,178	\$ 2,419,576	\$ 2,496,068	\$ 97,890	4.08%
Field Services	\$ 6,260,870.68	\$ 7,647,111	\$ 7,028,679	\$ 7,962,506	\$ 315,395	4.12%
Facilities	\$ 2,348,358.63	\$ 2,712,685	\$ 2,549,111	\$ 2,834,785	\$ 122,100	4.50%
Building Inspection	\$ 897,729.41	\$ 1,033,844	\$ 947,392	\$ 1,161,174	\$ 127,330	12.32%
TOTAL	\$ 12,551,567.63	\$ 14,659,169	\$ 13,790,517	\$ 15,328,532	\$ 669,363	4.57%
PUBLIC SAFETY						
Police	\$ 22,354,503.79	\$ 24,878,155	\$ 25,027,354	\$ 26,384,047	\$ 1,505,892	6.05%
Fire Department*	\$ 48,534.00	\$ 21,904,504	\$ 20,991,498	\$ 23,570,758	\$ 1,666,254	7.61%
Paramedic Subsidy	\$ 2,586,848.00	\$ -	\$ -	\$ -	\$ -	N/A
TOTAL	\$ 24,989,885.79	\$ 46,782,659	\$ 46,018,852	\$ 49,954,805	\$ 3,172,146	6.78%
*- The Manchester Fire Department was funded through a separate taxing district fund; effective 7/1/23, the Town's two taxing districts have merged and will be funded through the General Fund in FY2023/24.						
DEPARTMENT OF HUMAN SERVICES						
Human Services Administration	\$ 898,655.86	\$ 902,265	\$ 889,091	\$ 965,735	\$ 63,470	7.03%
Health	\$ 861,542.10	\$ 1,035,138	\$ 1,036,559	\$ 1,113,484	\$ 78,346	7.57%
Senior, Adult and Family Services	\$ 745,923.01	\$ 795,836	\$ 795,180	\$ 866,647	\$ 70,811	8.90%
Senior Center	\$ 785,773.57	\$ 856,394	\$ 831,675	\$ 906,136	\$ 49,742	5.81%
TOTAL	\$ 3,291,894.54	\$ 3,589,633	\$ 3,552,505	\$ 3,852,002	\$ 262,369	7.31%
LEISURE SERVICES						
Recreation	\$ 2,041,428.46	\$ 2,294,084	\$ 2,312,805	\$ 2,430,627	\$ 136,543	5.95%
Neighborhood & Families	\$ 177,522.97	\$ 237,567	\$ 197,568	\$ 237,780	\$ 213	0.09%
Youth Services Bureau	\$ 701,581.39	\$ 779,573	\$ 770,204	\$ 910,101	\$ 130,528	16.74%
Library	\$ 3,273,724.41	\$ 3,479,674	\$ 3,462,121	\$ 3,623,679	\$ 144,005	4.14%
TOTAL	\$ 6,194,257.23	\$ 6,790,898	\$ 6,742,698	\$ 7,202,187	\$ 411,289	6.06%
ADMINISTRATIVE SERVICES (formerly Fixed Misc)						
Retired Employee Benefits	\$ 4,955,360.13	\$ 6,317,757	\$ 6,327,436	\$ 7,423,793	\$ 1,106,036	17.51%
Interfund Transfers	\$ 4,992,345.00	\$ 5,957,743	\$ 6,313,243	\$ 7,213,771	\$ 1,256,028	21.08%
Miscellaneous	\$ 260,352.10	\$ 555,074	\$ 353,090	\$ 641,919	\$ 86,845	15.65%
Debt Service	\$ 13,892,664.61	\$ 14,416,038	\$ 14,416,038	\$ 16,317,134	\$ 1,901,096	13.19%
TOTAL	\$ 24,100,721.84	\$ 27,246,612	\$ 27,409,808	\$ 31,596,617	\$ 4,350,005	15.97%
TOTAL NON-EDUCATIONAL	\$ 77,398,213.93	\$ 106,179,546	\$ 104,582,813	\$ 115,597,300	\$ 9,417,754	8.87%

EXPENDITURE SUMMARY (pre-reorganization)

	Expended 2022/23	Adopted 2023/24	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Recom. Change Over Current Adopted	Percent Change
EDUCATION						
Board of Education	\$ 116,281,237.00	\$ 122,683,512	\$ 122,683,512	\$ 127,461,316	\$ 4,777,804	3.89%
Priv. Sch. Health & Welfare	\$ 410,182.56	\$ 434,928	\$ 434,928	\$ 434,928	\$ -	0.00%
Transitional Living Center	\$ 188,821.00	\$ 68,622	\$ 68,622	\$ 75,484	\$ 6,862	10.00%
TOTAL	\$ 116,880,240.56	\$ 123,187,062	\$ 123,187,062	\$ 127,971,728	\$ 4,784,666	3.88%
GENERAL FUND TOTAL	\$ 194,278,454.49	\$ 229,366,608	\$ 227,769,875	\$ 243,569,028	\$ 14,202,420	6.19%
OTHER BUDGETED FUNDS:						
FIRE FUND*	\$ 20,051,651.00	\$ -	\$ -	\$ -	\$ -	N/A
INFORMATION TECHNOLOGY FUND	\$ 1,881,807.77	\$ 2,359,427	\$ 2,232,037	\$ 2,877,725	\$ 518,298	21.97%
WATER FUND	\$ 10,166,836.07	\$ 10,164,019	\$ 10,729,096	\$ 11,384,362	\$ 1,220,343	12.01%
SEWER FUND	\$ 10,667,638.20	\$ 11,533,925	\$ 11,771,495	\$ 12,365,489	\$ 831,564	7.21%
SANITATION FUND	\$ 8,668,331.71	\$ 8,604,562	\$ 14,230,681	\$ 9,174,397	\$ 569,835	6.62%
GRAND TOTAL	\$ 245,714,719.24	\$ 262,028,541	\$ 266,733,184	\$ 279,371,001	\$ 17,342,460	6.62%

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

REVENUE SUMMARY (pre-reorganization)

GENERAL RELATED	Collected 2022/23	Adopted Projection 2023/24	Revised Estimate 2023/24	Manager's Projected 2024/25	Change Over Current Year	Percent Change
Property Taxes						
Taxes - Current Year Real Estate	\$ 149,770,410.90	\$ 160,910,614	\$ 160,910,614	\$ 173,044,304	\$ 12,133,690	7.54%
Taxes - Current Year Motor Vehicles	\$ -	\$ 15,804,255	\$ 15,804,255	\$ 16,029,981	\$ 225,726	1.43%
Motor Vehicle Supplement	\$ 1,597,423.97	\$ 2,014,500	\$ 1,600,000	\$ 1,800,000	\$ (214,500)	-10.65%
Taxes - Prior Years	\$ 1,559,758.63	\$ 2,285,000	\$ 1,600,000	\$ 1,800,000	\$ (485,000)	-21.23%
Suspense Collection	\$ 372,437.59	\$ 200,000	\$ 350,000	\$ 350,000	\$ 150,000	75.00%
Interest and Liens	\$ 1,315,173.58	\$ 1,250,000	\$ 1,250,000	\$ 1,250,000	\$ -	0.00%
Total	\$ 154,615,204.67	\$ 182,464,369	\$ 181,514,869	\$ 194,274,285	\$ 11,809,916	6.47%
Permits, Licenses, Fees						
Town Clerk Fees	\$ 1,984,232.01	\$ 1,300,000	\$ 1,800,000	\$ 1,600,000	\$ 300,000	23.08%
Town Clerk Land Record Fees	\$ 15,759.00	\$ 16,000	\$ 16,000	\$ 16,000	\$ -	0.00%
Citizen Services Fees	\$ 7,910.00	\$ 4,000	\$ 4,000	\$ 4,000	\$ -	0.00%
Building Inspection	\$ 1,158,114.78	\$ 1,100,000	\$ 1,100,000	\$ 1,150,000	\$ 50,000	4.55%
Engineering	\$ 669.00	\$ -	\$ -	\$ -	\$ -	N/A
Road Cut Permits	\$ 24,350.00	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	0.00%
Health	\$ 71,150.83	\$ 74,000	\$ 74,000	\$ 74,000	\$ -	0.00%
Planning and Zoning	\$ 8,344.00	\$ 12,000	\$ 12,000	\$ 12,000	\$ -	0.00%
Police - Permits	\$ 47,756.47	\$ 35,000	\$ 35,000	\$ 35,000	\$ -	0.00%
Bingo Proceeds	\$ 10,176.71	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.00%
Dog Licenses	\$ 13,063.50	\$ 8,000	\$ 8,000	\$ 8,000	\$ -	0.00%
Dog Warden	\$ 1,638.00	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.00%
Police - Fines	\$ (4,220.00)	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.00%
Library - Fines	\$ 10,320.03	\$ -	\$ 5,000	\$ -	\$ -	N/A
Fire Marshal Permits & Charges	\$ -	\$ 200,000	\$ -	\$ 200,000	\$ -	0.00%
Total	\$ 3,349,264.33	\$ 2,780,500	\$ 3,085,500	\$ 3,130,500	\$ 350,000	12.59%
Charges for Services						
Cemetery Fees	\$ 198,087.86	\$ 225,000	\$ 225,000	\$ 200,000	\$ (25,000)	-11.11%
Fleet Maintenance	\$ 106,832.99	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	0.00%
Advanced Life Support (Ambulance)	\$ -	\$ 550,000	\$ 550,000	\$ 550,000	\$ -	0.00%
Senior Center Activities	\$ 13,598.12	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.00%
Recreation - General Facility Pass	\$ 32,618.00	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	0.00%
Recreation - Organized Sports	\$ 830.00	\$ -	\$ 1,500	\$ -	\$ -	N/A
Recreation - Aquatics	\$ 42,958.30	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	0.00%
Recreation - Summer Camp	\$ 125,979.50	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	0.00%
Total	\$ 520,904.77	\$ 1,135,000	\$ 1,136,500	\$ 1,110,000	\$ (25,000)	-2.20%
State and Federal Grants						
PILOT State Property	\$ 980,303.00	\$ 699,203	\$ 980,303	\$ 980,303	\$ 281,100	40.20%
M. Pequot/Mohegan Fund Grant	\$ 412,450.00	\$ 412,450	\$ 412,450	\$ 412,450	\$ -	0.00%
PILOT - Phone Company	\$ 88,494.66	\$ 85,000	\$ 85,000	\$ 85,000	\$ -	0.00%
Municipal Stabilization Grant	\$ 780,354.00	\$ 780,354	\$ 780,354	\$ 780,354	\$ -	0.00%
Veterans Exemption Reimburse	\$ 35,909.58	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	0.00%
Disability Reimbursement	\$ 7,283.44	\$ 8,000	\$ 8,000	\$ 8,000	\$ -	0.00%
Controlling Interest Transfer Tax	\$ 18,329.86	\$ 10,000	\$ 21,806	\$ 10,000	\$ -	0.00%
Town Aid Roads	\$ 656,229.40	\$ 656,229	\$ 656,229	\$ 653,781	\$ (2,448)	-0.37%
Municipal Revenue Sharing	\$ 1,325,658.43	\$ -	\$ 1,325,000	\$ 500,000	\$ 500,000	N/A
Youth Service Bureau	\$ 32,635.00	\$ 32,000	\$ 32,000	\$ 32,000	\$ -	0.00%
E-911 Dispatch Grant	\$ 161,218.32	\$ 159,000	\$ 126,380	\$ 159,000	\$ -	0.00%
Health - Per Capita Grant	\$ 115,207.49	\$ 61,000	\$ 114,692	\$ 61,000	\$ -	0.00%
Library Support/Connecticard	\$ 45,082.00	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	0.00%
Grant for Municipal Projects	\$ 1,912,643.00	\$ 1,912,643	\$ 1,912,643	\$ 1,912,643	\$ -	0.00%
MV Tax Cap Transition Grant	\$ 1,712,853.00	\$ 1,837,016	\$ 1,712,853	\$ 2,646,726	\$ 809,710	44.08%
Total	\$ 8,284,651.18	\$ 6,732,895	\$ 8,247,710	\$ 8,321,257	\$ 1,588,362	23.59%

REVENUE SUMMARY (pre-reorganization)

GENERAL RELATED	Collected 2022/23	Adopted Projection 2023/24	Revised Estimate 2023/24	Manager's Projected 2024/25	Change Over Current Year	Percent Change
Income from Assets						
Interest on Investments	\$ 1,550,921.74	\$ 800,000	\$ 1,000,000	\$ 800,000	\$ -	0.00%
Rent	\$ 212,029.44	\$ 200,000	\$ 200,000	\$ 212,000	\$ 12,000	6.00%
Sale of Town-Owned Property	\$ 152,620.10	\$ 130,000	\$ 130,000	\$ 130,000	\$ -	0.00%
Total	\$ 1,915,571.28	\$ 1,130,000	\$ 1,330,000	\$ 1,142,000	\$ 12,000	1.06%
Interfund Transfers						
Fire	\$ 351,178.00	\$ -	\$ 88,133	\$ -	\$ -	N/A
Water	\$ 173,314.00	\$ 178,513	\$ 178,513	\$ 183,868	\$ 5,355	3.00%
Sewer	\$ 133,446.00	\$ 137,449	\$ 137,449	\$ 141,572	\$ 4,123	3.00%
Sanitation Fund	\$ 117,558.00	\$ 121,085	\$ 121,085	\$ 124,718	\$ 3,633	3.00%
Trust Funds	\$ 32,000.00	\$ -	\$ -	\$ -	\$ -	N/A
Water/Sewer Transfer for Engin.	\$ 939,512.00	\$ 967,697	\$ 967,697	\$ 996,728	\$ 29,031	3.00%
PILOT Housing Authority	\$ 121,062.41	\$ 105,000	\$ 105,000	\$ 105,000	\$ -	0.00%
PILOT Bennet Housing	\$ 66,198.80	\$ 70,000	\$ 70,000	\$ 70,000	\$ -	0.00%
Total	\$ 1,934,269.21	\$ 1,579,744	\$ 1,667,877	\$ 1,621,886	\$ 42,142	2.67%
Miscellaneous Income						
Unclassified Revenue	\$ 324,673.87	\$ 150,000	\$ 150,000	\$ 150,000	\$ -	0.00%
Cannabis Tax	\$ 57,849.47	\$ 50,000	\$ 450,000	\$ 400,000	\$ 350,000	700.00%
Camp Kennedy Donations	\$ 615.00	\$ -	\$ -	\$ -	\$ -	N/A
OTB Revenue	\$ 50,306.17	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	0.00%
Citizen Service Sales	\$ 1,985.19	\$ -	\$ -	\$ -	\$ -	N/A
Main Street Banner Sales	\$ 3,000.00	\$ -	\$ -	\$ -	\$ -	N/A
Total	\$ 438,429.70	\$ 240,000	\$ 640,000	\$ 590,000	\$ 350,000	145.83%
Total Non-Education	\$ 171,058,295.14	\$ 196,062,508	\$ 197,622,456	\$ 210,189,928	\$ 14,127,420	7.21%
EDUCATION RELATED						
Charges for Services						
Tuition - High School	\$ 108,359.43	\$ 25,000	\$ 100,000	\$ 100,000	\$ 75,000	300.00%
Total	\$ 108,359.43	\$ 25,000	\$ 100,000	\$ 100,000	\$ 75,000	300.00%
State and Federal Grants						
General State Aid (ECS)*	\$ 30,960,092.00	\$ 30,619,100	\$ 30,619,100	\$ 30,619,100	\$ -	0.00%
Private School Health & Welfare	\$ 163,359.00	\$ 160,000	\$ 160,000	\$ 160,000	\$ -	0.00%
Total	\$ 31,123,451.00	\$ 30,779,100	\$ 30,779,100	\$ 30,779,100	\$ -	0.00%
Total Education Revenue	\$ 31,231,810.43	\$ 30,804,100	\$ 30,879,100	\$ 30,879,100	\$ 75,000	0.24%
Use of Fund Balance	\$ -	\$ 2,500,000	\$ -	\$ 2,500,000	\$ -	0.00%
GENERAL FUND TOTAL	\$ 202,290,105.57	\$ 229,366,608	\$ 228,501,556	\$ 243,569,028	\$ 14,202,420	6.19%
FIRE FUND	\$ 17,802,458.94	\$ -	\$ -	\$ -	\$ -	N/A
INFORMATION TECHNOLOGY FUND	\$ 2,068,232.19	\$ 2,259,427	\$ 2,259,427	\$ 2,831,174	\$ 571,747	25.30%
WATER FUND	\$ 9,814,307.72	\$ 10,538,302	\$ 10,169,244	\$ 11,421,905	\$ 883,603	8.38%
SEWER FUND	\$ 10,573,988.13	\$ 11,273,717	\$ 10,915,783	\$ 12,162,351	\$ 888,634	7.88%
SANITATION FUND	\$ 10,824,471.01	\$ 9,107,000	\$ 9,222,488	\$ 9,601,000	\$ 494,000	5.42%
GRAND TOTAL	\$ 253,373,563.56	\$ 262,545,054	\$ 261,068,498	\$ 279,585,458	\$ 17,040,404	6.49%

REORGANIZATION OF BUDGETED COSTS

	Adopted 2023/24	Manager's Recom. 2024/25	Centralize Shared Software	Centralize Vehicle Expenses	Re-organize Cost Shares	ADJUSTED RECOMMENDED
GENERAL GOVERNMENT						
Board of Directors	\$ 397,592	\$ 399,889			\$ 36,339	\$ 436,228
Town Manager	\$ 801,843	\$ 957,597				\$ 957,597
Budget & Research Office	\$ 221,030	\$ 231,045			\$ 77,404	\$ 308,449
Human Resources	\$ 477,457	\$ 491,570			\$ 199,360	\$ 690,930
Customer Service/Info Office	\$ 177,914	\$ 184,778				\$ 184,778
Finance Admin & Accounting	\$ 970,068	\$ 1,017,535				\$ 1,017,535
Assessment*	\$ 663,147	\$ 732,982				\$ 732,982
Collection	\$ 468,886	\$ 509,368				\$ 509,368
Purchasing	\$ 638,581	\$ 742,476				\$ 742,476
Planning and Economic Devel.	\$ 915,079	\$ 959,621	\$ (17,635)		\$ 11,092	\$ 953,078
Town Clerk	\$ 546,667	\$ 559,415	\$ (29,500)			\$ 529,915
Registrars	\$ 368,400	\$ 402,397				\$ 402,397
Town Attorney	\$ 417,211	\$ 428,684				\$ 428,684
Probate Court	\$ 46,700	\$ 45,800				\$ 45,800
TOTAL	\$ 7,110,575	\$ 7,663,157	\$ (47,135)	\$ -	\$ 324,195	\$ 7,940,217
DEPARTMENT OF PUBLIC WORKS						
DPW Administration	\$ 867,351	\$ 873,999		\$ (4,000)	\$ (559,628)	\$ 310,371
Engineering	\$ 2,398,178	\$ 2,496,068	\$ (14,000)	\$ (17,000)	\$ 587,226	\$ 3,052,294
Field Services	\$ 7,647,111	\$ 7,962,506		\$ 521,244	\$ 298,935	\$ 8,782,685
Facilities	\$ 2,712,685	\$ 2,834,785		\$ (14,540)	\$ 142,840	\$ 2,963,085
Building Inspection	\$ 1,033,844	\$ 1,161,174	\$ (20,971)	\$ (8,000)		\$ 1,132,203
TOTAL	\$ 14,659,169	\$ 15,328,532	\$ (34,971)	\$ 477,704	\$ 469,373	\$ 16,240,638
PUBLIC SAFETY						
Police	\$ 24,878,155	\$ 26,384,047	\$ (21,800)	\$ (292,000)	\$ (3,884,722)	\$ 22,185,525
Fire Department	\$ 21,904,504	\$ 23,570,758	\$ (11,562)	\$ (156,104)	\$ (3,600,912)	\$ 19,802,180
TOTAL	\$ 46,782,659	\$ 49,954,805	\$ (33,362)	\$ (448,104)	\$ (7,485,634)	\$ 41,987,705
DEPARTMENT OF HUMAN SERVICES						
Human Services Administration	\$ 902,265	\$ 965,735			\$ 50,000	\$ 1,015,735
Health	\$ 1,035,138	\$ 1,113,484		\$ (1,250)	\$ (38,200)	\$ 1,074,034
Senior, Adult and Family Services	\$ 795,836	\$ 866,647	\$ (41,269)	\$ (950)		\$ 824,428
Senior Center	\$ 856,394	\$ 906,136	\$ (1,500)	\$ (25,000)		\$ 879,636
TOTAL	\$ 3,589,633	\$ 3,852,002	\$ (42,769)	\$ (27,200)	\$ 11,800	\$ 3,793,833

REORGANIZATION OF BUDGETED COSTS

	Adopted 2023/24	Manager's Recom. 2024/25	Centralize Shared Software	Centralize Vehicle Expenses	Re-organize Cost Shares	ADJUSTED RECOMMENDED
LEISURE SERVICES						
Recreation	\$ 2,294,084	\$ 2,430,627	\$ (9,500)	\$ (1,500)	\$ 165,285	\$ 2,584,912
Neighborhood & Families	\$ 237,567	\$ 237,780				\$ 237,780
Youth Services Bureau	\$ 779,573	\$ 910,101			\$ (37,484)	\$ 872,617
Library	\$ 3,479,674	\$ 3,623,679		\$ (900)	\$ 39,042	\$ 3,661,821
TOTAL	\$ 6,790,898	\$ 7,202,187	\$ (9,500)	\$ (2,400)	\$ 166,843	\$ 7,357,130

ADMINISTRATIVE SERVICES (formerly Fixed Misc)						
Retired Employee Benefits	\$ 6,317,757	\$ 7,423,793			\$ 7,786,168	\$ 15,209,961
Interfund Transfers	\$ 5,957,743	\$ 7,213,771	\$ 167,737		\$ (161,160)	\$ 7,220,348
Miscellaneous	\$ 555,074	\$ 641,919			\$ (441,919)	\$ 200,000
Debt Service	\$ 14,416,038	\$ 16,317,134				\$ 16,317,134
TOTAL	\$ 27,246,612	\$ 31,596,617	\$ 167,737	\$ -	\$ 7,183,089	\$ 38,947,443

TOTAL NON EDUCATION	\$ 106,179,546	\$ 115,597,300	\$ -	\$ -	\$ 669,666	\$ 116,266,966
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EDUCATION						
Board of Education	\$ 122,683,512	\$ 127,461,316				\$ 127,461,316
Priv. Sch. Health & Welfare	\$ 434,928	\$ 434,928				\$ 434,928
Transitional Living Center	\$ 68,622	\$ 75,484				\$ 75,484
TOTAL	\$ 123,187,062	\$ 127,971,728				\$ 127,971,728

GENERAL FUND TOTAL	\$ 229,366,608	\$ 243,569,028	\$ -	\$ -	\$ 669,666	\$ 244,238,694
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ADJUST INTERFUND REVENUE	\$ 229,366,608	\$ 243,569,028	\$ -	\$ -	\$ 669,666	\$ 244,238,694
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OTHER BUDGETED FUNDS:						
INFORMATION TECHNOLOGY FUND	\$ 2,359,427	\$ 2,877,725	\$ 264,072			\$ 3,141,797
WATER FUND	\$ 10,164,019	\$ 11,384,362	\$ (30,000)			\$ 11,354,362
SEWER FUND	\$ 11,533,925	\$ 12,365,489	\$ 30,000			\$ 12,395,489
SANITATION FUND	\$ 8,604,562	\$ 9,174,397				\$ 9,174,397

AUTHORIZED & FUNDED POSITIONS

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25	Change in Funded Positions
GENERAL GOVERNMENT						
Board of Directors	1.25	1.25	1.25	1.25	1.25	0.00
General Manager	4.25	5.25	4.75	5.25	4.75	0.00
Budget and Research	3.00	2.50	1.50	3.00	2.00	0.50
Human Resources	4.00	4.00	4.00	4.00	4.00	0.00
Customer Service & Information	1.00	1.00	1.00	1.00	1.00	0.00
Finance Administration & Accounting	9.00	10.00	8.00	10.00	8.00	0.00
Assessment/Collection	6.00	7.00	5.00	7.00	5.00	0.00
Collection	4.00	4.00	4.00	4.00	4.00	0.00
Purchasing	4.00	4.00	4.00	4.00	4.00	0.00
Planning and Economic Development	7.00	7.00	7.00	7.00	7.00	0.00
Town Clerk	6.00	6.00	5.00	6.00	5.00	0.00
Registrars of Voters	4.00	4.00	4.00	4.00	4.00	0.00
Town Attorney	2.00	2.00	2.00	2.00	2.00	0.00
Information Systems	15.00	15.00	13.00	15.00	13.00	0.00
Total General Government	70.50	73.00	64.50	73.50	65.00	0.50

Funding for the Budget Director previously distributed among the enterprise funds, is now shown 100% in the Budget & Research Office (+0.5FTEs).

PUBLIC WORKS						
Administration	1.95	1.95	1.95	2.00	2.00	0.05
Engineering	23.00	23.00	19.00	23.00	19.00	0.00
Field Services	58.25	58.25	57.25	59.00	58.00	0.75
Facilities Management	8.00	8.00	8.00	8.00	8.00	0.00
Building Inspection	9.00	9.00	8.00	10.00	9.00	1.00
Water	26.65	27.15	26.65	27.00	26.50	-0.15
Sewer	25.65	28.15	27.65	28.00	27.50	-0.15
Sanitation	13.50	13.50	13.00	12.50	12.00	-1.00
Total Public Works	166.00	169.00	161.50	169.50	162.00	0.50

An additional Property Maintenance Enforcement Officer is added to Building Inspection (+1FTE), and the 0.5 FTE share of the Budget Director salary is moved to the Budget Office (-0.5FTEs). Additionally, some cost shares within the Public Works departments are reallocated so that positions are funded entirely in their home account (no net impact to Public Works totals).

PUBLIC SAFETY						
Police-Sworn Officers	124.00	124.00	117.00	124.00	117.50	0.50
Police-Civilians	38.00	39.00	37.00	39.00	37.00	0.00
Fire	87.00	115.00	113.00	116.00	115.00	2.00
Total Public Safety	249.00	278.00	267.00	279.00	269.50	2.50

Additional funding is provided for a new Patrol Officer midyear (+0.5FTEs). A frozen Assistant Fire Chief is funded in FY25 (+1FTE), and two part time Fire Inspector positions are exchanged for one full time Fire Inspector (+1FTE)

HUMAN SERVICES						
Administration	2.00	2.00	2.00	2.00	2.00	0.00
Health	9.00	9.00	9.00	9.00	9.00	0.00
Senior Center	5.00	5.00	5.00	5.00	5.00	0.00
Senior, Adult and Family Services	6.00	6.00	6.00	6.00	6.00	0.00
Total Human Services	22.00	22.00	22.00	22.00	22.00	0.00

LEISURE SERVICES						
Library	28.00	28.00	25.00	28.00	25.00	0.00
Resource Office for Neigh. and Families	1.00	1.00	1.00	1.00	1.00	0.00
Youth Services	6.50	6.50	6.50	7.50	7.50	1.00
Recreation	9.00	9.00	8.00	9.00	8.00	0.00
Total Leisure Services	44.50	44.50	40.50	45.50	41.50	1.00

Funding is provided for an Early Childhood Outreach Coordinator, which was currently funded using ARPA grant funds (+1FTE)

TOTAL TOWN EMPLOYEES	552.00	586.50	555.50	589.50	560.00	4.50
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MILL RATE CALCULATION

GENERAL FUND

Motor Vehicles

A.	Motor Vehicle Mill Rate Cap, per State Statute		32.46
B.	Motor Vehicle Grand List	\$	504,946,948
C.	Adjusted Motor Vehicle Grand List based on 97.8% collection & adjustment rate (Item B Amount x 97.8%)	\$	493,838,115

THEREFORE, 1 MILL (MV) = \$493,838

D.	Item A, MV mill rate	32.46	16,029,981
	multiplied by mill value	\$493,838	
	equals MV Tax Levy		

Real Estate & Personal Property

A.	Adjusted Net Taxable Assessment for Real Estate & Personal Property		\$4,493,670,801
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THEREFORE, 1 MILL = \$4,493,671

B.	Tax Dollars Required	\$	173,044,304
C.	To allow for approximately 97.8% collection rate, mill rate should be calculated on a higher requirement; divide Item B by 97.8%		\$176,936,916
D.	Item C Amount,	\$176,936,916	39.37
	divided by mill value	\$4,493,671	
	equals mill rate		

SPECIAL TAXING DISTRICT

A.	Net Taxable Assessment		\$29,267,983
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THEREFORE, 1 MILL = \$29,268

B.	Tax Dollars Required		\$86,000
C.	Item B Amount,	\$86,000	2.94
	divided by mill value	\$29,268	
	equals mill rate		

Citizen's Guide to the Budget

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

Introduction to the Town of Manchester, Connecticut



"The City of Village Charm"

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

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

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

MANCHESTER'S BOARD OF Directors & Town Manager



Jay Moran
Mayor



Sarah Jones
Deputy Mayor



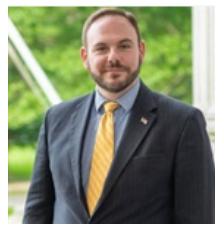
**Pamela
Floyd-Cranford**
Secretary



Ed Boland
Director



Peter Conyers
Director



Jerald Lentini
Director



Jessee Muñiz Poland
Director



Zachary Reichelt
Director



Dennis Schain
Director



Stephen Stephanou
Town Manager

Form of Government

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

THE TOWN OF MANCHESTER

Organization

General Fund

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



Enterprise Funds

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

UNDERSTANDING THE

Funds and Funding

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



FOLLOWING THE Budget Process

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



2024 Key Dates

March 5th: General Manager presents Recommended Budget to the Board of Directors

Budget Workshops:

March 6th: Education (session 1)

March 12th: General Gov, Human Services

March 14th: Public Works, Sanitation

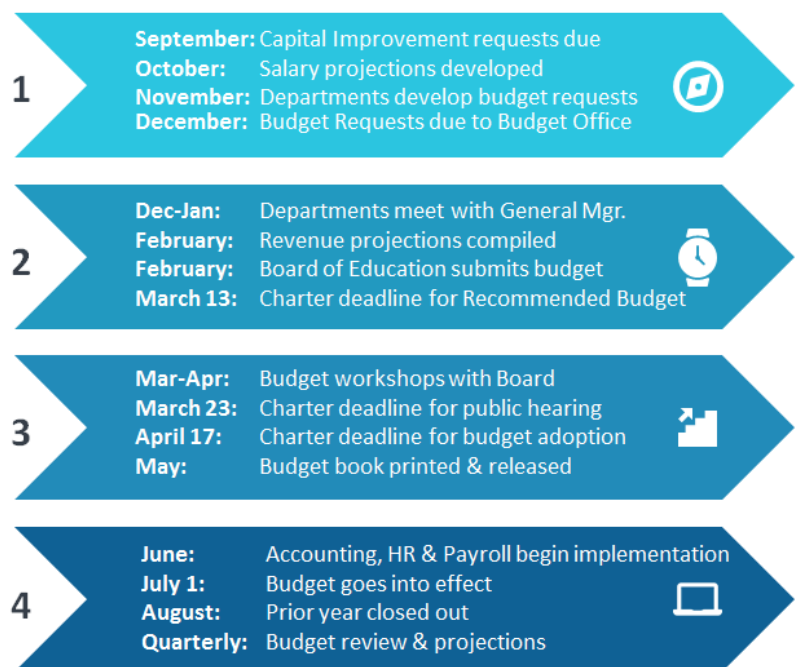
March 19th: Fire

March 20th: Education (session 2), Leisure Services

March 21st: Police, Water & Sewer

March 12th: Public Hearing

April 16: Budget adoption



READING THE Budget Book

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

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

1. Introduction

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

2. Citizen's Guide to the Budget

Go here to learn the basics about Manchester, the Town government, and the budget

3. Financial Overview

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

4. Goals & Performance Measures

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

5. Department Budget Detail

Go here for detailed information about department budgets, staffing levels & goals

6. Six Year Capital Improvement Program

Go here for detail about the major projects & one-time expenses planned or anticipated over the next six years

7. Tables & Appendices

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



WAYS TO

Get Involved



Attend a Public Hearing

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



Send an Email or Letter

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



Volunteer

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

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



Use Online Tools

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

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



Social Media

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



Vote at Elections & Referenda

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

Financial Overview

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

CURRENT YEAR Projections



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

General Fund



Full time position vacancies are the main contributors to the projected expenditure savings. A positive net variance of around \$4M is projected, which would result in an increase of \$2M in fund balance.

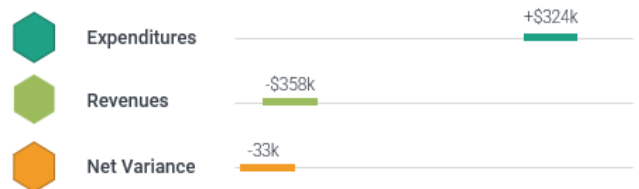
Water Fund



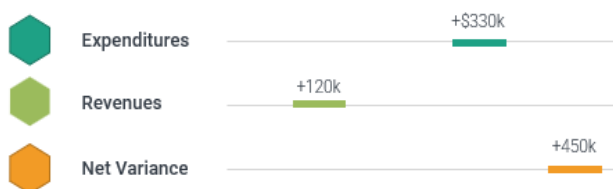
High chemical and electrical costs are offset by vacancy savings and use of ARPA. Revenue is trending low, and a small negative net result is expected

The Sewer fund is also facing similarly inflated cost pressures and lower than average revenues. While vacancy savings & use of ARPA are providing an offset, a small negative balance is still projected.

Sewer Fund



Sanitation Fund



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

BUDGET YEAR- GENERAL FUND

Expenditure Summary

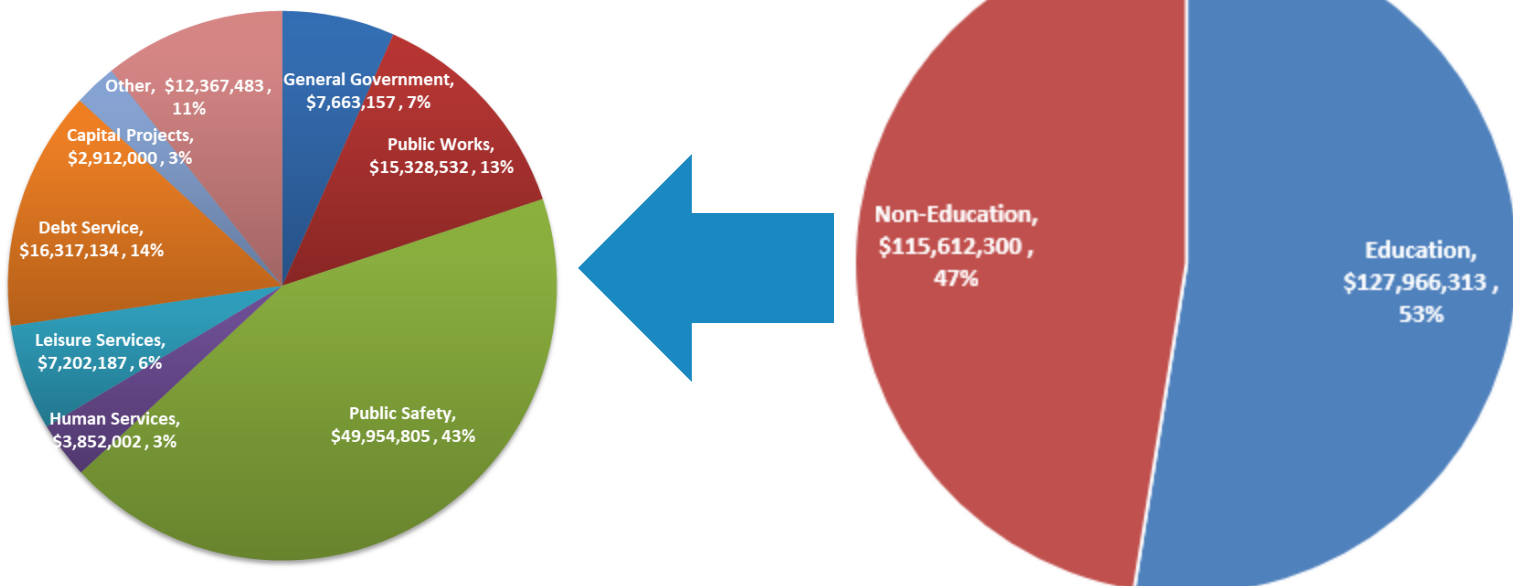
The following table provides a breakdown of the Recommended budget by major categories

	Expended 2022/23	Adopted 2023/24	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Increase	Percent Increase
Town-Side Operations	\$ 53,297,492	\$ 78,932,934	\$ 80,028,834	\$ 84,000,683	\$ 5,067,749	6.42%
Capital & Non-Operating	\$ 10,208,057	\$ 12,830,574	\$ 12,993,770	\$ 15,279,483	\$ 2,448,909	19.09%
SUBTOTAL- TOWN	\$ 63,505,549.32	\$ 91,763,508	\$ 93,022,604	\$ 99,280,166	\$ 7,516,658	8.19%
Board of Education	\$ 116,281,237	\$ 122,683,512	\$ 117,774,174	\$ 127,461,316	\$ 4,777,804	3.89%
Other Education-Related Costs	\$ 599,004	\$ 503,550	\$ 494,767	\$ 510,412	\$ 6,862	1.36%
SUBTOTAL- EDUCATION	\$ 116,880,240.56	\$ 123,187,062	\$ 118,268,941	\$ 127,971,728	\$ 4,784,666	3.88%
DEBT SERVICE	\$ 13,892,665	\$ 14,416,038	\$ 14,416,038	\$ 16,317,134	\$ 1,901,096	13.19%
TOTAL GENERAL FUND	\$ 194,278,454	\$ 229,366,608	\$ 225,707,583	\$ 243,569,028	\$ 14,202,420	6.19%

The FY2024/25 Recommended budget includes an **\$14.2M increase, or 6.19%**, over the current year. Of that, \$4.77M represents increases to the Board of Education budget, \$3.8M in increases to salaries and benefits, \$1M in retiree health costs, \$510k in DB pension cost increases, and \$1.9M increase to debt service. The overall increase also reflects the planned transition away from the use of Federal ARPA grant funds, which had previously been utilized to cover several large costs, including \$1M in capital projects, enhancements to police body camera systems, the Town's updated Microsoft operating system, and the purchase of police cruisers.

6.19%

Increase in General Fund expenditures compared to FY24



BUDGET YEAR- GENERAL FUND

Cost Drivers

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

- **Administrative Services:** includes increases in debt service, retiree health, and an increase in the capital improvement plan, which was subsidized with \$1M in ARPA funds in the current year
- **General Government:** includes funds for reorganization of administrative positions
- **Public Safety & Human Services:** ARPA funds & post-district merger fund balances were used to offset some Fire, Police, and Human Services costs in the current year, which are added back into the budget for next year.

	Expended 2022/23	Adopted 2023/24	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over Current Adopted	Percent Change
GENERAL GOVERNMENT	\$ 6,269,886.90	\$ 7,110,575	\$ 7,068,432	\$ 7,663,157	\$ 552,582	7.77%
PUBLIC WORKS	\$ 12,551,567.63	\$ 14,659,169	\$ 13,790,517	\$ 15,328,532	\$ 669,363	4.57%
PUBLIC SAFETY	\$ 42,454,688.79	\$ 46,782,659	\$ 46,018,852	\$ 49,954,805	\$ 3,172,146	6.78%
HUMAN SERVICES	\$ 3,291,894.54	\$ 3,589,633	\$ 3,552,505	\$ 3,852,002	\$ 262,369	7.31%
LEISURE SERVICES	\$ 6,194,257.23	\$ 6,790,898	\$ 6,742,698	\$ 7,202,187	\$ 411,289	6.06%
FIXED/MISC	\$ 24,100,721.84	\$ 27,246,612	\$ 27,409,808	\$ 31,596,617	\$ 4,350,005	15.97%
EDUCATION	\$ 116,880,240.56	\$ 123,187,062	\$ 123,187,062	\$ 127,971,728	\$ 4,784,666	3.88%
TOTAL GENERAL FUND	\$ 211,743,257.49	\$ 229,366,608	\$ 227,769,875	\$ 243,569,028	\$ 14,202,420	6.19%



Full & Part Time Wages

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



Full Cost of ARPA-Funded Projects & Positions

The FY25 proposal assumes that many of the costs previously supported (fully or partially) with federal ARPA funding will be funded via the General Fund.



Inflationary Pressures

Many costs throughout the budget are affected by cost inflation that has been significantly higher than average for many of the supplies and services used by the Town.



Capital Improvement Plan

This proposal reduces the reliance on ARPA funding and one-time Fire District merger funding to support ongoing capital costs.



Retiree Health & Pension

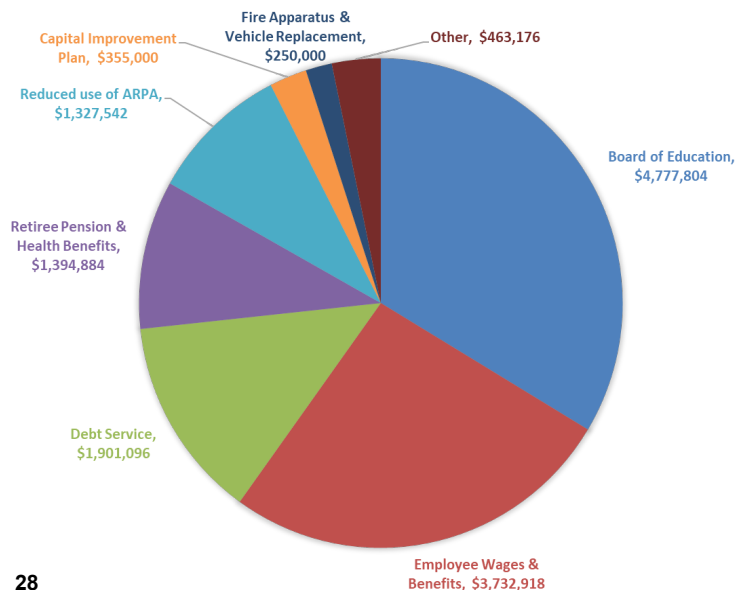
These costs increase as a result of actuarial analysis of the Town's claims exposure, reserves and investments.



Debt Service

New bonds were issued in 2024 to cover costs relating to public works infrastructure and the construction of the new library.

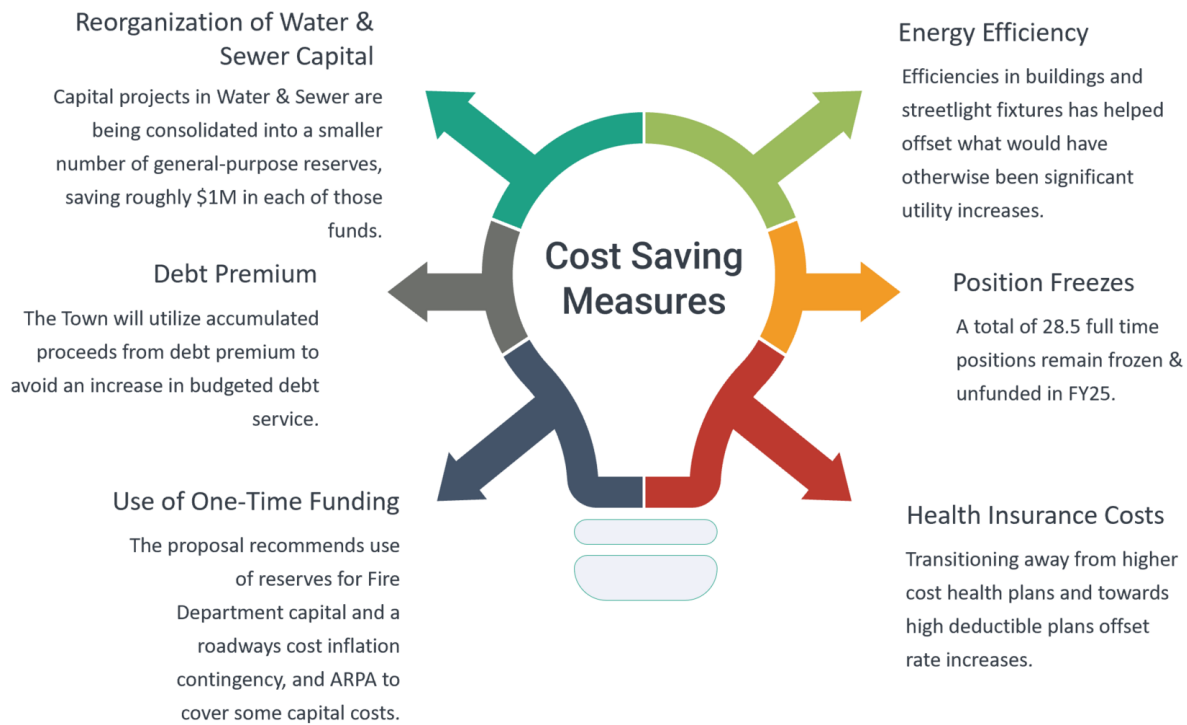
General Fund (non-Education) Significant Increases:



BUDGET YEAR- GENERAL FUND

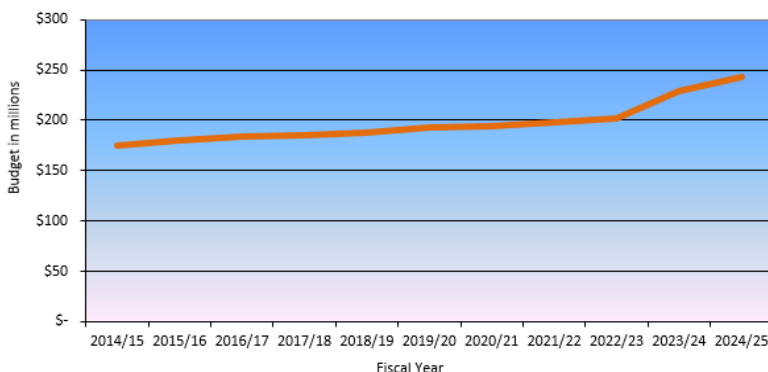
Cost Saving Measures

Every year, the budget & management team and directors take every effort to identify cost-saving measures to minimize tax increases to the residents of Manchester. Cost-saving measures incorporated into the FY2024/25 budget include the following:

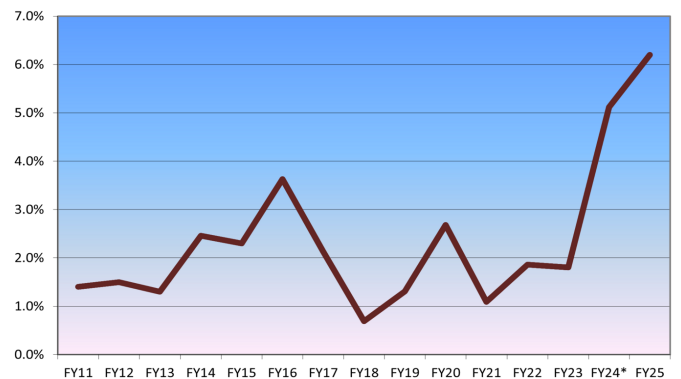


Cost saving measures have been sought out every year to keep year-to-year increases in expenditures as minimal as possible while still providing quality services to its residents. The following graphs depict General Fund expenditures and percent increases to expenditures in recent history; the graph to the left shows the total General Fund increasing in FY24 as a result of merging with the Fire Fund, while the graph on the right indicates year-to-year increase compared to the current year budget.

General Fund Budget History
Last 10 Years and FY 2024/25 Recommended
(in millions)



History of Year-to-Year Increase of General Fund Budget Expenditures



* FY24 increase used combined Fire & General Funds as a base to account for the district merger

BUDGET YEAR- OTHER FUNDS

Expenditure Summary

The following table provides a breakdown of the FY25 Recommended budget for major operating funds besides the General Fund:

OTHER BUDGETED FUNDS:							
FIRE FUND*	\$ 20,051,651.00	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
INFORMATION TECHNOLOGY FUND	\$ 1,881,807.77	\$ 2,359,427	\$ 2,232,037	\$ 2,877,725	\$ 518,298	21.97%	
WATER FUND	\$ 10,166,836.07	\$ 10,164,019	\$ 10,729,096	\$ 11,384,362	\$ 1,220,343	12.01%	
SEWER FUND	\$ 10,667,638.20	\$ 11,533,925	\$ 11,771,495	\$ 12,365,489	\$ 831,564	7.21%	
SANITATION FUND	\$ 8,668,331.71	\$ 8,604,562	\$ 14,230,681	\$ 9,174,397	\$ 569,835	6.62%	

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

Info Tech
+21.97%

The FY25 IS budget increases to reflect inflation of software costs; the Town's MS365 operating system, which was covered with federal ARPA grant funds in the current year, will no longer be grant-funded in FY25.

Water
+12.01%

Increase is largely driven by the full-funding of notes paydown as a transfer to capital projects, as well as salary and benefit increases, retiree health benefits, utility cost increases, and other inflationary increases impacting supplies such as the chemicals used for water treatment.

Sewer
+7.21%

Increase is largely driven by the same factors as the Water Fund (reducing the CIP but fully accounting for notes paydowns, salary and benefit increases, retiree health benefits, utility costs, chemicals, etc.)

Sanitation
+6.62%

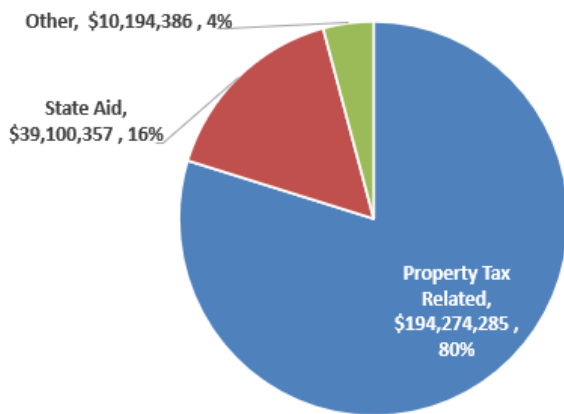
Sanitation expenses include inflationary increases for the curbside collection/disposal contract, yard waste processing, and compliance monitoring at the landfill.

BUDGET YEAR- GENERAL FUND

Revenues

The following table provides a breakdown of the sources of funding for the FY 2024/25 Adopted budget:

	Collected 2022/23	Adopted Projection 2022/23	Revised Estimate 2023/24	Manager's Projected 2024/25	Change Over Current Year	Percent Change
GENERAL RELATED						
Property Taxes	154,615,205	182,464,369	181,514,869	194,274,285	11,809,916	6.47%
Permits, Licenses, Fees	3,349,264	2,780,500	3,085,500	3,130,500	350,000	12.59%
Charges for Services	520,905	1,135,000	1,136,500	1,110,000	-25,000	-2.20%
State and Federal Grants	8,284,651	6,732,895	8,247,710	8,321,257	1,588,362	23.59%
Income from Assets	1,915,571	1,130,000	1,330,000	1,142,000	12,000	1.06%
Interfund Transfers	1,934,269	1,579,744	1,667,877	1,621,886	42,142	2.67%
Miscellaneous Income	438,430	240,000	640,000	590,000	350,000	145.83%
Total Non-Education	171,058,295	196,062,508	197,622,456	210,189,928	14,127,420	7.21%
EDUCATION RELATED						
Charges for Services	108,359.43	200,000	100,000	100,000	-100,000	-50.00%
State and Federal Grants	31,123,451.00	30,769,100	30,779,100	30,779,100	10,000	0.03%
Total Education Revenue	31,231,810	30,969,100	30,879,100	30,879,100	-90,000	-0.29%
Use of Fund Balance	-	2,500,000	0	2,500,000	0	0.00%
GENERAL FUND TOTAL	202,290,106	229,531,608	228,501,556	243,569,028	14,037,420	6.12%

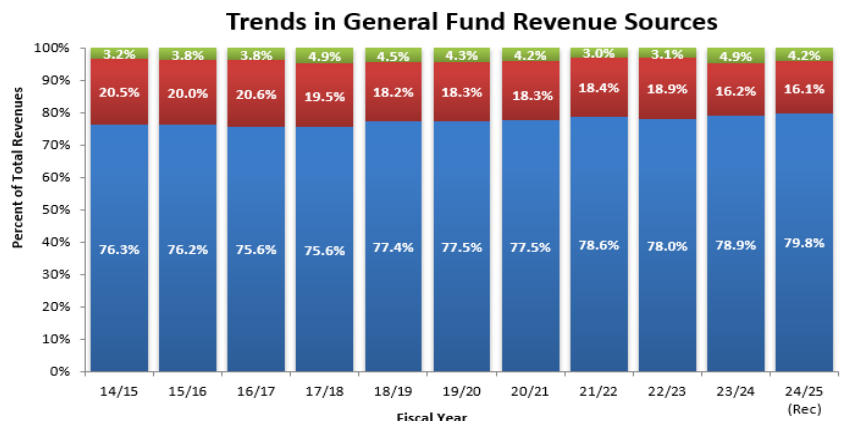


80% reliance on property taxes

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

Revenue Sources

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



GENERAL FUND

State Aid Revenue

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

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

Grant	FY23 Adopted	FY23 Actual	FY24 Adopted	FY25		Change from Current Year Adopted
				Recommended	Adopted	
PILOT Tiered Reimbursement	\$ 980,303	\$ 980,303	\$ 699,203	\$ 980,303	\$ 980,303	\$ 281,100
Pequot	\$ 412,450	\$ 412,450	\$ 412,450	\$ 412,450	\$ 412,450	\$ -
Education Cost Sharing	\$ 30,619,100	\$ 30,960,092	\$ 30,619,100	\$ 30,619,100	\$ 30,619,100	\$ -
Town Aid Road	\$ 643,903	\$ 656,229	\$ 656,229	\$ 653,781	\$ 653,781	\$ (2,448)
Grants for Municipal Projects	\$ 1,912,643	\$ 1,912,643	\$ 1,912,643	\$ 1,912,643	\$ 1,912,643	\$ -
Municipal Revenue Sharing (MRSA)	\$ -	\$ 1,325,658		\$ 500,000	\$ 500,000	\$ 500,000
Municipal Stabilization Grant	\$ 780,354	\$ 780,354	\$ 780,354	\$ 780,354	\$ 780,354	\$ -
Motor Vehicle Tax Cap Grant- Gen Fund	\$ 1,712,853	\$ 1,712,853	\$ 1,837,016	\$ 2,646,726	\$ 2,646,726	\$ 809,710
Motor Vehicle Tax Cap Grant- Fire Fund	\$ 1,603,009	\$ 1,603,009	\$ -	\$ -	\$ -	\$ -
Total General Fund- Grant Only	\$ 38,664,615	\$ 40,343,591	\$ 36,916,995	\$ 38,505,357	\$ 38,505,357	\$ 1,588,362

State Aid to Manchester- Other

Grant	FY23 Adopted	FY23 Actual	FY24 Adopted	FY25 Gov		Change from Current Year Adopted
				Proposed	Adopted	
Adult Education	\$ 772,424	\$ 816,782	\$ 790,094	\$ 951,635	\$ 951,635	\$ 161,541
LoCIP	\$ 432,400	\$ 449,067	\$ 449,067	\$ 684,349	\$ 684,349	\$ 235,282
Alliance (Board of Education)	\$ 10,515,404	\$ 10,174,412	\$ 12,296,563	\$ 15,043,772	\$ 15,043,772	\$ 2,747,209
Total, Non-General Fund	\$ 11,720,228	\$ 11,440,261	\$ 13,535,724	\$ 16,679,756	\$ 16,679,756	\$ 1,815,496

The major categories of State Aid increases by about \$1.6M compared to the current year budget. The Motor Vehicle Tax Cap Grant increases as a result of the merger between the General Fund and the Fire Fund, which previously received separate grants. \$500,000 is budgeted for Municipal Revenue Sharing, which has been received for the past two years even though it has not been included in the forma State budget proposals. Alliance grant funding increases by \$2.7M based on information received from the State, but this funding is directed to the Board of Education and can only be used for educational programming.

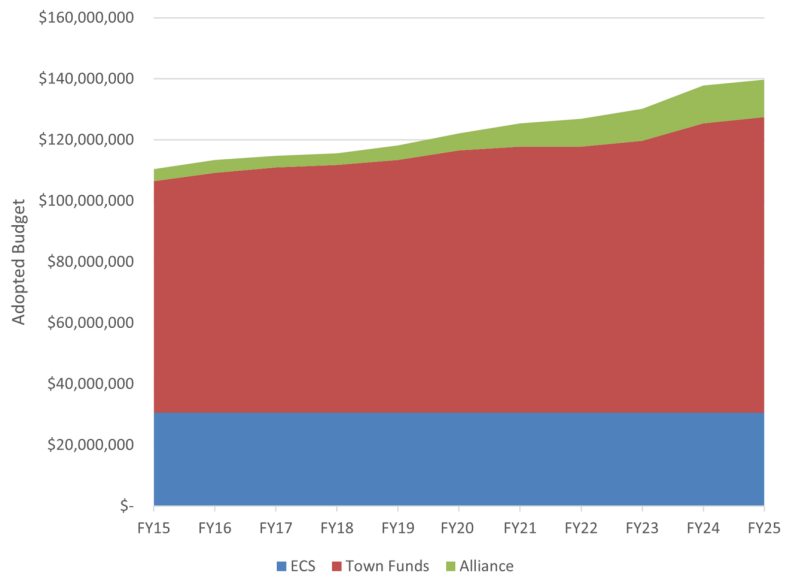
GENERAL FUND

State Aid History

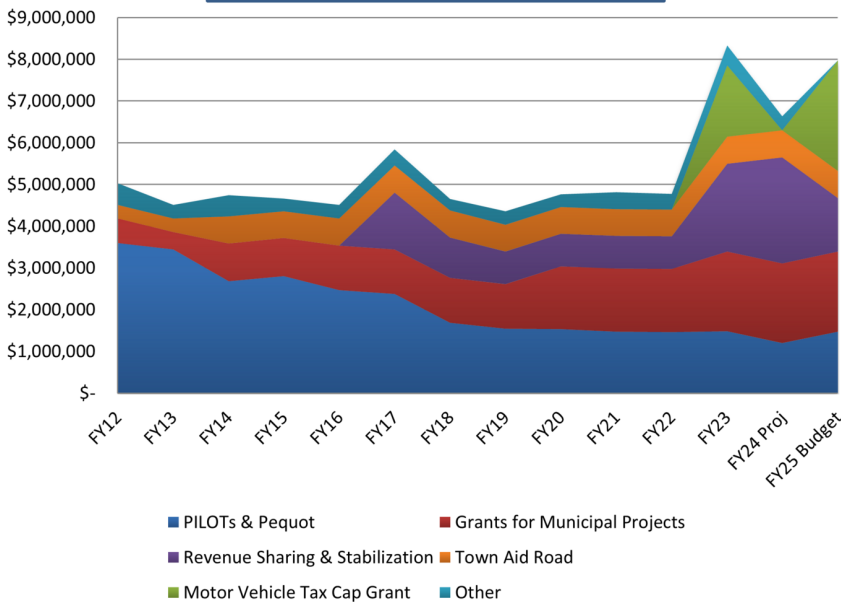
Education Cost Share

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

Manchester Education Funding- 10 Year History



General Fund Non-Education State Aid History



Other State Aid Revenues

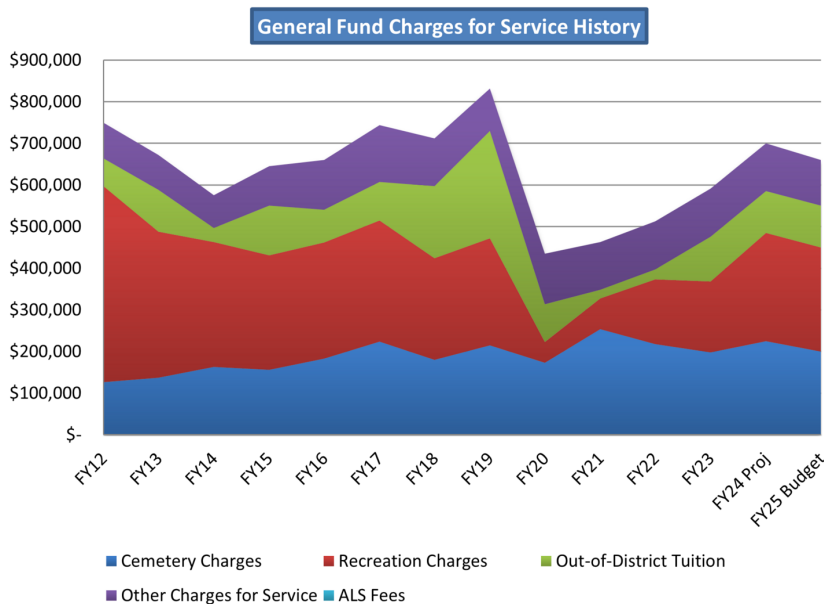
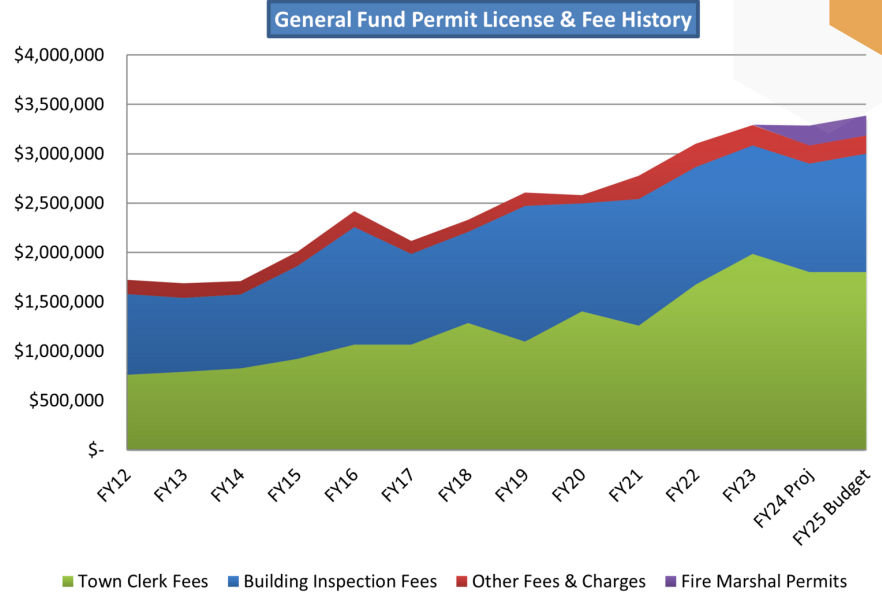
Historically the largest category of State Aid besides ECS was payments in lieu of taxes (PILOTs), which is when the State provides a reimbursement for property that is deemed tax-exempt by statute. The State's rollback of the Manufacturers Inventory PILOT in FY12-14 started a trend of reductions & eliminations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

GENERAL FUND

Fee Revenues

Permits, Licenses & Fees

The largest sources of permit license & fee revenue for the Town of Manchester relate to Town Clerk fees (for land records, birth certificates, etc) and Building Inspection fees (for certificates of occupancy & other building permits). Both of these revenue sources have grown over the last decade following the economic crisis of 2008, with some impact in '20-'21 due to COVID-19. The FY2023/24 budget added Fire Marshal permit revenues due to the merger of the General & Fire funds.



Charges for Service

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

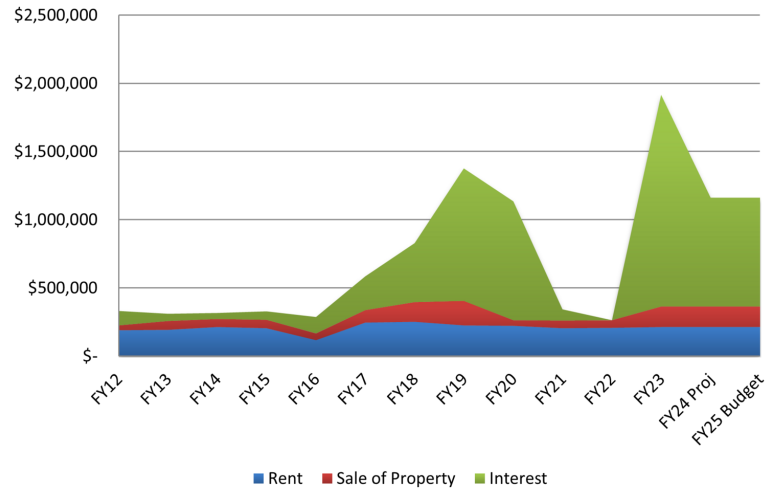
GENERAL FUND

Other Revenues

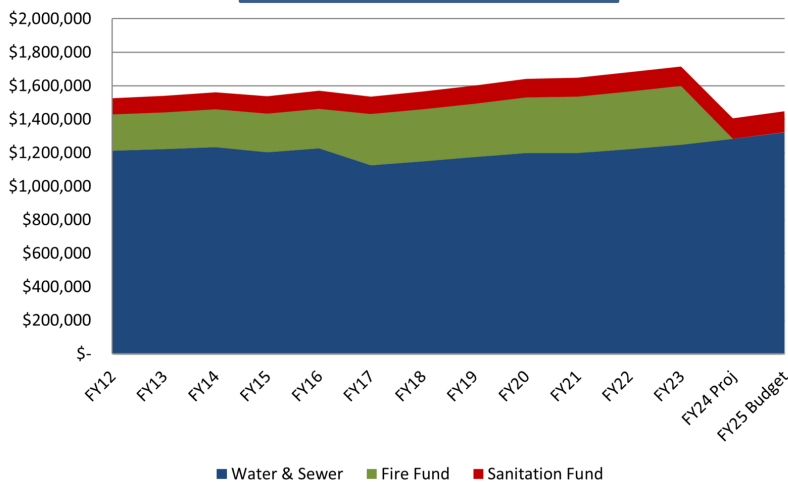
Income from Assets

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

General Fund Income from Assets History



General Fund Interfund Transfers History



Interfund Transfers

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

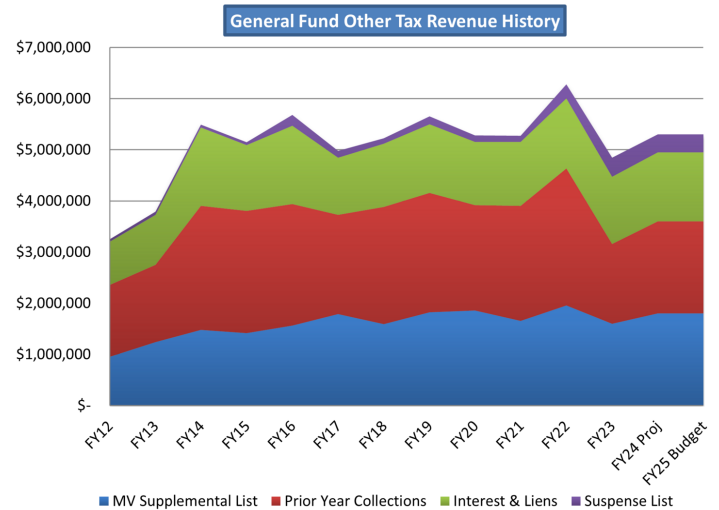
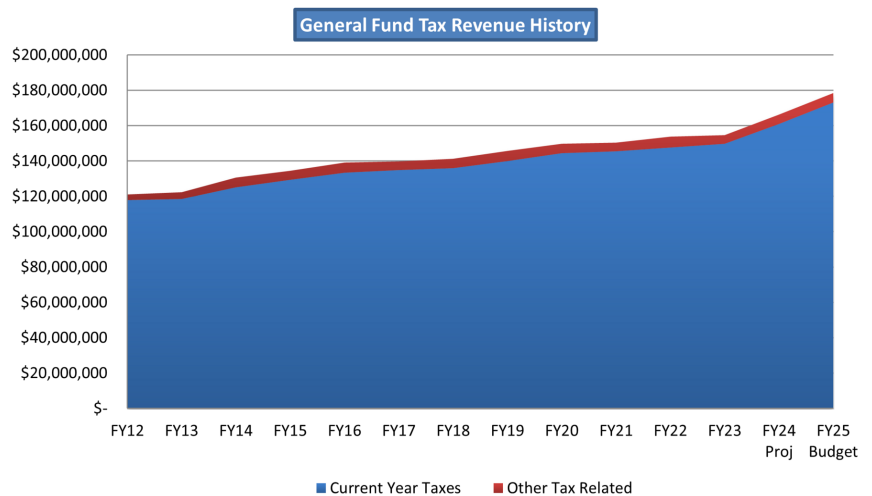
GENERAL FUND

Property Taxes

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

Tax Levy

In FY24, the General Fund levy increased as a result of taking on the two fire districts, which had previously operated as separate funds. The increase in FY25 is attributable to stepping down the use of one-time revenues (primarily the ARPA grant), as well as rising benefits costs and investment in a new library building downtown. In the category of "Other Tax Revenue," prior year collections has slowed somewhat as a result of clearing up a large percentage of delinquent accounts over the last several years.



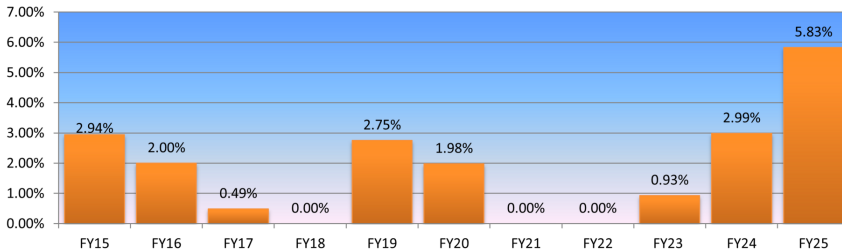
Grand List

In 2021, a revaluation of taxable property was conducted, which yielded an 18% increase to the taxable Grand List. Since the tax levy required to fund Town services only goes up by less than 4%, a lower tax (mill) rate was imposed. In FY25, the real estate & personal property Grand List grew by 1.59%, which provided an additional \$3M in tax revenue.

GENERAL FUND

Mill Rate

General Fund Mill Rate Increases, FY15-FY25



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

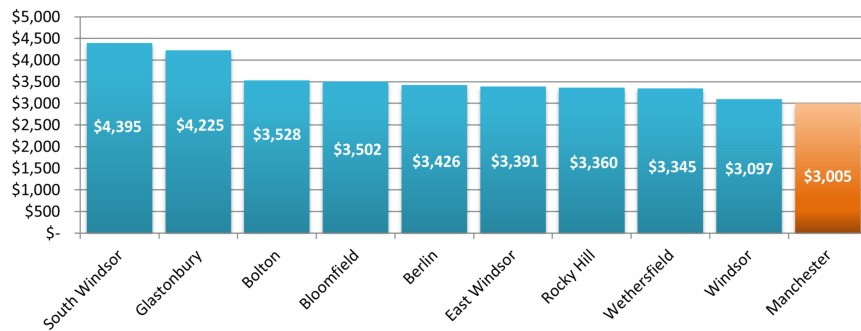
The FY25 mill rate reflects a 16% increase to non-operating (debt, capital & benefits) costs, as well as a 3.89% (\$4.7M) increase in education costs

39.37 **Recommended**
Town-wide mill rate
 (+5.83% vs FY24)

Comparison to Other Towns

Manchester's proposed tax levy, when compared to other similar-sized towns in the area, compares favorably on a per capita (per person) basis.

Per Capita Real Estate Tax Levy Comparison to Other Towns



Source: CT Office of Policy & Management Tax Levy Data & Department of Public Health Population Data

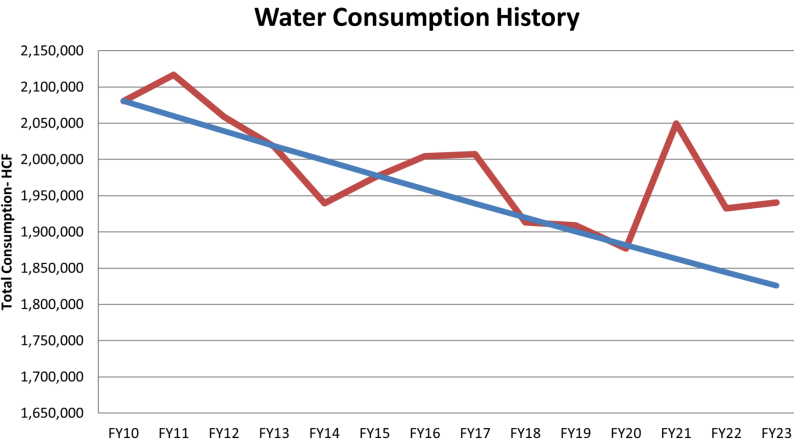
Taxes Paid by Manchester Residents (General Fund, vs FY24)

Market Value	Assessed at 70%	Current Tax	New Tax	Change in Tax
\$180,000	\$126,000	\$4,687	\$4,961	\$274
\$225,000	\$157,500	\$5,859	\$6,201	\$342
\$325,000	\$227,500	\$8,463	\$8,957	\$494

Cost to Taxpayers

The table above shows the impact of the proposed mill rate on homeowners in town at several different market & assessed values.

WATER & SEWER Revenue



Consumption Trends

Over the last ten years, consumption has trended downward steadily at an average of -1% per year. While people using less water is a positive development from an environmental perspective, it leads to a reduction in usage fee revenue. At the same time revenues are decreasing from lower usage, the costs of operating the water & sewer utilities continues to increase with inflation, infrastructure needs & addressing environmental issues. As FY21 through FY23 showed some abatement of this trend, it is uncertain whether the reduction in consumption will level off.

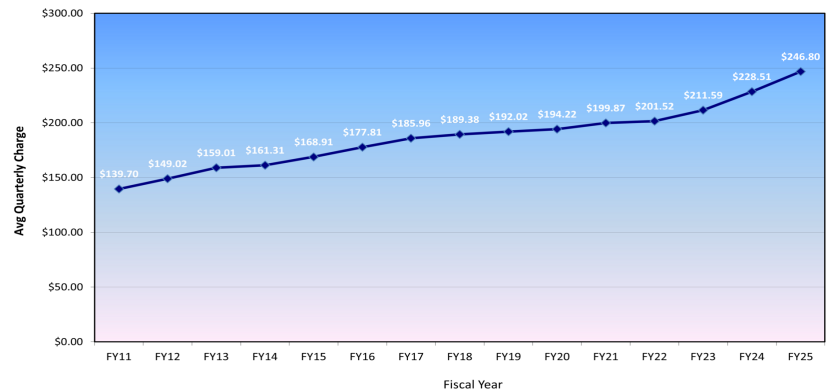
8%
budgeted
water rate
increase

8%
budgeted
sewer rate
increase

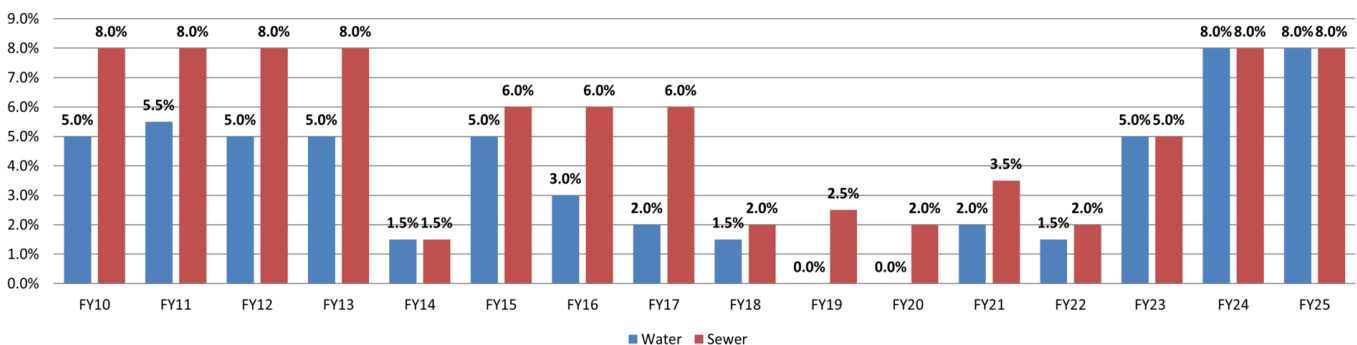
Rate Increases

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

Average Household Quarterly Charges for Water and Sewer Service



Water & Sewer Adopted Rate Increase History

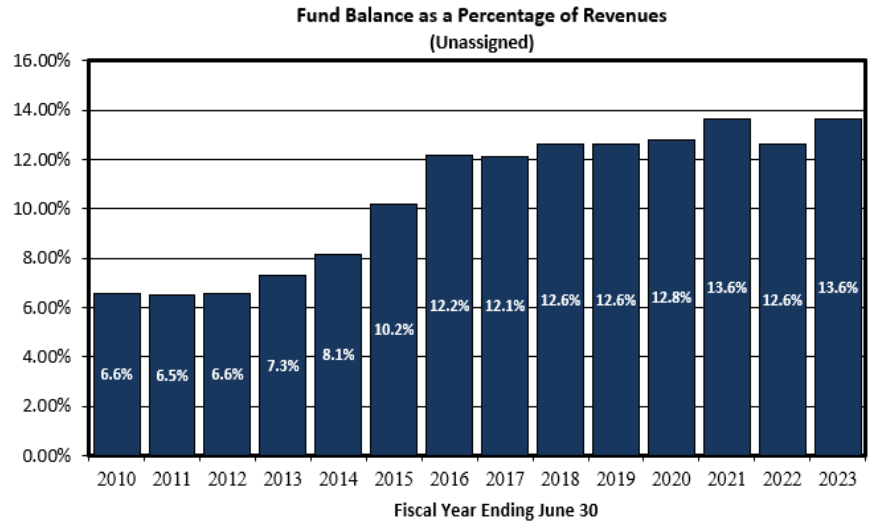


FUND BALANCE & Cash Assets

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

General Fund Balance

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



Water & Sewer Net Cash Position

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

LONG RANGE

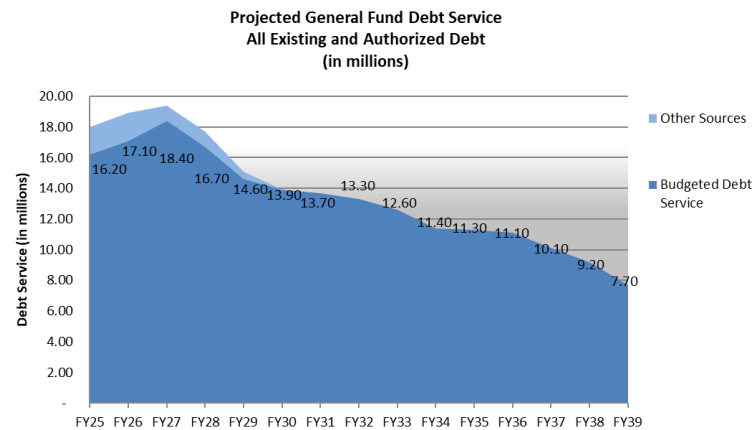
Planning & Forecast

General Fund Outlook

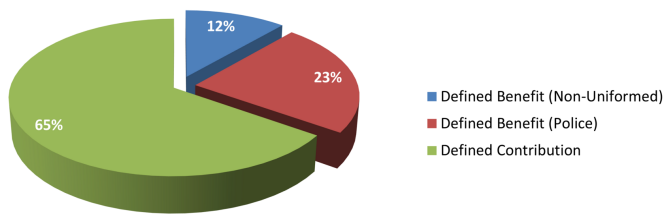
Moreso than any other fund, the general fund's future revenues and expenses depend on the priorities and decisions of future boards, and ultimately, the residents of Manchester. Projecting the General Fund's future budgets and taxes is therefore presumptive, but there are known factors that will affect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

Debt Service

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



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



Personnel Costs

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

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

Revenues

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

ENTERPRISE FUND

Planning & Forecast

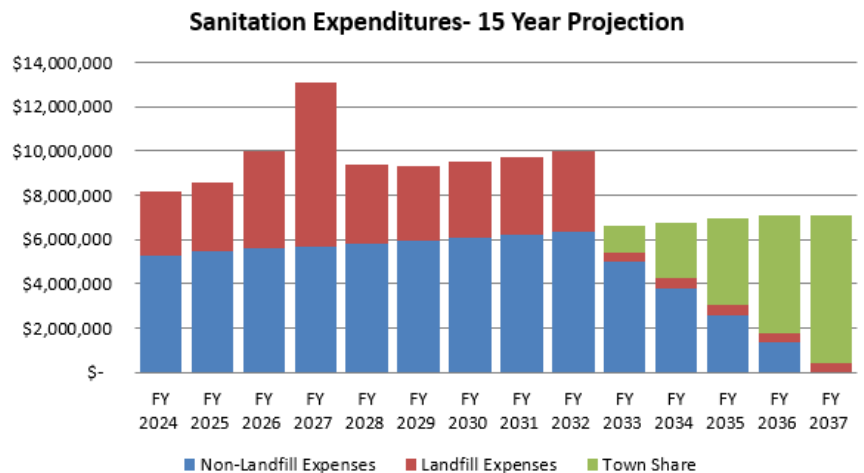
Water & Sewer

The water & sewer funds are public utilities with operations that rely primarily on user charges. Water & sewer rates are set with the intention of ensuring these utilities have enough cash resources to cover 6 months of operating costs, and to ensure the operation has enough budgetary resources to meet all environmental standards and keep up with aging infrastructure. Rate increases are projected over the next decade to keep pace with capital needs & declining consumption levels. It is expected that the need for increases in the 5-8% range will continue particularly in the water fund based on new mandated abatement projects and severe inflation. This year's 8% serves only to keep pace with inflation, and subsequent years' rates will need to accommodate for some large capital projects, including town-wide meter replacements and regulatory contaminant mitigation, particularly relating to PFAS and Lead & Copper Rule.

Sanitation Fund

The Sanitation Fund uses revenues from landfill fees to fund curbside refuse collection for the Town, as well as the leaf vacuuming program and operation of the landfill itself. Once the landfill reaches its capacity limit, currently estimated around 2032, the landfill will no longer be generating revenues, and the cost of public services in the Sanitation Fund will need to be covered by taxes, user fees, or some other continuing revenue source. Net assets accumulated by the landfill operation may

be used towards covering the cost of these services for some time after the landfill closes, allowing for a phase-in of costs to be borne by other revenues. The green bars on the above graph indicate the phase-in of costs from the landfill to taxes or service charges between 2032 and 2036. Funds to cover the closure of the landfill and post-closure costs are already set aside & reserved solely for that purpose.



FY23 (Prior Year) Strategic Goals & Performance Measures

- Strategic Goals
- Performance Measures
 - Effective Governance
 - Diversity, Equity & Inclusion
 - Safe Community
 - Healthy Community & Environment
 - Dependable Infrastructure
 - Vibrant Economy
 - Supportive Human Services
 - Quality Parks & Leisure Services
 - Financial Stability



Strategic Goals



Effective Governance

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



Safe Community

- Provide excellent emergency services that
- addresses the health and safety needs of
- residents and visitors by upholding health and
- building code standards.



Healthy Community & Environment

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



Dependable Infrastructure

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



Vibrant Economy

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



Supportive Human Services

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



Strategic Goals (cont.)



Quality Parks & Leisure Services

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



Diversity, Equity, and Inclusion

- Celebrate diversity, equity and inclusion.
-
-



Financial Stability

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



Effective Governance

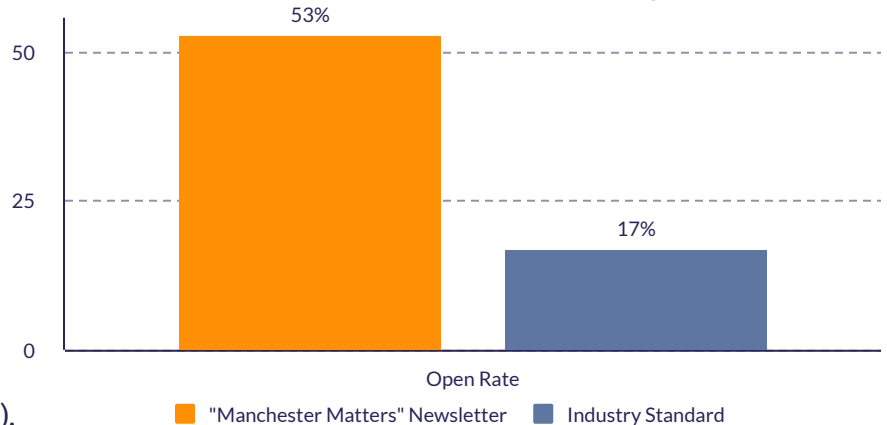
Excellence in the delivery of public services while employing a high-performing workforce dedicated to transparency and customer service.

- Communications**
Social Media Impressions, Website Traffic, Outreach
- Engineering (GIS)**
Mark-Its
- Finance (Collections)**
Online Tax & Utility Bill Payments
- Human Resources**
Internal Promotions & Retention

The Town's Communications Office publicizes municipal programs and assists all departments with their outreach efforts, a crucial step in ensuring that all residents share equal access to municipal programs and services. In addition, the efforts of Communications staff contribute to increasing transparency and driving citizen engagement, essential components of any effective local government. Through the use of social media, a digital magazine/newsletter ("Manchester Matters"), and an online forum ("Your Voice Matters"), residents are kept up to date on the latest programs, services, and events provided by the Town.

After undergoing a redesign, the updated Manchester Matters newsletter grew to 5,408 subscribers in FY23 and maintained an open rate of above 50%, much higher than the industry average for similar publications (17%). As a result, more residents than ever before are receiving regular updates about Town events, health clinics, and other relevant news. Beyond the newsletter, the Town also broadened its social media influence, with significant increases in page views, follower counts, and email campaigns. Social media and other digital communications are often the fastest and most direct ways to reach an increasingly online population. Successful community outreach is the first step in making any Town program a success, such as health clinics, recreational opportunities, or opportunities for residents to contribute to the development of long-term plans.

Manchester Matters Newsletter Open Rate



Website Redesign

Home Page "Bounce Rate"

44% decrease

"Bounce Rate" is defined as the rate at which visitors to a web page leave without taking any action. This metric indicates visitors to manchesterct.org are successfully searching and finding what they're looking for.

"Latest News" Feature

1,000+ views

The new Latest News Feature has brought in a total of over 1K views per article.

Time Spent Searching on Website

50% reduction

Indicates the new design makes it easier for visitors to find what they need; the new site is easier to navigate.

Employment Opportunities

40,000+ visits

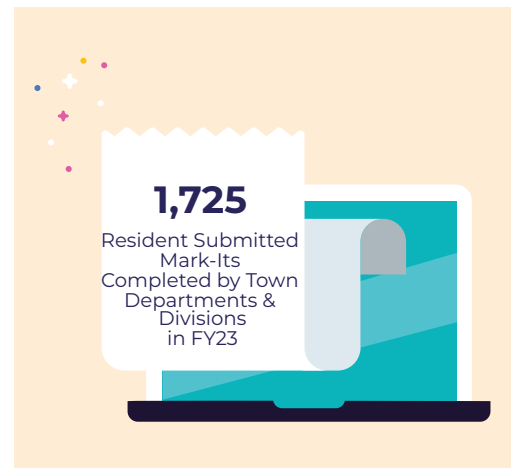
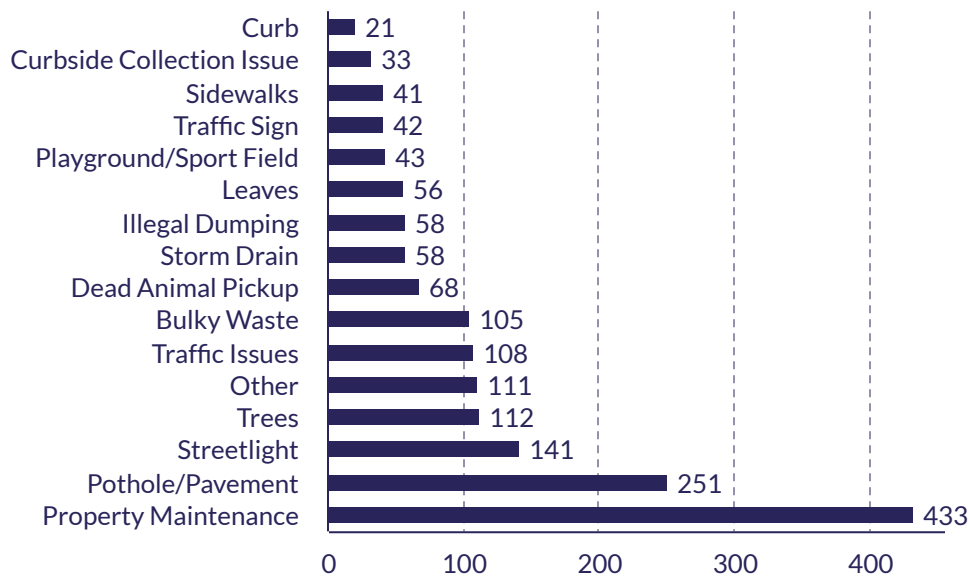
The Employment Opportunities page moved up in ranking from #9 to #5 with over 40K views & visits. More visibility on open positions can lead to fewer vacancies and less disruption to Town services.



Effective Governance

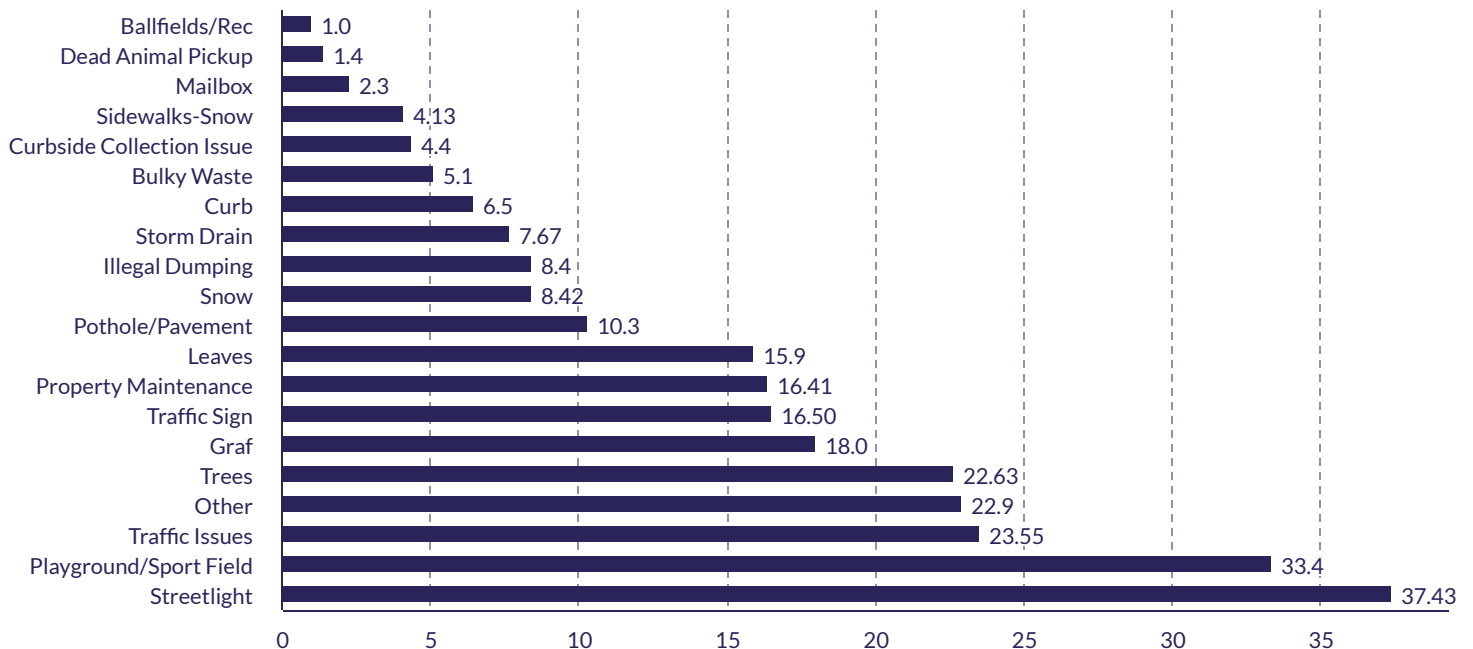
Timely responses to various resident inquiries and concerns is another element of effective governance. The Mark-It system (accessible via the Town's website) allows Manchester residents to quickly and easily geolocate a wide variety of issues such as potholes, bulky waste violations, broken or damaged streetlights, and more, which are then triaged to the appropriate department for assessment and resolution, if possible.

Number of Completed Mark-Its (FY23)



Not listed: Ball Fields/Rec (1), Graffiti (5), Mailbox (11), Snow (12), Sidewalks-Snow (15)

Average Number of Days Taken to Complete Mark-Its (FY23)

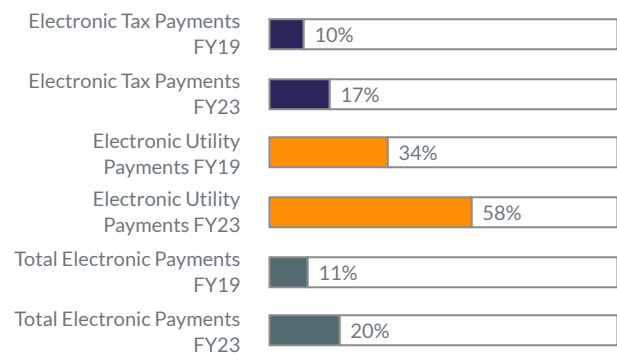
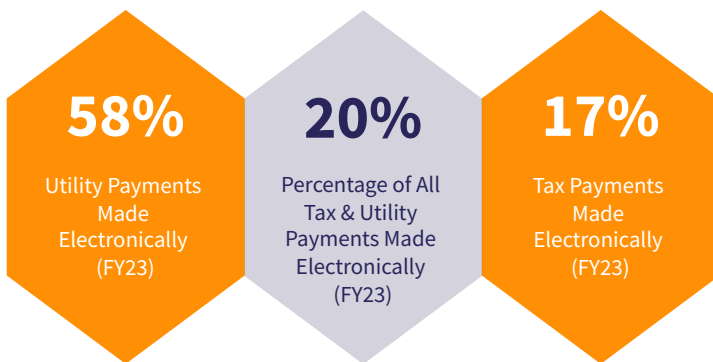


Not listed: Sidewalks (103 days); the time to complete sidewalk-related Mark-Its can range from clearing a blocked walk (1-2 days) to a total replacement or major repair, which require an outside contractor. This wide range can skew data on Town responsiveness.

Effective Governance

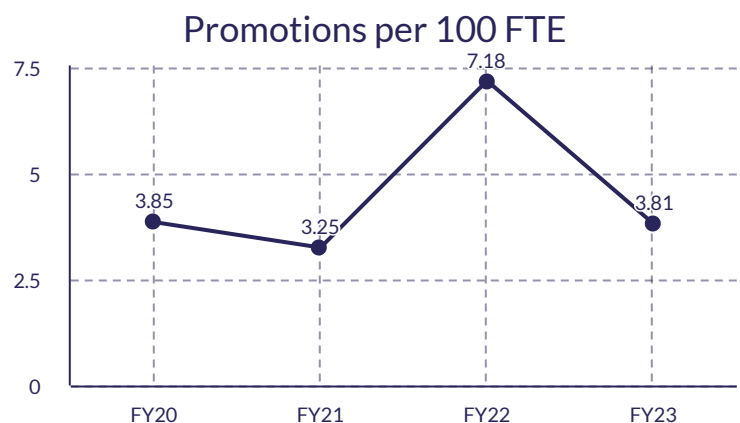
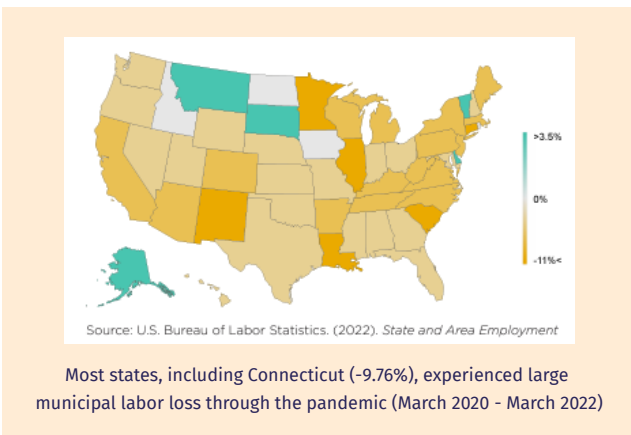
The majority of Mark-Its are completed in less than three weeks, with some resolved within the same week as they are reported. The variance in completion times across the different categories is partially due to database management and controls, with the potential for work having been completed but never formally cleared from the online queue. This means that the numbers reflected in the chart above ("Average Number of Days Taken to Complete Mark-Its") may in fact be conservative estimates of the time it takes Town staff to rectify issues that are submitted online. In addition, some Mark-It requests, like those for sidewalk repairs, can be placed on a repair schedule for the following construction season, lengthening the recorded completion time.

The Town of Manchester also understands that effective governance depends on the accessibility of essential Town services. For example, in order to accommodate residents and provide a higher standard of customer service, the Town offers both online and, more recently, kiosk payment options for tax and utility payments:



The use of alternative payment methods have risen dramatically in recent years, with the amount paid via electronic (online and kiosk) methods accounting for well over half of all utility payments made in FY23, and nearly 20% of tax payments. Manchester residents took full advantage of remote, contactless, and convenient payment options in FY23.

The Town also identifies and pursues opportunities for internal efficiency gains, including prioritizing promoting staff from within. The number of promotions per 100 full time employees increased by 120% from FY21 to FY22, which helped mitigate the loss of institutional knowledge and project delays that can occur as a result of high turnover. While the number of promotions stabilized in FY23, retaining the Town's highest-performing workforce and providing motivated staff opportunities to advance in their careers improves customer service across the organization. The Town, and specifically its Human Resource Department, are constantly working to prevent interruptions caused by the post-COVID disruption of the municipal labor market.



Diversity, Equity, and Inclusion

Celebrate diversity, equity and inclusion.

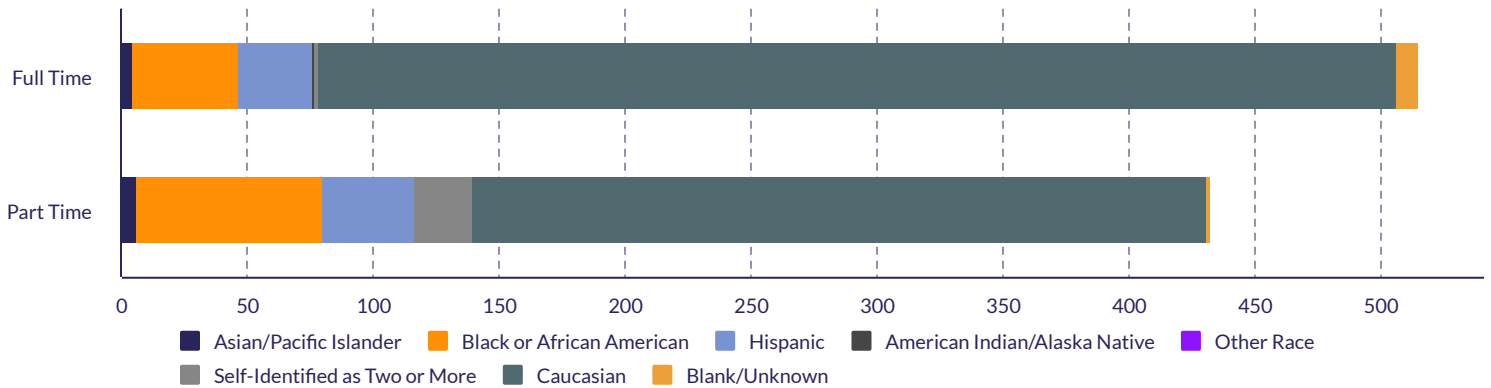
- Human Resources**
 Hiring & Workforce Diversity
- Planning & Economic Development**
- Engineering (GIS)**
 Location of Infrastructure Spending & Capital Projects
- Board of Directors**

A municipal workforce that does not closely reflect the resident population may have a more difficult time understanding and responding to the needs of the community. Especially in a Town with quickly shifting demographics such as Manchester (the percent of census respondents identifying as "white alone" decreased from 66% of the population in 2010 to 55% in 2022), it is critical to strive for as representative and diverse a staff as possible.

The Human Resources Department, along with the Town Manager's Office, have made great strides in this area, with new hires in FY23 almost exactly mirroring the Town's overall demographic profile.

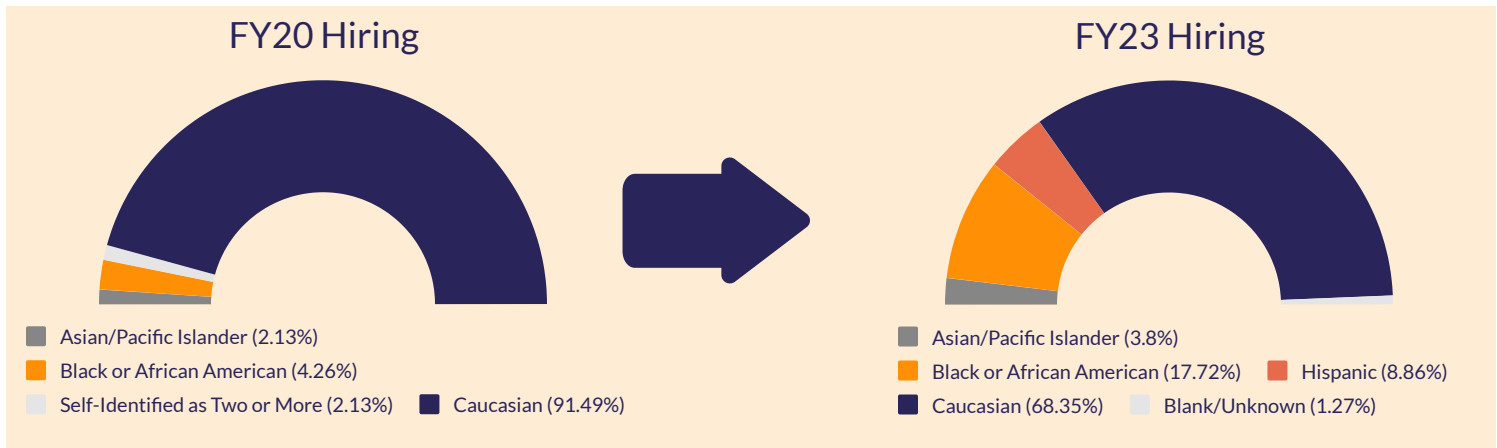
When accompanied by additional equity-focused policies and practices, prioritizing diversity of all kinds can result in an increase in trust among historically marginalized communities.

Diversity of Town Employees - FY23



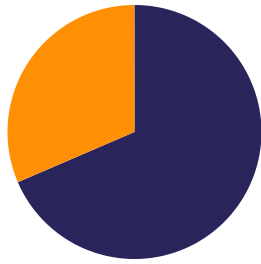
FY20 Hiring

FY23 Hiring



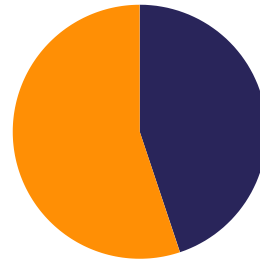
Diversity, Equity, and Inclusion

Gender Diversity - FY23 - Full Time Employees



Male (68.54%) Female (31.46%)

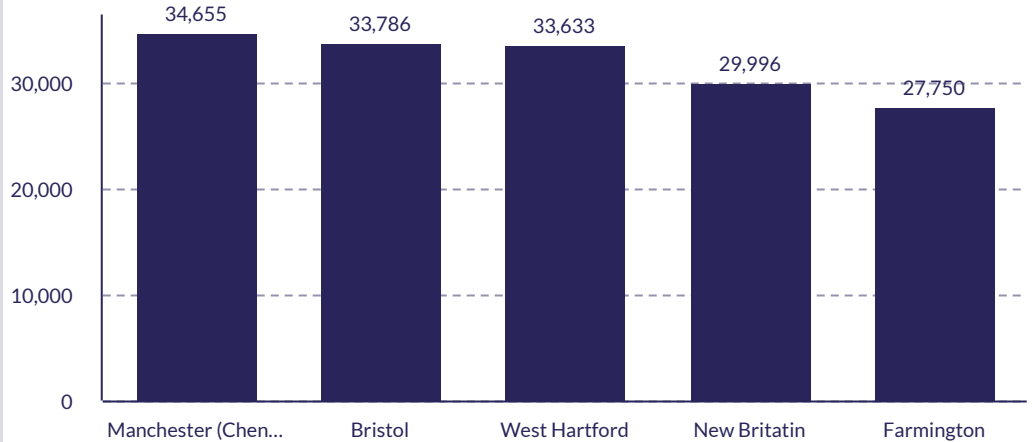
Gender Diversity - FY23 - Part Time Employees



Male (44.88%) Female (55.12%)

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

DEI Holdings - Local Libraries (As of October 2023)



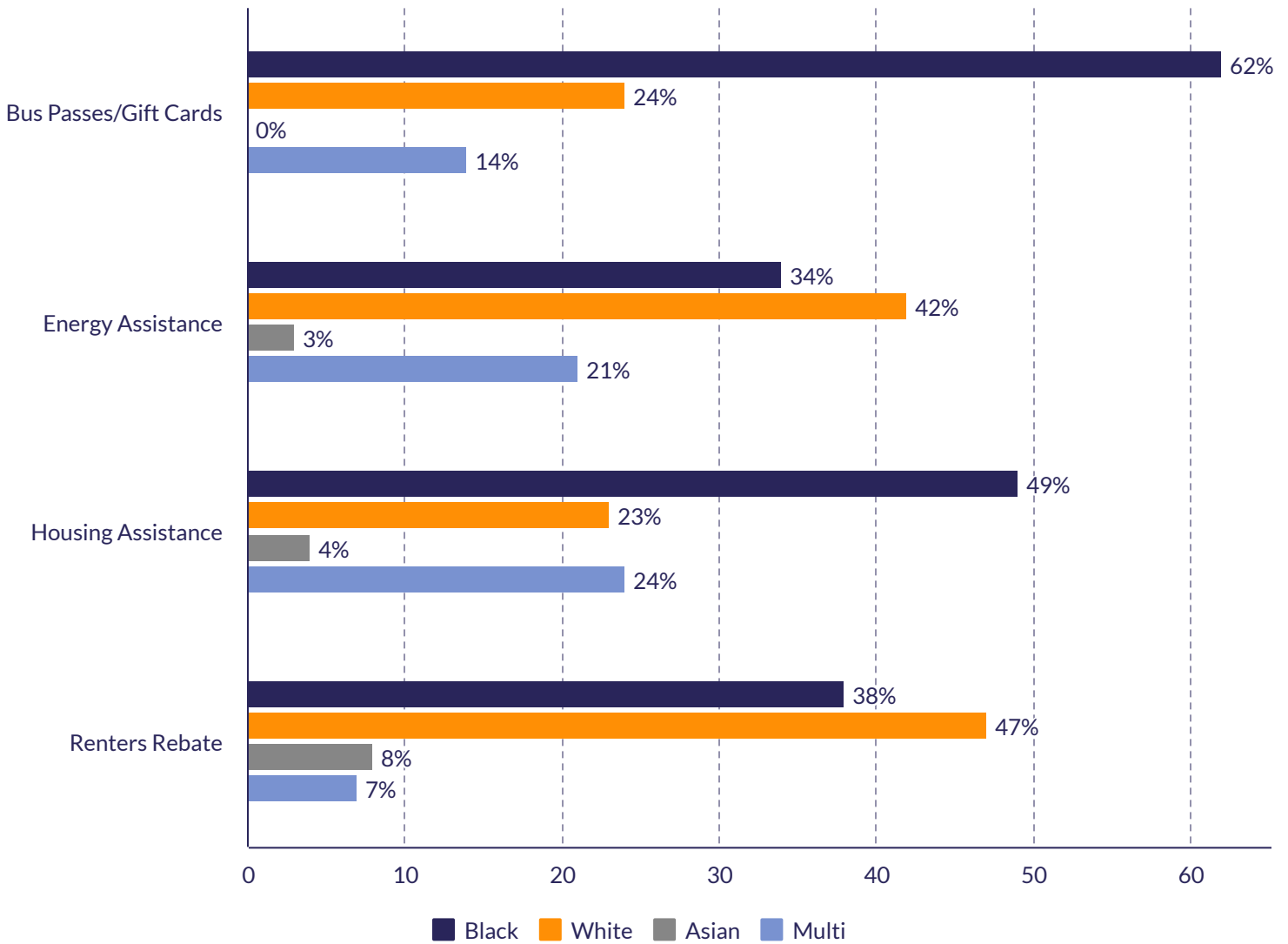
While hiring and recruitment practices can directly improve workforce diversity, there are additional ways by which the Town continues to signal its commitment to diversity and inclusion. For example, the Manchester Library participates in a regular analysis of its inventory through a partnership with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

Inclusion can also be prioritized in small (but still impactful) ways, such as by presenting Town news and notices in languages other than English. Grant opportunities and website postings are regularly translated into Spanish, Bengali, and other languages for the benefit of those resident populations. In addition, supporting heritage celebrations (Hispanic Heritage Month, Juneteenth, etc.), financially and with formal celebrations coordinated by the Leisure, Family, and Recreation Department is another way Manchester has successfully maintained a welcoming and inclusive environment for all.



Diversity, Equity, and Inclusion

Financial Assistance Programs by Race - FY23



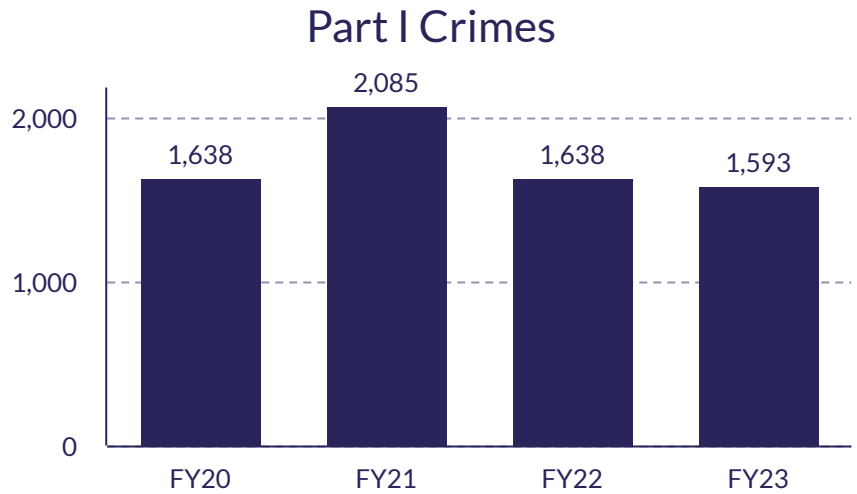
The Town also tracks the race and ethnicity of recipients of financial assistance, to ensure that the breakdown reflects the diversity of Manchester. Analyzing the demographic distribution of financial assistance programs can help the Human Services Department confirm that outreach efforts are working, leading to equitable opportunities for all residents to access funding when necessary.

In FY23, all assistance programs for which demographic information was available were utilized by a more diverse population than the Town's overall demographic profile, according to US Census estimates (~55% "white alone"). The diversity of recipients is a strong indicator that outreach to marginalized communities is working as intended, but that there is still more work to be done in the coming months and years, especially as housing and energy costs continue to rise.

Safe Community

Provide excellent emergency services and address the health and safety needs of residents and visitors by upholding health and building code standards.

- Police Department**
Crime, Arrests, Task Forces
- Fire Department**
Response Times, Medical Services, Fire Suppression
- Engineering (Traffic Safety)**
Accident Data



Total calls for service to the Manchester Police Department decreased slightly in FY23, down 7.8% from FY22 to 66,576 calls. This number is still well above (+29%) the number of calls received in FY19, or pre-COVID.

Part I crimes (defined by the FBI as: murder and non-negligent homicide, rape, robbery, aggravated assault, burglary, motor vehicle theft, larceny, and arson) decreased for the second year in a row in Manchester in FY23, falling 2.7% from FY22. Due to the Town’s relatively large number of commercial businesses, changes in larceny-related crime drive the overall trend; in FY23 larceny and theft-related crimes declined by 5.7%, while still making up 75% of all Part I crimes. While it is difficult to assign any single reason for movement in crime trends, the Manchester Police Department remains committed to working with community partners to reduce and respond to criminal activity.

The Manchester Police Department also takes a proactive approach to addressing important issues that impact residents such as auto theft (see charts at right) and mental health. During FY23 the Department partnered with Community Health Resources (CHR), and was able to provide 17 social worker assessments and follow ups accompanied by a police officer, and 62 unaccompanied.

25%

Decrease in the number of thefts from motor vehicles from FY22 to FY23, with an even larger 59% reduction from the peak recorded in FY21.

Fiscal Year	Thefts from Motor Vehicles
FY19	174
FY20	281
FY21	370
FY22	201
FY23	151

54%

Reduction in the number of thefts of vehicle parts in Manchester from FY22.

Fiscal Year	Thefts of Vehicle Parts
FY19	84
FY20	96
FY21	200
FY22	357
FY23	164

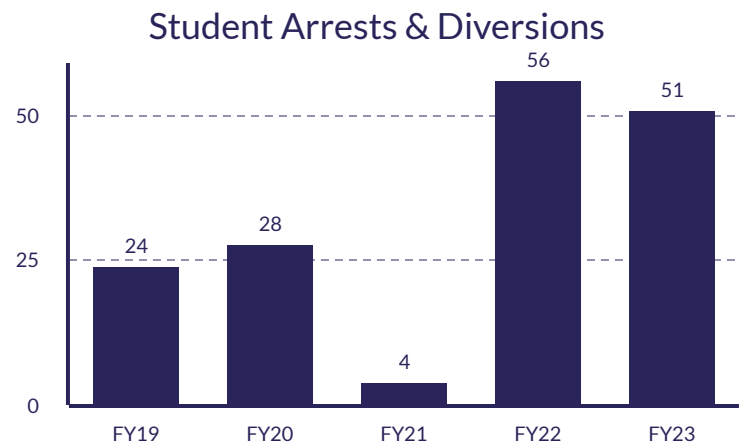
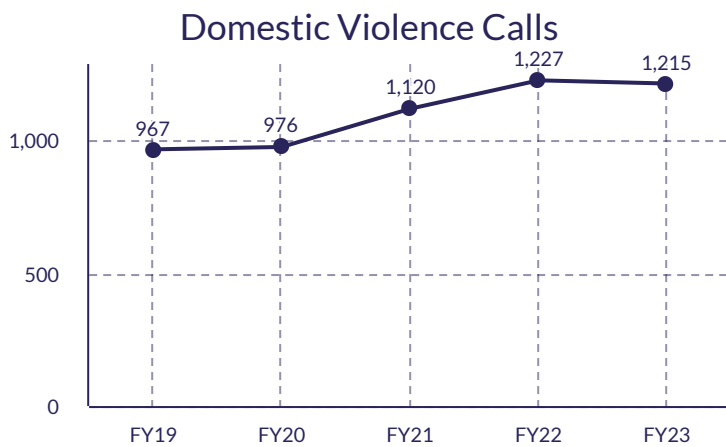


Safe Community

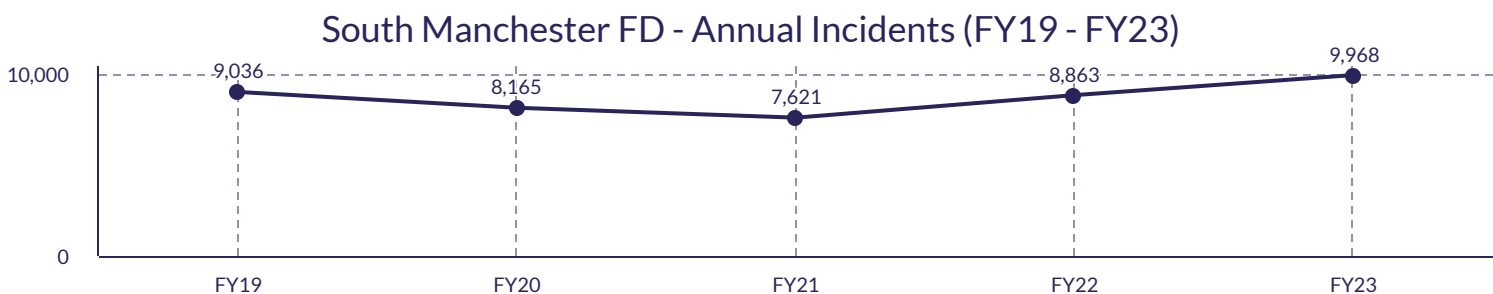
The aftereffects of the COVID-19 pandemic continue to influence many aspects of life in Manchester, including matters of public safety. One example includes domestic violence, which increased across the country and State during and following the pandemic. The United Nations labeled this global trend a “shadow pandemic,” and in the United States the National Domestic Violence Hotline received the most calls, texts, and chats in the month of February 2022 than in any single prior month in its 25-year history. In Manchester, domestic violence calls increased for three years between FY20 and FY22, with the slight decrease observed in FY23 still resulting in a volume of calls well above pre-COVID levels.

Schools have also been impacted by the COVID-19 pandemic. The Manchester Police Department places five School Resource Officers within the Manchester Public School system. In FY22, the first full year of in-person learning after the pandemic, the number of student arrests doubled over the FY20 school year, with only a slight decrease in FY23. This increase in behavioral issues likely stems from students struggling to cope with the continued impacts of social isolation and the transition from remote learning back to in-person instruction.

The Police Department will continue to collaborate with social services, CHR, and Manchester Public Schools to address these trends and others impacting the community.

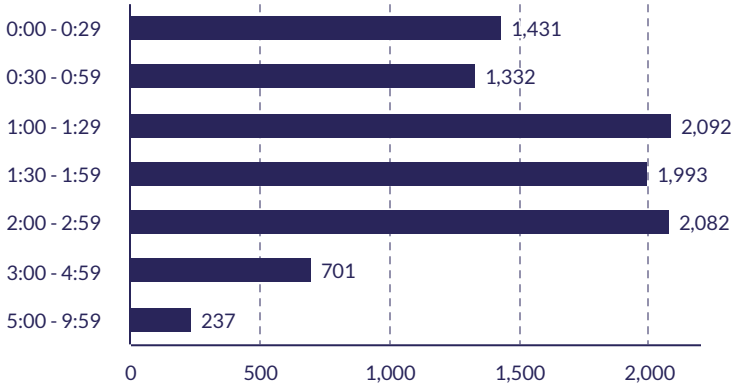


According to data provided by the Manchester Fire Department, after a significant increase in the number of structure fires in Manchester in FY22 (47), the number of fires in FY23 decreased to 38. Even with a historically high number of fires and total incident responses over the previous two fiscal years, the Department was still able to maintain low turnout and travel times to incidents of all types in FY23, and continued to provide high quality emergency medical care.

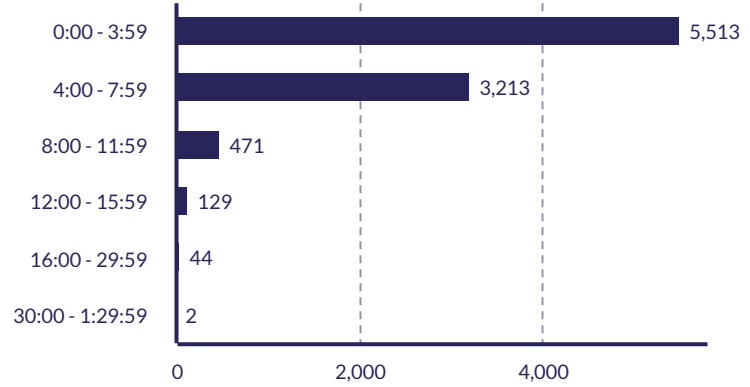


Safe Community

FY23 Fire Turnout Times



FY23 Fire Travel Times



While the number of structure fires remains high, and the total number of incident responses returned to exceed pre-pandemic levels, the SMFD was still able to provide timely service to residents. Approximately 70% of all incidents (including non-emergency responses) resulted in turnout times of under two minutes, and 60% of incidents had a corresponding travel time of under four minutes. In FY24 and beyond the Department will continue to work towards the standards and benchmarks outlined by the National Fire Protection Association (NFPA) and other organizations.

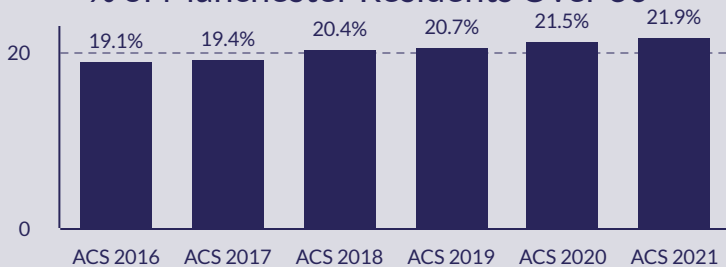
60%



of EMS patients served by the South Manchester Fire Department in FY23 were over the age of 55.

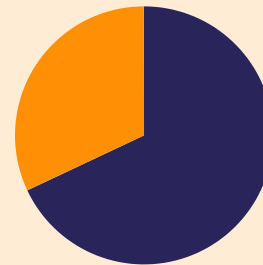
This, coupled with the fact that Manchester's overall demographic profile continues to age (see chart below), means that EMS services will become increasingly burdened in future years. The MFD will work closely with other Town departments on addressing the medical needs of the community's most vulnerable residents within its current staffing configuration.

% of Manchester Residents Over 60



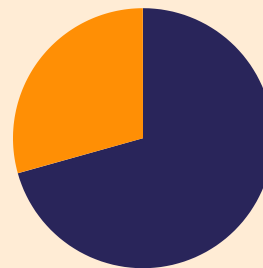
Note: based on the Town's current population, a 1% increase corresponds to approximately 600 individuals.

FY23 Mutual Aid Other Municipalities



■ Provided, 51 (68%)
 ■ Received, 24 (32%)

8th Utilities District

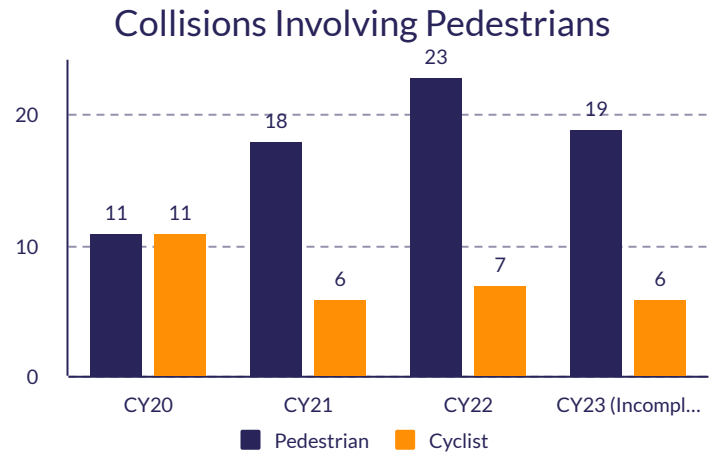
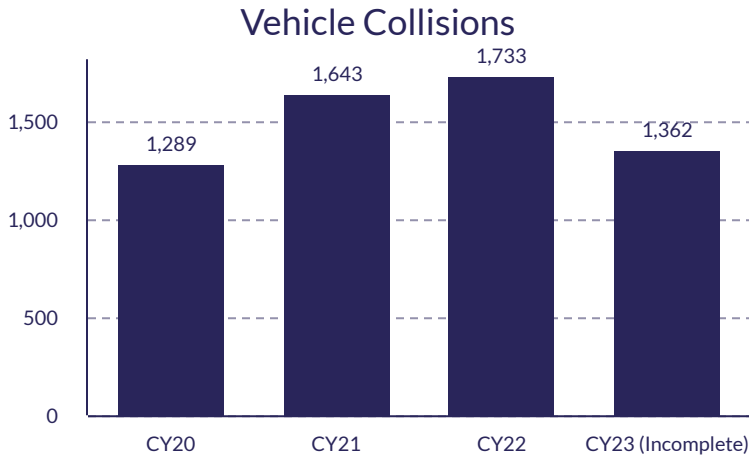


■ Provided, 53 (70.67%)
 ■ Received, 22 (29.33%)

In FY23, the SMFD continued to respond to a high proportion of mutual aid requests from surrounding municipalities and the 8th Utilities District. However, the amount of mutual aid provided to other municipalities decreased significantly from FY22, when the Department provided aid on 146 separate occasions to other municipalities in the area.

The Office of Budget and Research will work closely with the recently unified Manchester Fire Department in FY24 and beyond on tracking how the merger with the 8th Utilities District will impact performance measures. More information on the merger, approved by residents in February 2023, is available in the Town's FY23 Annual Report and on the website.

Safe Community



A safe community is not only safe from crime, fire, and other major catastrophes, but also one that is safe for pedestrians, cyclists, and motorists. While vehicle collisions decreased in calendar year 2020 (likely due to less traffic during the period of stricter COVID-19 restrictions), accidents increased in CY21 and CY22, according to data from the Connecticut Crash Data Repository. Collisions involving pedestrians increased in CY22 by 28%, while accidents involving cyclists remained level. The Town will continue to work towards making its roads and streets safer for all modes of transportation, with continued investments in traffic and pedestrian safety, such as capital improvement plan projects like enhanced pedestrian crossings and sidewalk extensions.

The Downtown Manchester Improvement Project remains in the planning stage at this time, as the Town prepares for upcoming Federal and State grant opportunities. The initiative will encourage "modal shift", or an increase in alternative methods of transportation, including walking, bicycles, and public transportation. The designs for the future of Main Street and the surrounding area incorporate elements of the "Complete Streets" concept, which through improvements such as shared bike lanes, clearly marked and accessible crosswalks, and additional green spaces, will create a safer environment for pedestrians and cyclists to enjoy the shops and amenities that downtown offers.



Healthy Community & Environment

Promote a healthy community and environment for residents and visitors.

- Health Department**
COVID-19 Response, Environmental & Business Inspections
- Water & Sewer**
Water & Wastewater Quality
- Sanitation**
Recycling, Landfill, Sustainability
- Facilities & Building Maintenance**
Energy Efficiency Upgrades

Keeping residents healthy and safe from disease and illness is one of the most important functions of any local government. The Town of Manchester is proud of the work done by its Health and Human Services staff, in particular during and after the peak of the COVID-19 pandemic. In addition to COVID-19 clinics and vaccinations, the daily functions of the Town's Health Department we maintained, with over 1,300 health inspections taking place in both FY21 and FY22.



70

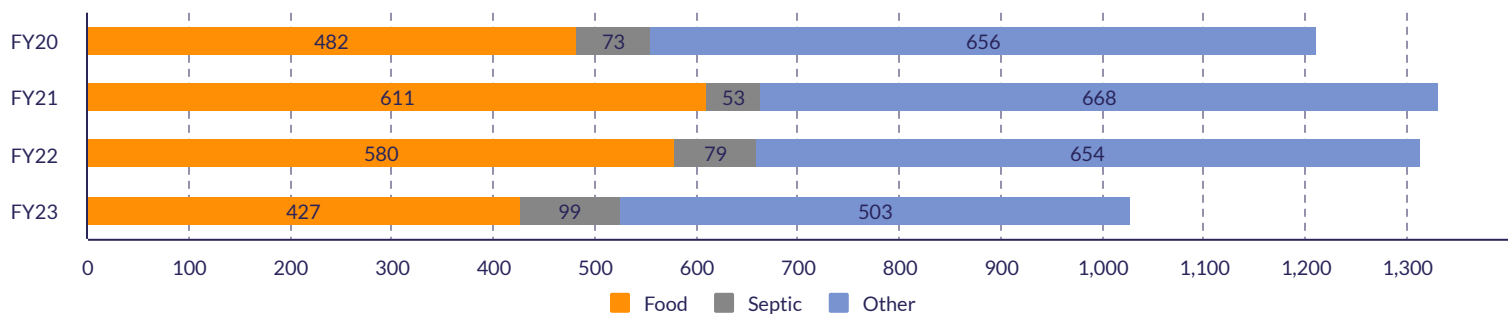
vaccination clinics were coordinated by the Health Department, resulting in over 10,000 vaccinations for Manchester residents, employees, and others.

76%

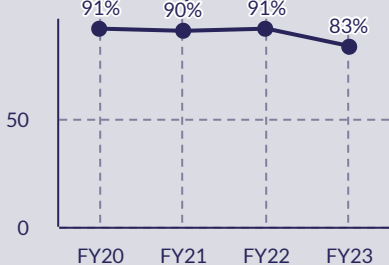
of Manchester Residents received at least two doses of the COVID-19 vaccine, with an additional 45% receiving boosters, per the State's COVID data portal. 22% of residents then received an updated (bivalent) version of the vaccine.

As the Town transitions into a post-COVID landscape, the Health Department will continue to adapt its response to COVID-19 from a pandemic to endemic (continuously present) infectious disease. Lessons learned from the height of the response will be incorporated into the Town's general emergency response plan for any future outbreak of communicable diseases.

Health Department Inspections



Food Compliance Rate



In December 2022, midway through Fiscal Year 2023, the US Food and Drug Administration (FDA) released an updated version of its Food Code, which guides States and municipalities to help mitigate foodborne illness risks at retail locations, and provides a uniform set of national standards for retail food safety. In February 2023, Connecticut formally adopted the FDA's code, aligning it with the majority of other states. In Manchester, publicizing the updated code required persistent outreach and communication with vendors in order to educate them on changes to the inspection process and the new standards. The changes, while a positive step for the health and safety of diners in Manchester, are responsible for the slight decrease in compliance rate in FY23, which now measures the need for immediate and on-site corrective actions, instead of reinspection at a later date.

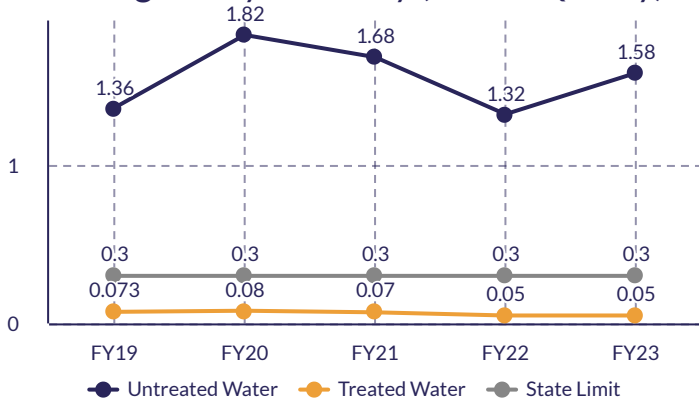


Healthy Community & Environment

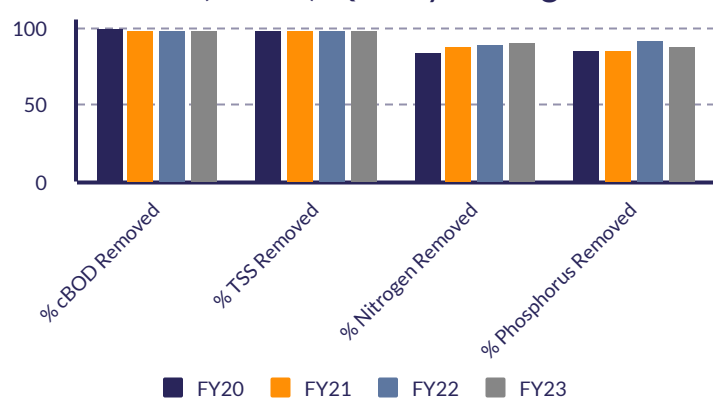
Safe drinking water and a functioning sanitary sewer system are also crucial elements of a healthy community. The Town's Water & Sewer Department maintain hundreds of miles of water and sewer infrastructure in order to limit disruptions and provide safe, clean water. The water quality in Manchester continues to be well below the State's upper limit for "turbidity" (measured in NTUs), or the measure of water clarity. In FY23 the NTU level in the Town's treated water was decreased by over 97% from measurements taken from the untreated water. For wastewater, over 90% of nitrogen, total suspended solids (TSS), and carbonaceous biochemical oxygen demand were removed from material treated in FY23.

Additional information regarding the water and sewer infrastructure can be found in the "Dependable Infrastructure" section of this report. Planned future capital improvements in the Water and Sewer Departments will ensure that the provision of safe, clean water continues for all residents.

Average Daily Turbidity (Water Quality)

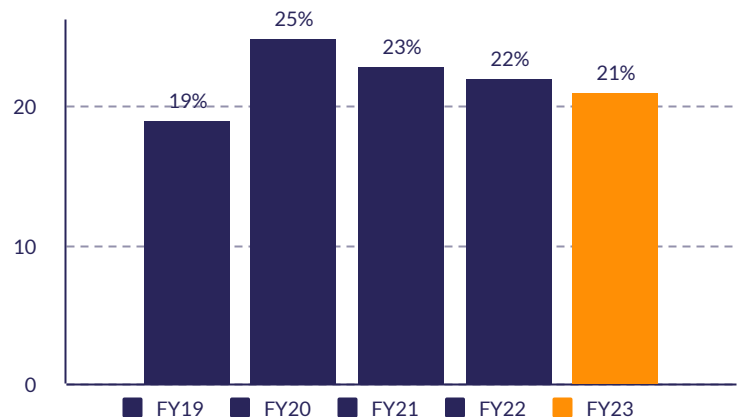


Effluent (Sewer) Quality Management



In addition to keeping residents healthy on an individual level, the Town is simultaneously working across several departments to ensure that operations have as little an impact on the wider environment as possible. One way is a continued emphasis on residential recycling, as the diversion rate (the amount of material diverted away from landfills and recycled) has remained between 20-25% since FY19. That figure is likely an underrepresentation of how much material is recycled from Manchester, as it does not include material brought to the transfer station, recycled at Town buildings, or at Town parks. It does, however, provide the Town's Sustainability Commission and other stakeholders with a benchmark from which to build.

Residential Curbside Diversion Rate

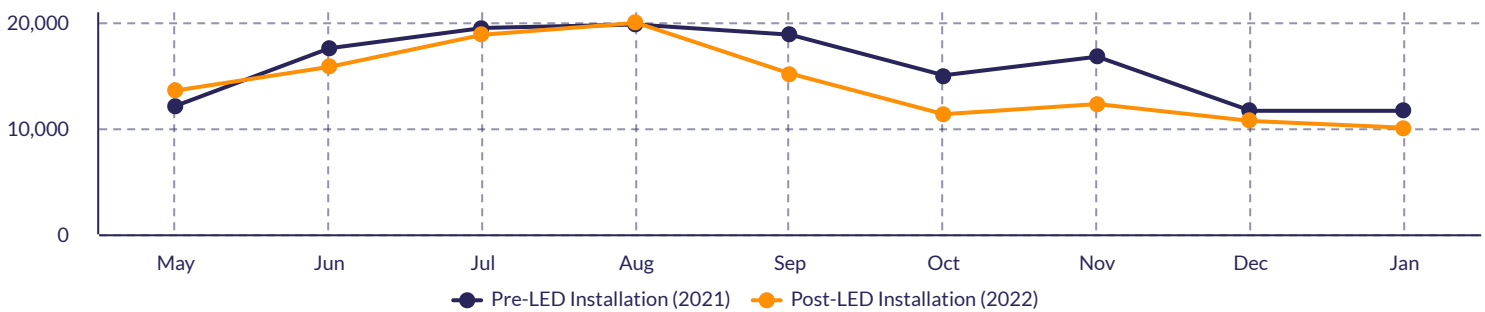




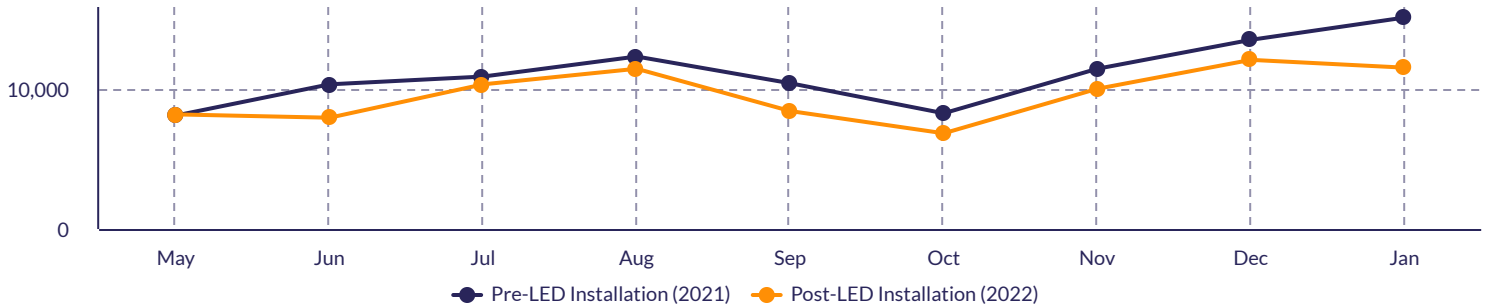
Healthy Community & Environment

Another way in which the Town is working to protect the environment on an even larger scale is through energy efficiency upgrades and enhancements at municipal facilities. Reducing energy bills via capital improvement projects has both a financial and environmental benefit. For example, motion-sensitive LED interior lights were recently installed at nine Town facilities, resulting in almost immediate energy reductions at each. Examples of the energy reductions seen at Town Hall and the Weiss Center are shown below, comparing pre-installation electricity usage to post-installation usage:

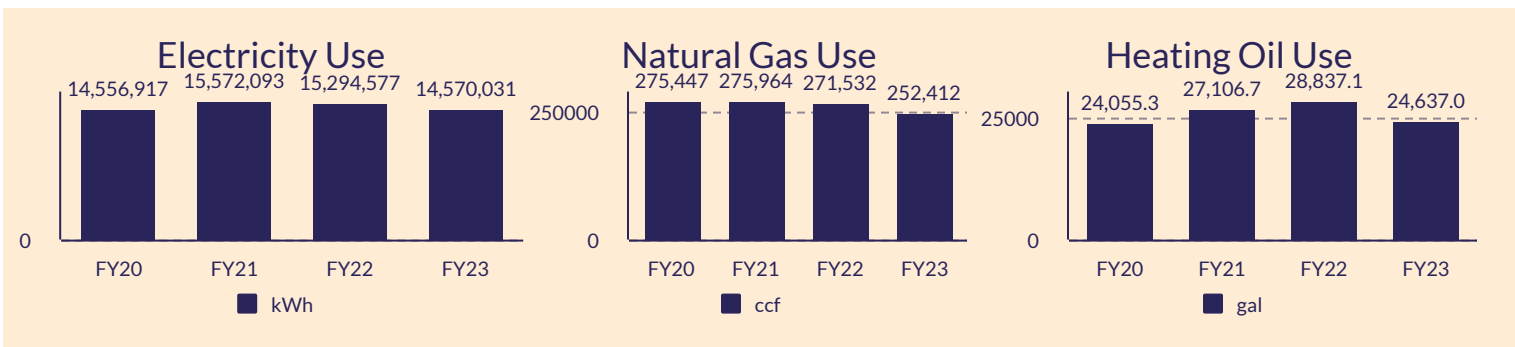
Electricity Use - Town Hall (kWh)



Electricity Use - Weiss Center (kWh)



The Town utilizes several platforms to track and analyze utility bill data across hundreds of meters and dozens of buildings. A variety of factors—the Russian invasion of Ukraine, gas pipeline constraints across New England, and the increasing regularity of extreme temperatures—have caused utility costs to increase over the past several years. These myriad stresses on energy markets justifies the Town's practice of closely tracking annual utility use and cost so that energy efficiency improvements and renewable energy projects (like solar installations) can be targeted to the facilities that will have the largest impact, and future budget projections will remain accurate. In FY23, electricity consumption decreased by 4.7% from FY22, natural gas consumption decreased by 7.04%, and heating oil decreased by 15%. Historical usages can be seen below:

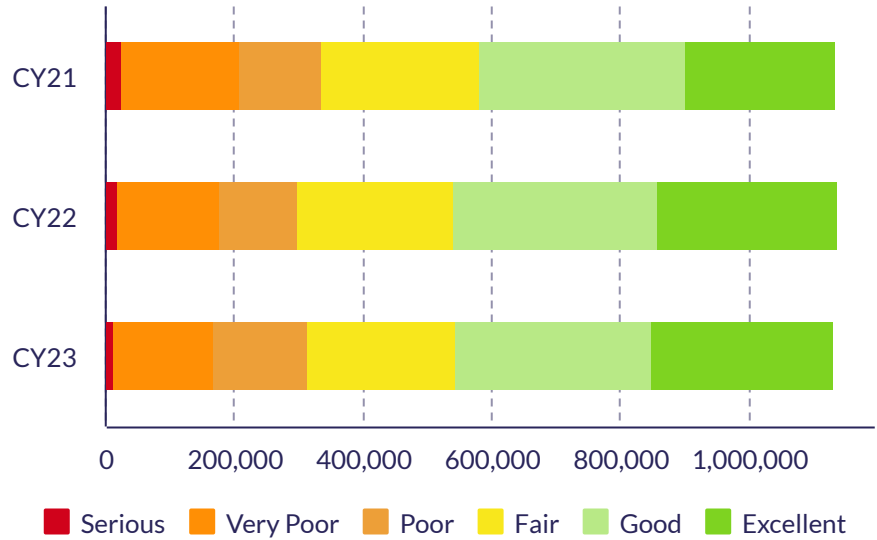


Dependable Infrastructure

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

- Field Services (Highway)**
Pavement Condition Index
- Water & Sewer**
Pipe Replacement & Rehabilitation
- Facilities & Building Maintenance**
School Renovations, Work Orders
- Engineering (GIS)**
Mark-Its

Pavement Condition Index (PCI)



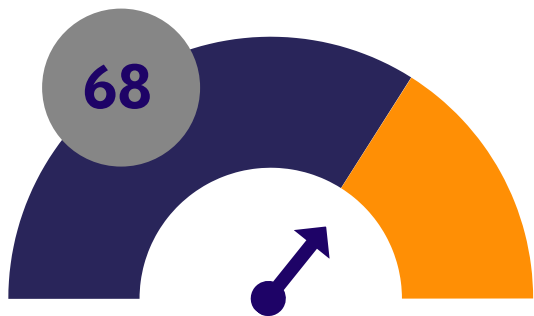
21%

The Town's annual paving program led to **improved road quality** as measured by street scanning software. The length of road considered to be in "excellent condition" increased by more than 49,500 ft. (9.4 mi.) in CY23, or 21% over the measurements recorded in CY21.

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

Historically, the number of resident-submitted Mark-Its related to roads and the amount of staff time spent addressing potholes were used as proxy measurements for the quality of the Town's roads. Several years ago the Town began utilizing street scanning technology to calculate a pavement condition index for individual street segments and the Town as a whole. Knowing precisely where the most repair-worthy roads are located enables Town staff to target paving and maintenance efforts for a more efficient use of capital funds.

The results of this technology and the subsequent planning efforts are clear: the town-wide Pavement Condition Index (PCI) value increased from 66 to 68/100 between 2021 and 2023. As evidenced in the bar chart above, the total length of road in town considered to be in "excellent" condition increased each year from CY21 to CY23, while the proportion of "serious" and "very poor" roads was reduced. Quality roads contribute to road and driver safety, and prevent the need for premature vehicle maintenance for both municipal and privately owned vehicles.

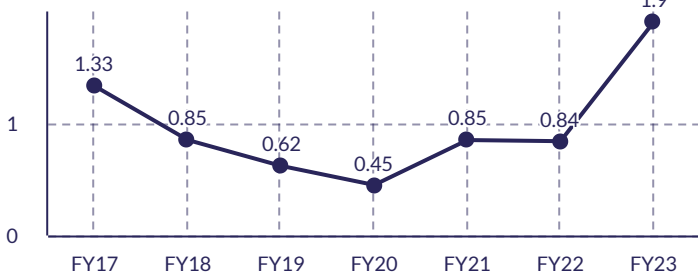


Current Overall Pavement Condition Index for Manchester

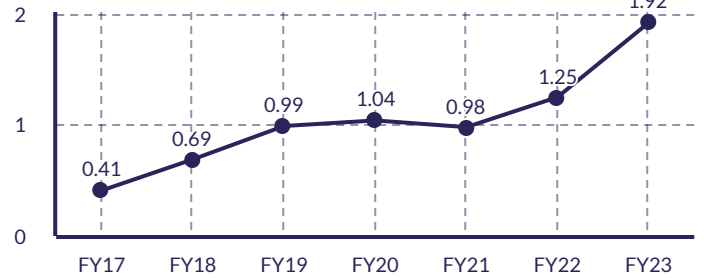


Dependable Infrastructure

Miles of Sewer Pipe Rehabbed/Replaced



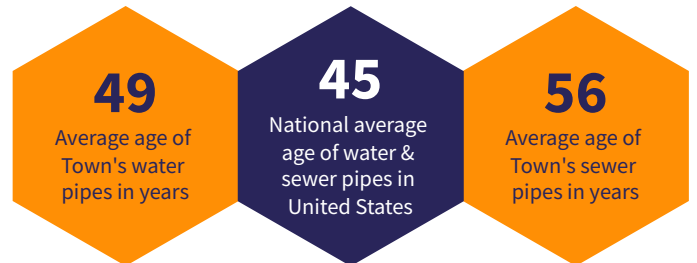
Miles of Water Pipe Rehabbed/Replaced



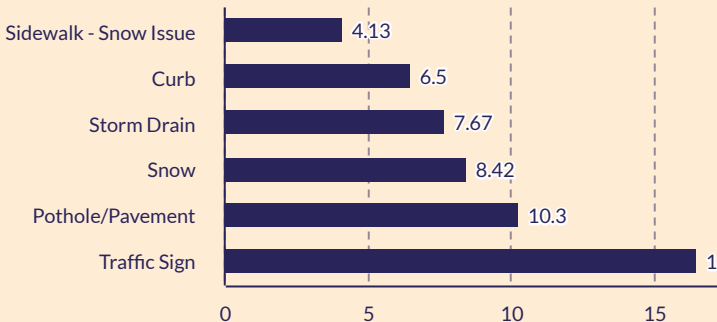
The regular replacement of older water and sewer mains helps to maintain water quality, increases flow for fire protection, and minimizes service interruptions from water main breaks and sewer backups. In Manchester, many of the water and sewer pipes were installed 50 to 100 years ago. While some pipes can stay in service over 100 years, older pipes can lead to increased water loss, and larger more costly water main breaks and emergency expenses if not replaced sooner.

While the amount of pipe replaced rose from 0.41 miles in FY17 to 1.92 miles in FY23, the average age of the Town's water and sewer system still remains above the national average, as seen below:

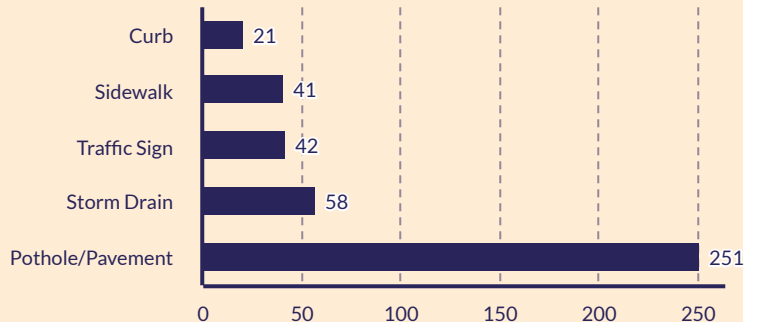
The planned replacement of the Town's aging water and sewer pipes has increased significantly in recent years due to funding from the American Rescue Plan Act (ARPA) and the Town's participation in the State Drinking Water Revolving Fund (SDWRF) which provides public water suppliers long-term and below market rate loans to finance infrastructure improvement projects.



Average Number of Days Taken to Complete Infrastructure- Related Mark-Its (FY22)



Number of Infrastructure- Related Mark-Its (FY22)

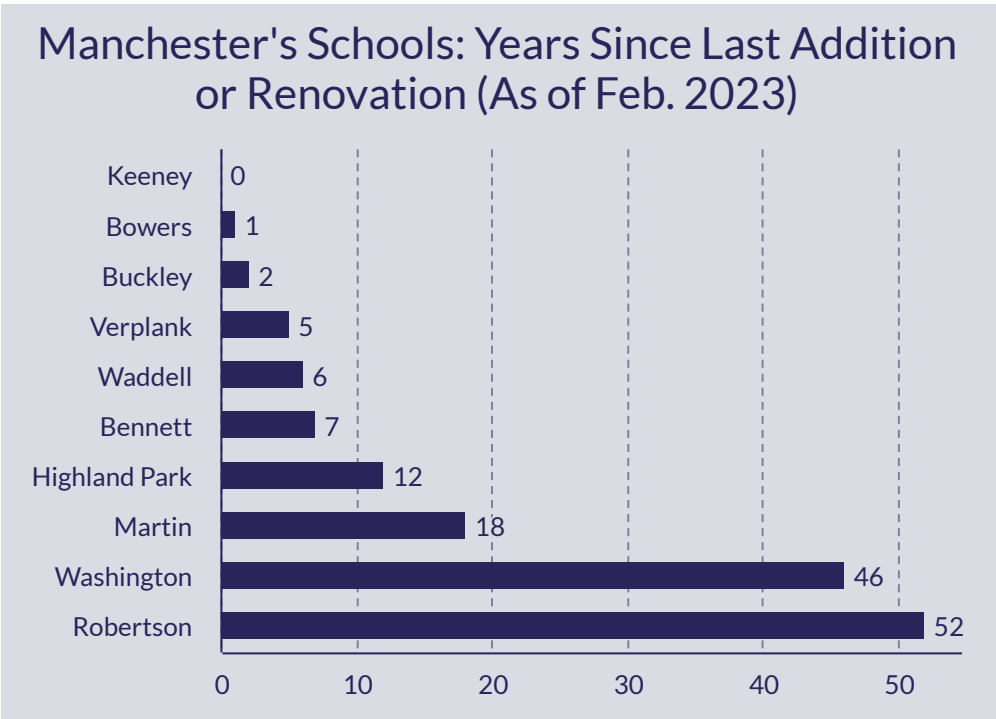


More information on resident-submitted Mark-Its can be found in the "Effective Governance" section of this report (p. 4).



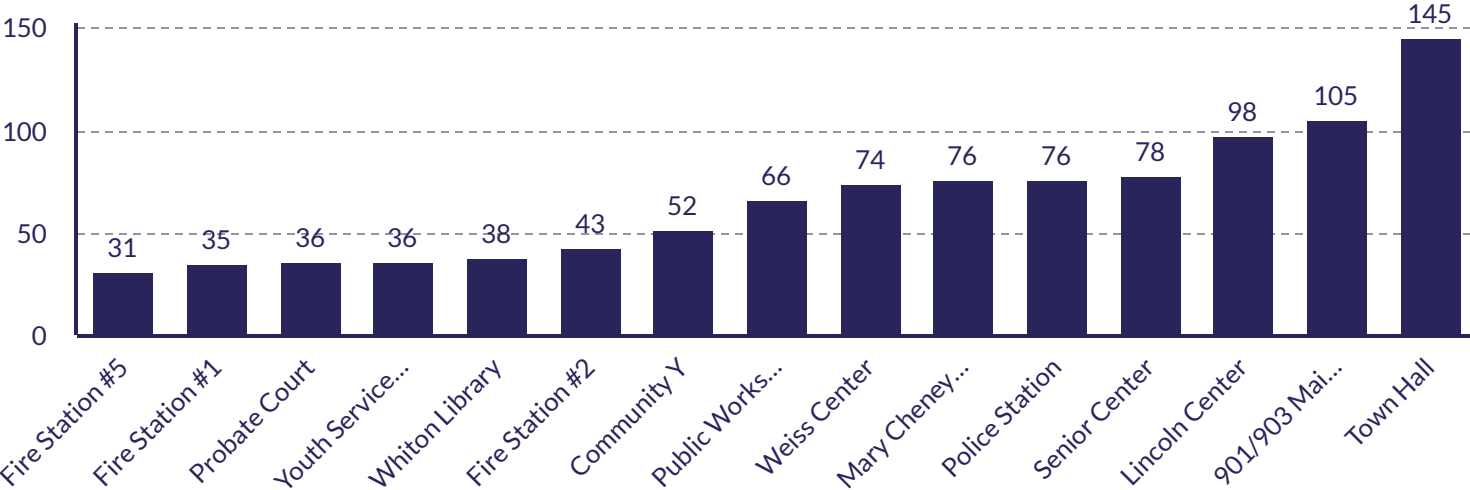
Dependable Infrastructure

The Town's Facilities and Building Maintenance division ensures that Town-owned facilities are safe and comfortable for use by other staff and the general public. This includes playing a leading role in all major school renovation projects, which has been a priority in recent years. After 2023, only three active school buildings will have not received a major renovation within the past ten years. This rate of repair and rehabilitation ensures a safe, comfortable, and stimulating environment for Manchester students and staff.



In addition to school projects, Facilities and Building Maintenance staff also respond to ad-hoc requests from Town employees regarding internal maintenance issues and concerns. The number of work orders and their associated costs are one way by which the Town assesses the need for capital improvements at individual facilities, budgeted within the Town's Capital Improvement Plan (CIP).

Work Orders by Location (Top 15)



Vibrant Economy

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

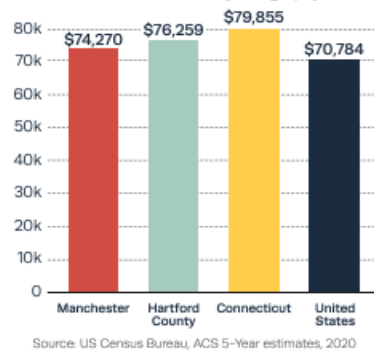
Planning & Economic Development
Overall Economic Indicators

Finance (Assessment & Collection)
Commercial Grand List

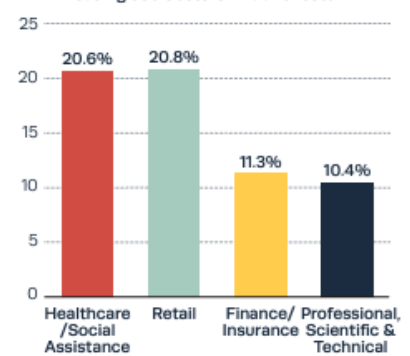
The COVID-19 pandemic complicated the economic picture in Manchester, with some effects of the pandemic continuing to be felt by all residents. For example, as of FY22, the median sale price for a single-family home in Manchester increased by 13.25% since FY2019, reflecting a desire by families to live in Manchester area due to the amenities and ongoing development. On the other hand, the Town continues to monitor and respond to evictions and homelessness that increased during and following the pandemic.

The Town's recently updated Plan of Conservation and Development, *Manchester NEXT*, contains additional data on Manchester's employment, housing, and other economic indicators. Some examples include median household income and the leading job sectors in Manchester.

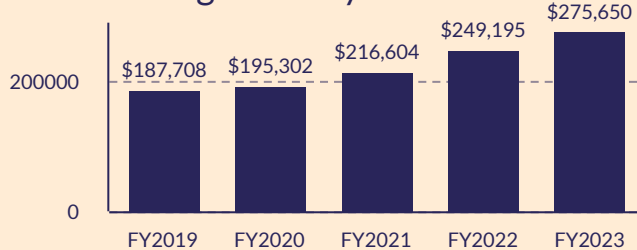
Median Household Income by Geography (2020)



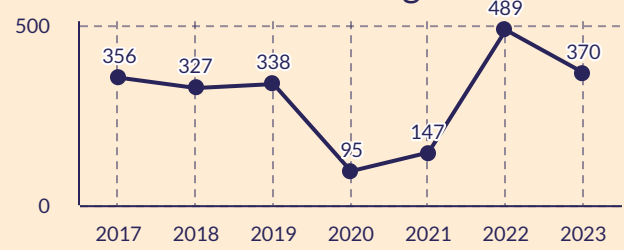
Leading Job Sectors in Manchester



Median Single-Family House Sale Price

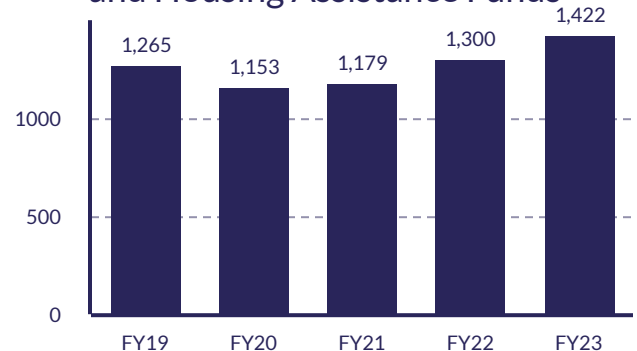


Eviction Filings



While many economic indicators in Town are exhibiting positive trends, Town staff continues to monitor others, including the rate of evictions after the expiration of the State's eviction moratorium in June 2021. According to data from the CT Data Collaborative and CT Fair Housing Center, eviction filings in Manchester increased to above pre-COVID levels in 2022 and 2023. The Town will continue to provide targeted outreach and support to residents who require housing assistance; in FY23 Senior, Adult, and Family Services connected over half a million dollars to 243 households who required housing assistance and over \$600,00 in renters rebates to 1,179 additional households.

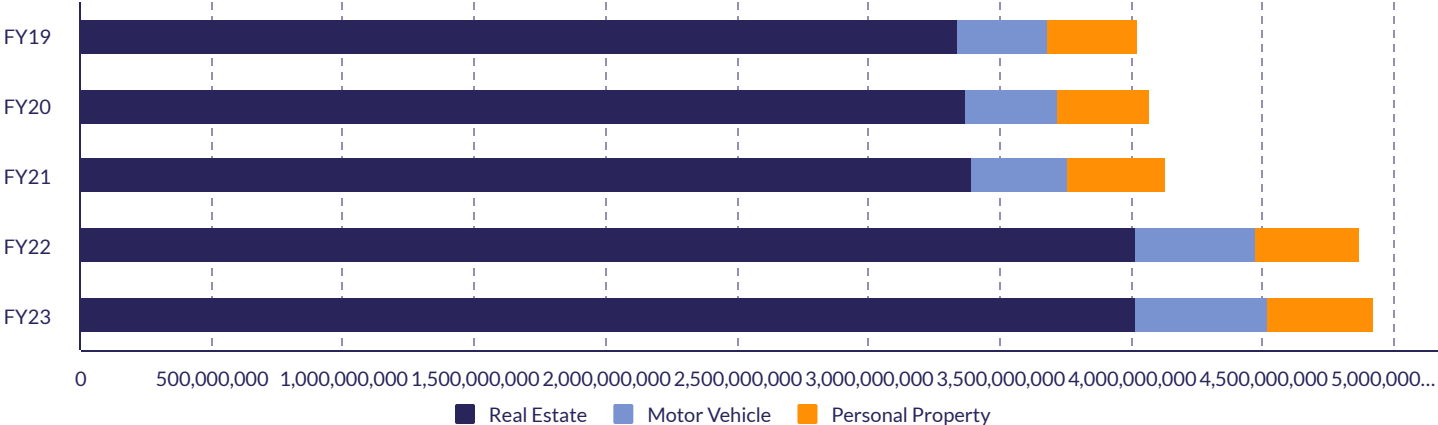
Households Receiving Renters Rebate and Housing Assistance Funds





Vibrant Economy

Grand List - Final Assessment (Post Appeals)





Supportive Human Services

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

- 

Senior, Adult, and Family
Financial Assistance, Other Programs
- 

Youth Service Bureau
Diversion Programming
- 

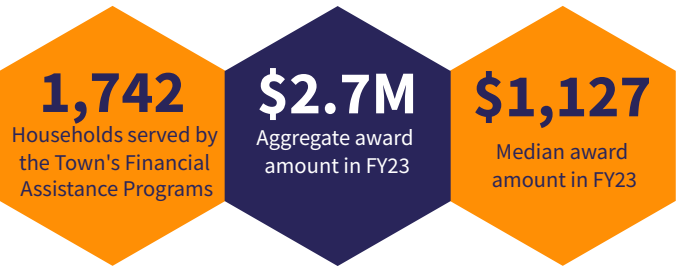
Senior Center
Mental & Emotional Wellness
- 

Office of Neighborhoods and Families
Cultural Events & Other Programming

The Human Services Department provides enrichment activities for all Manchester residents, as well as vital support for those in need and experiencing a crisis.

Most direct financial support from the Town is managed by Senior, Adult, and Family Services (SAFS), which in FY23 administered over \$2.7 million in financial assistance to residents, including rental and housing assistance, energy assistance, and other emergency support. In addition to those financial benefits, SAFS also coordinates logistical support for Manchester residents via transportation, relocation, and meal programs.

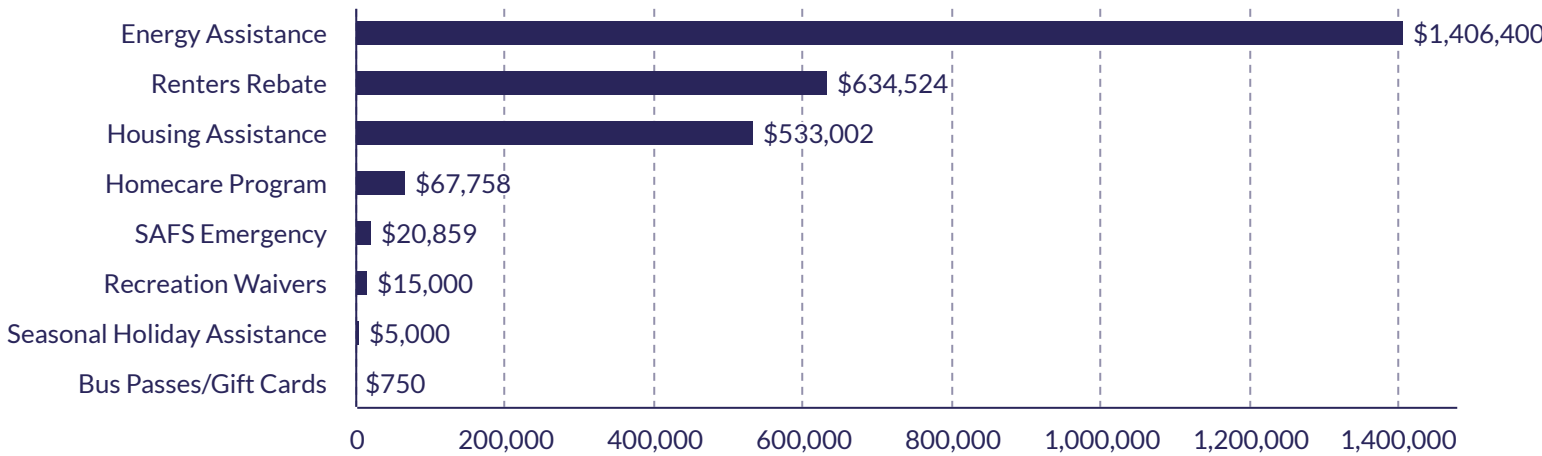
Such services ensure that Manchester continues to be a welcoming place for all individuals and households, regardless of socioeconomic status.



In FY23, the number of households returned to permanent, affordable housing within 60 days of a dislocating event rose to:

95%

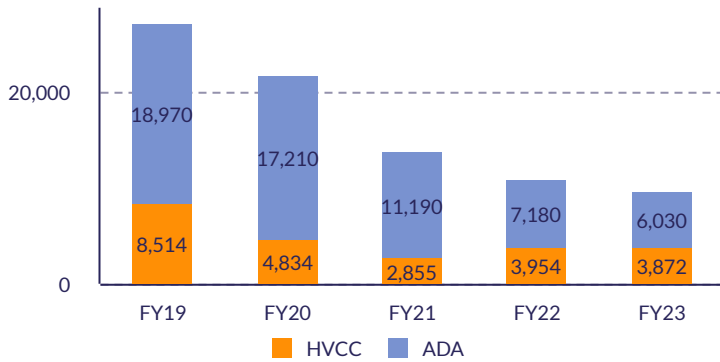
FY23 Financial Assistance Programs



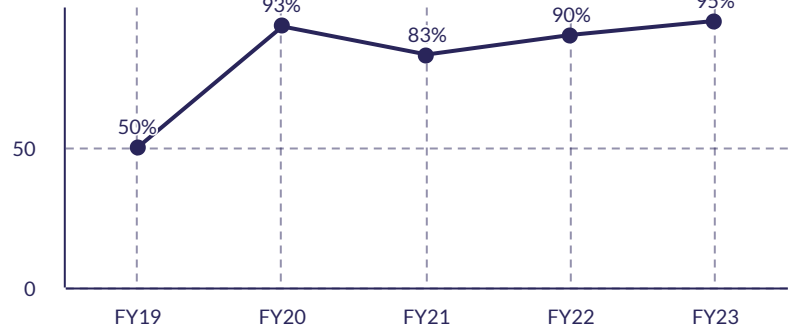


Supportive Human Services

Transportation Program: Trips Provided



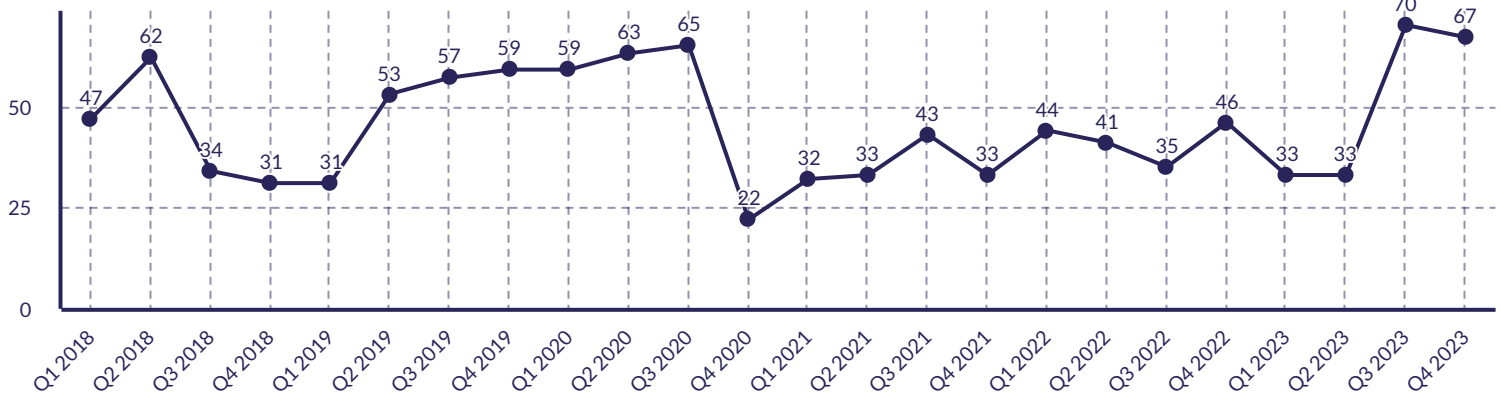
Dislocated Households, Percent Returned to Permanent, Affordable Housing within 60 Days



COVID-related restrictions on Dial-a-Ride vehicles led to a reduction in the number of rides provided by that program since FY20. Free ADA rides (funded by the State's Department of Transportation) have also reduced the number of trips offered and paid for by the Town. Even with a decrease in usage, the continued provision of transportation for low income or disabled residents is crucial and provides independence, enabling them to work, access healthcare facilities, and enjoy the area's amenities.

The Town also provides programs directed towards young people, with the Youth Service Bureau providing at-risk youth of various ages with intellectual stimulation, social outlets, and diversionary programming. Juvenile arrests, as reported by the Manchester Police Department, dropped considerably in 2020 and 2021 due to COVID-19 restrictions and closures. However, since those restrictions were lifted, an upward trend in youth-police contacts and arrests has emerged, returning to pre-COVID levels. This increase underscores the need for continued Town-supported diversionary programs, as are currently provided by the YSB.

Juvenile Arrests (Per Quarter, FY18 - FY22)

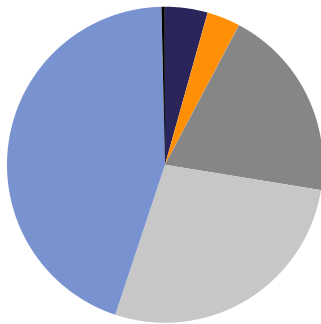


Manchester's diversion program recently transitioned to a juvenile model and was renamed the Manchester Restorative Diversion Collaborative (MRDC). The goal of the MRDC is to divert Manchester youth between the ages 10-18 from the juvenile justice system. The Collaborative is comprised of local youth-serving agencies, including Youth Service Bureau staff, school personnel, representatives from the police department, juvenile probation, and members of community organizations. Regular meetings occur on a monthly basis, or as the Collaborative considers it necessary based on the volume of work. **In FY23, 24 out of 27 Juvenile Review Board participants (89%) completed their panels' recommendations.** The Office of Budget and Research will continue to work towards developing and evolving metrics that capture the positive impacts of this program and others led by YSB staff.



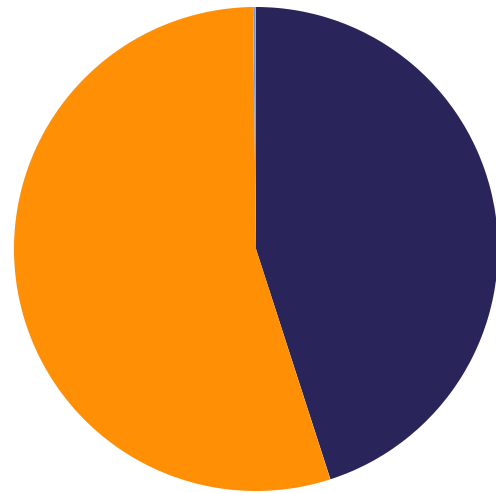
Supportive Human Services

YSB Program Participation by Category - FY23



- Summer Positive Youth Development (4.36%)
- Family Engagement & Support (3.41%)
- Community Service & Leadership (19.81%)
- Positive Youth Development (27.52%)
- Special Events (44.54%)
- Youth Employment (0.36%)

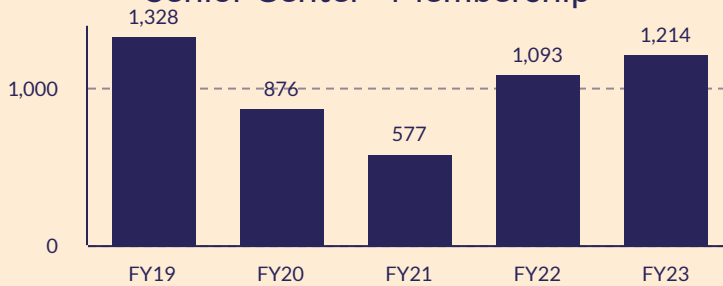
YSB Gender Diversity of Youth Served - FY23



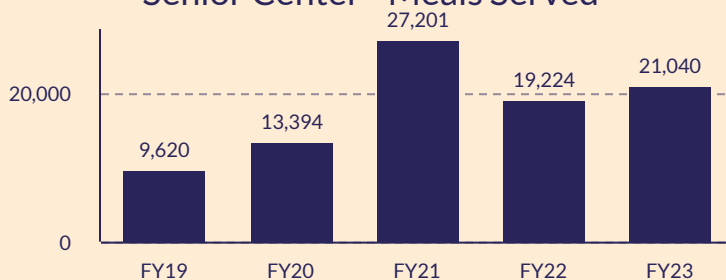
- Male (45.04%)
- Female (54.79%)
- Non-binary (0.18%)

Manchester Senior Center

Senior Center - Membership



Senior Center - Meals Served



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

In addition, the provision of meals (including a delivery service) for seniors at the Center elevated during the peak of the COVID-19 pandemic, and remained at above pre-pandemic levels in FY22 and FY23. This suggests that offering healthy meals to seniors is meeting an important need in the community.



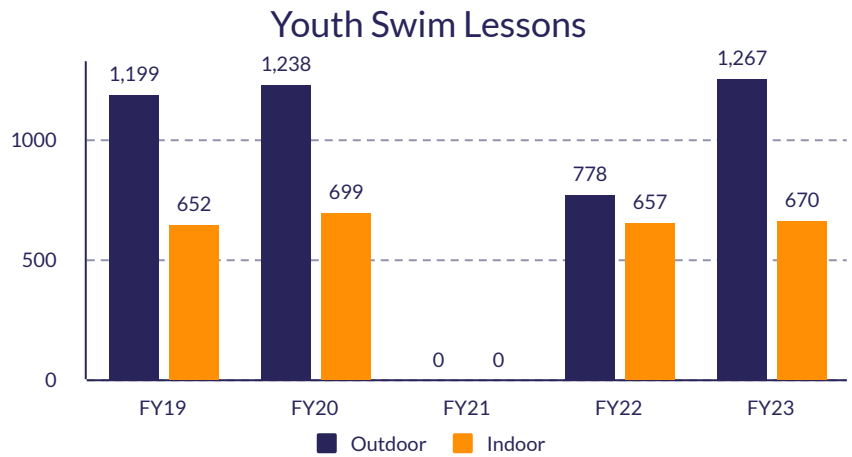
Quality Parks & Leisure Services

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

Leisure, Family, and Recreation
Program Attendance & Participation

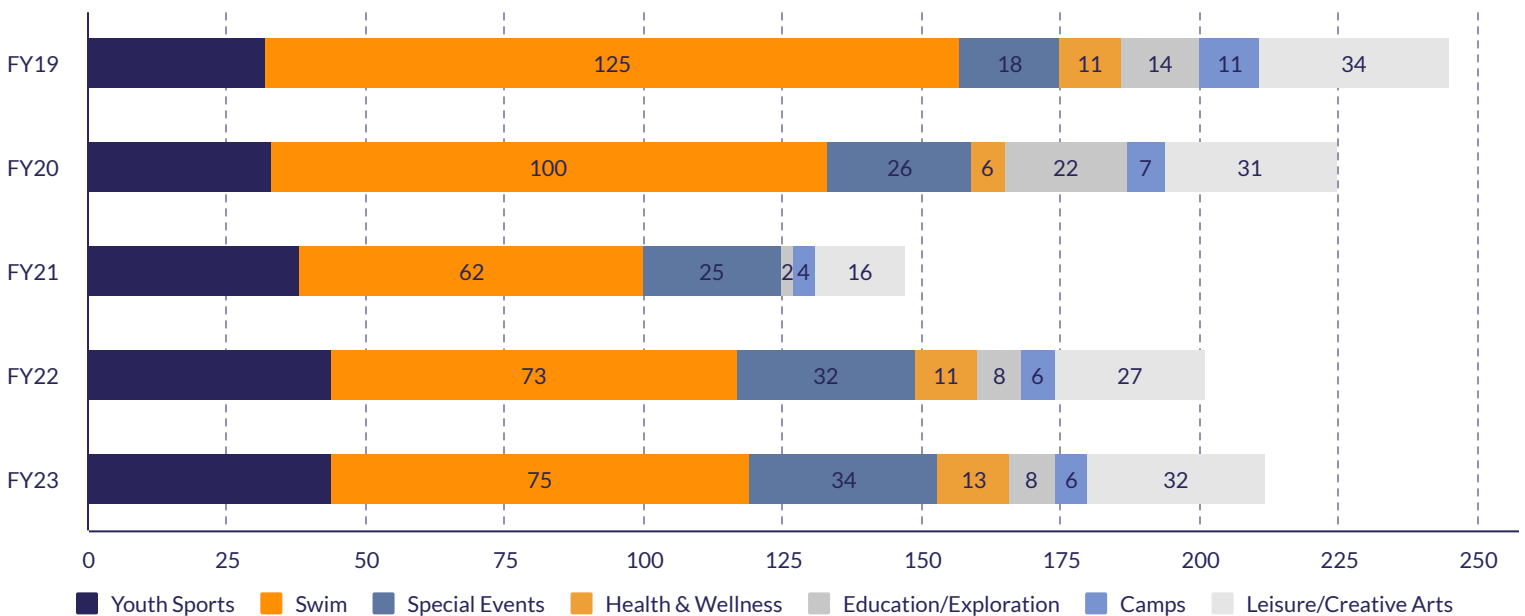
Library
Program Participation, Circulation, Membership

Parks
Master Plan Progress, Funding



Recreation programs were some of the most impacted by the restrictions implemented due to the COVID-19 pandemic. Not only do recreation programs offer an opportunity for youth to socialize and learn during the summer months outside of school, but they can also provide tangible public health benefits. For example, Manchester Recreation prioritized swimming lessons for resident youth in FY22, as drowning is the second-leading cause of accidental death for children under the age of 14 in the United States. Research has shown that formal swimming lessons can potentially reduce the risk of childhood drowning by 88%. Recreation programs, including swimming courses, rebounded significantly in FY22 after being limited in FY21 (including the summer of 2020).

Youth Program Offerings



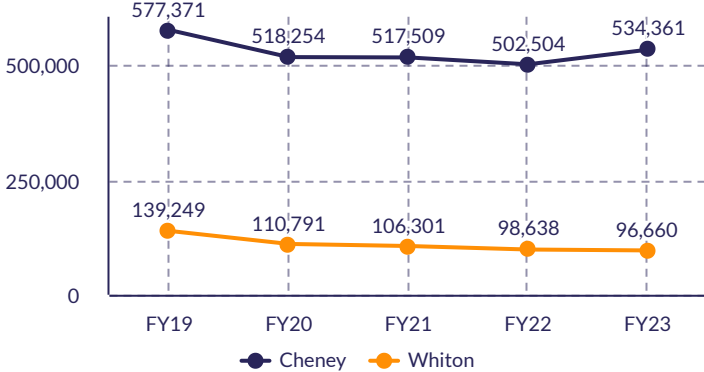


Quality Parks & Leisure Services

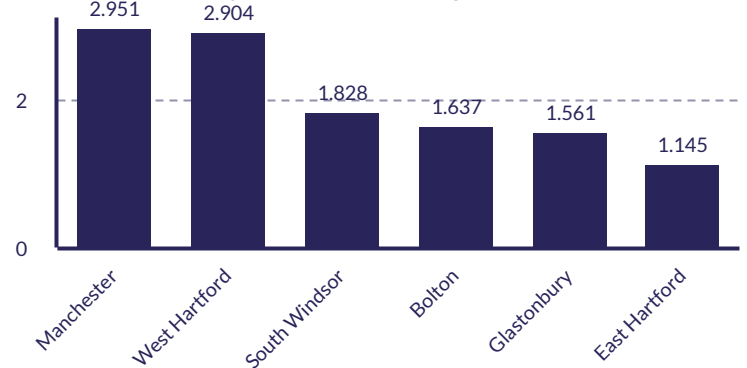
The Manchester Public Library continues to be an important resource for residents, even as libraries are made to adapt to a changing media landscape. While circulation figures and attendance numbers hit their lowest points since FY19 in FY22, a rebound was observed in FY23. In addition, Manchester's libraries still attracted the most visitors per capita of any municipality in the immediate vicinity (as of 2022, the most recent data available). The library's materials and programs play a crucial role in helping to expose residents to diverse ideas, and reflect the Town's resident population. More information regarding the diversity of materials available from the Manchester library can be found in the "Diversity, Equity, and Inclusion" section of this report.

Positive resident feedback has been observed in annual attendee surveys, and by the fact that voters overwhelmingly supported the construction of a new library in the November 2022 bond referendum. The new facility will not only benefit residents, but will continue to attract visitors to Manchester. Manchester's libraries already lend materials to non-residents at a high rate, ranking among the top 20 municipalities in the State for per capita lending to non-residents, and a new, modern library will only further attract both residents and visitors alike.

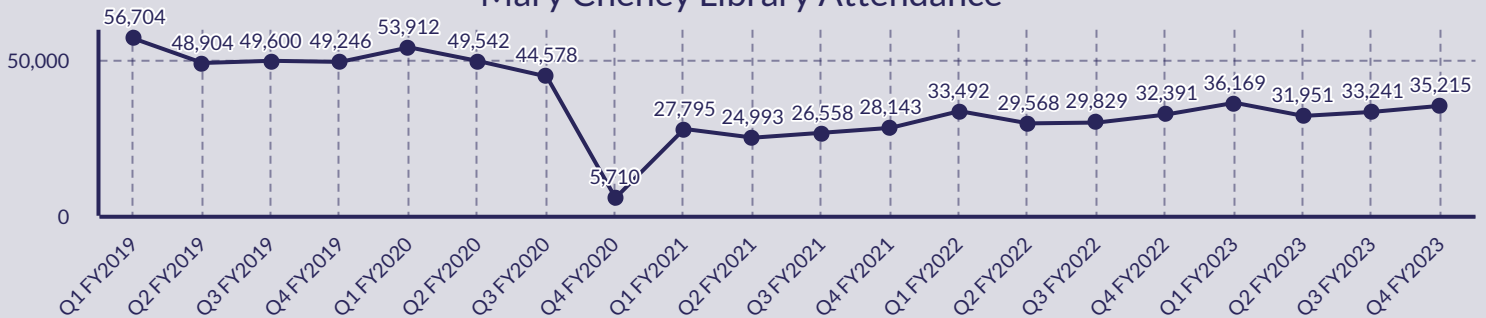
Library Circulation - All Media Types



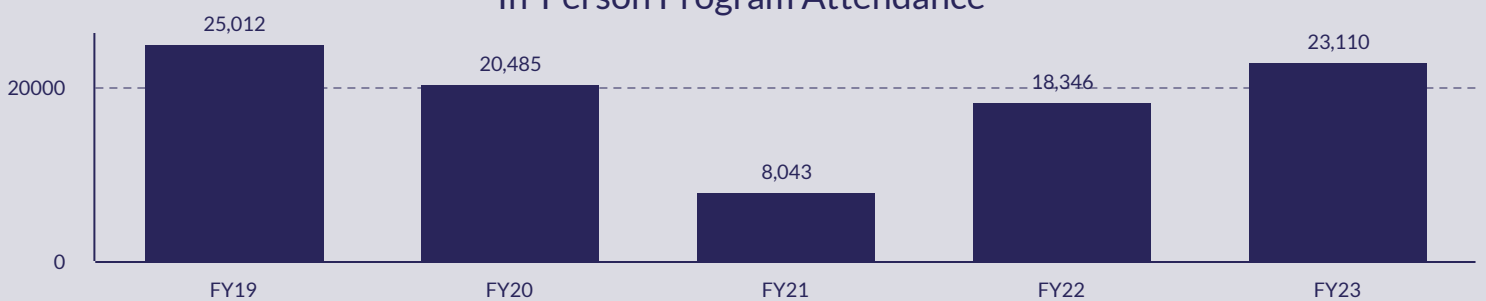
Library Visits Per Capita - 2022



Mary Cheney Library Attendance



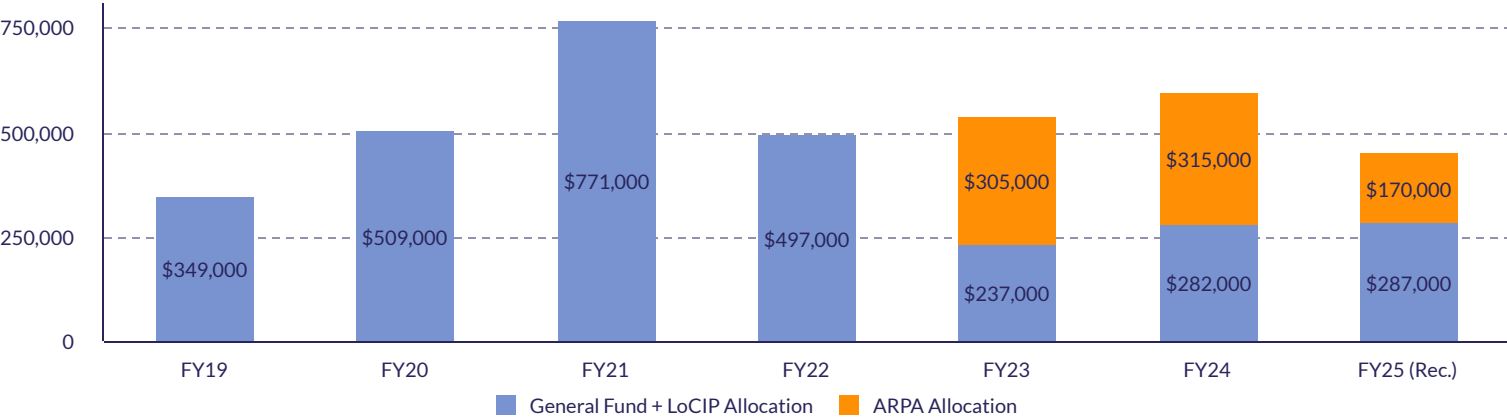
In-Person Program Attendance





Quality Parks & Leisure Services

Parks & Recreation CIP Allocation by Year



In order to maintain the infrastructure that supports the wide variety of recreational activities available to Manchester residents, significant investment is required. The recommended CIP amount for FY25 maintains the Town's historically high level of funding for parks, athletic fields, public pools, and other recreational facilities. In recent years, including the amount recommended in FY25, federal funding from the American Rescue Plan Act (ARPA) has been utilized to bolster these efforts.



Financial Stability

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

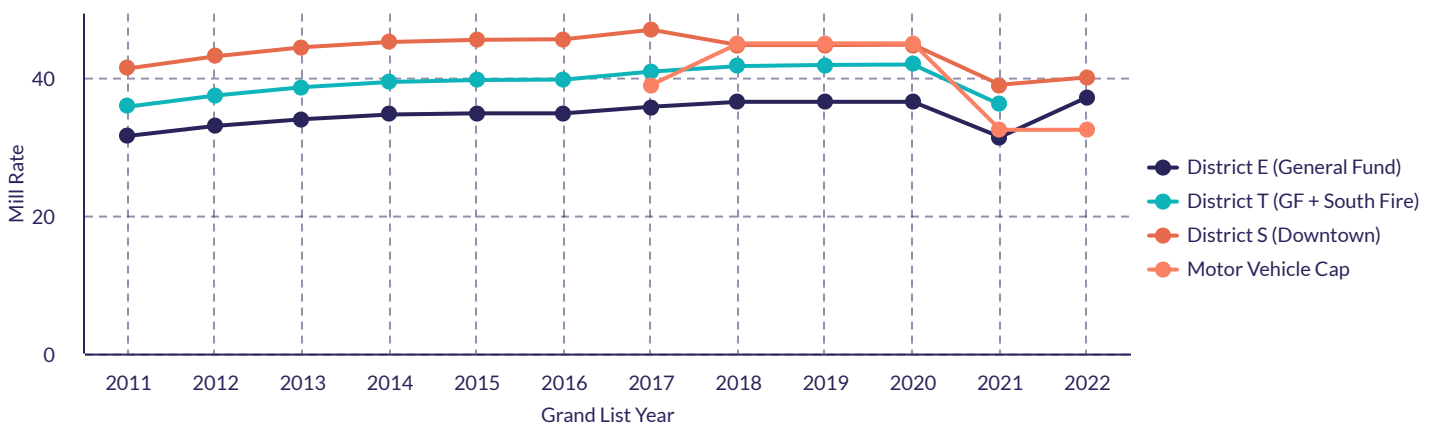
Finance
Credit Rating, General Fund Balance, Mill Rate

In order to provide the services outlined in the preceding sections of this report, the Town must first maintain effective fiscal and budgetary control. The work of the Finance Department and Budget Office in FY23 led to a minimal mill rate increase while not compromising

on service delivery and necessary enhancements to infrastructure and programming. As part of the annual budget process, cost saving measures are regularly explored and implemented, and the prudent management of State aid, American Rescue Plan Act (ARPA) funding, and other funds received from the Federal Government and other outside sources has been critical.

Recognition for the Town's positive overall financial outlook comes in several forms, including general obligation bond ratings. Since FY19 Manchester has maintained high bond ratings, which serve as the Town's official credit rating. All of the current ratings indicate that Manchester presents a minimal credit risk, and enables the Town to issue long-term debt at low borrowing costs, which it does to finance large capital projects. In addition, a healthy and consistent unassigned fund balance ensures that the Town is not at risk of encountering a cash-flow issue.

Mill Rate - All Districts

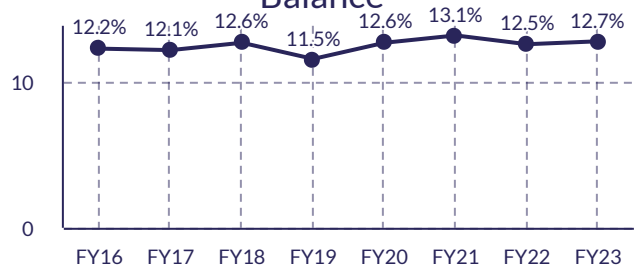


AA+
S&P General
Obligation Bond
Rating

AAA
Fitch General
Obligation Bond
Rating

Aa1
Moody's General
Obligation Bond
Rating

General Fund - Unassigned Fund Balance



Department Budget

Detail

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



Recommended Budget

Town of Manchester,
Connecticut

FY 2024-25

General Government



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

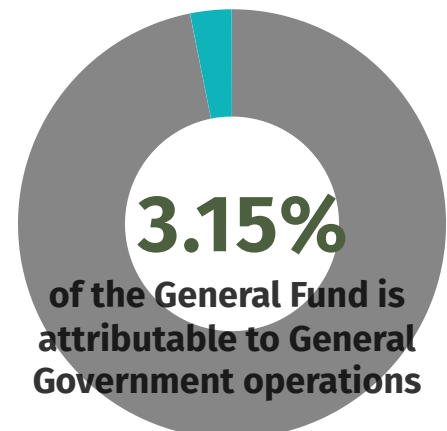
Summary of Department Budgets

	Expended 2022/23	Adopted 2023/24	Expended Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Recom. Change Over Current Adopted	Percent Change
GENERAL GOVERNMENT							
Board of Directors	\$ 302,674.08	\$ 397,592	\$ 212,390	\$ 376,920	\$ 399,889	\$ 2,297	0.58%
Town Manager	\$ 597,332.37	\$ 801,843	\$ 311,615	\$ 751,827	\$ 957,597	\$ 155,754	19.42%
Budget & Research Office	\$ 265,459.87	\$ 221,030	\$ 106,036	\$ 222,962	\$ 231,045	\$ 10,015	4.53%
Human Resources	\$ 422,064.45	\$ 477,457	\$ 218,748	\$ 489,021	\$ 491,570	\$ 14,113	2.96%
Customer Service/Info Office	\$ 165,655.88	\$ 177,914	\$ 83,732	\$ 177,863	\$ 184,778	\$ 6,864	3.86%
Finance Admin & Accounting	\$ 843,073.36	\$ 970,068	\$ 482,033	\$ 978,497	\$ 1,017,535	\$ 47,467	4.89%
Assessment*	\$ 998,704.05	\$ 663,147	\$ 304,200	\$ 627,889	\$ 732,982	\$ 69,835	10.53%
Collection	\$ -	\$ 468,886	\$ 233,869	\$ 465,673	\$ 509,368	\$ 40,482	8.63%
Purchasing	\$ 659,670.87	\$ 638,581	\$ 353,887	\$ 704,292	\$ 742,476	\$ 103,895	8.63%
Planning and Economic Devel.	\$ 729,671.42	\$ 915,079	\$ 433,925	\$ 912,620	\$ 959,621	\$ 44,542	16.27%
Town Clerk	\$ 433,467.63	\$ 546,667	\$ 225,868	\$ 520,549	\$ 559,415	\$ 12,748	4.87%
Registrars	\$ 364,668.58	\$ 368,400	\$ 167,163	\$ 371,569	\$ 402,397	\$ 33,997	2.33%
Town Attorney	\$ 451,815.38	\$ 417,211	\$ 202,597	\$ 419,355	\$ 428,684	\$ 11,473	9.23%
Probate Court	\$ 35,628.96	\$ 46,700	\$ 18,858	\$ 49,395	\$ 45,800	\$ (900)	2.75%
TOTAL	\$ 6,269,886.90	\$ 7,110,575	\$ 3,354,921	\$ 7,068,432	\$ 7,663,157	\$ 552,582	7.77%

*- Assessment and Collection will be separated into two separate divisions effective 7/1/23. Budget figures for FY2021/22 and FY2022/23 reflect all Assessment and Collections expenses under Assessment. FY2023/24 figures represent costs in the two respective divisions.

Cost Redistributions

Initial Recommended	\$ 552,582
Board of Directors- Reflect department cost shares of annual audit as interfund revenues	\$ 36,339
Budget- reflect department shares of admin staff in Interfund Transfers	\$ 77,404
Human Resources- move employee health costs from Health to HR and budget MSIP fund support of HR staff in Interfund Transfers	\$ 199,360
Planning- move software costs to IT and fund membership in regional planning agencies in Planning budget	\$ (6,543)
Town Clerk- fund shared software in IT Department	\$ (29,500)
Adjusted Recommended	\$ 829,642



Total Budget
\$7,663,157



Increase
\$552,582



Percent Increase
7.77%

BOARD OF DIRECTORS

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	89,177.81	120,539	36,487	104,856	112,720	(7,819)	-6.49%
Employee Benefits	30,315.98	39,367	14,640	33,878	39,983	616	1.56%
Purchased Services	181,789.30	227,686	159,527	227,686	237,186	9,500	4.17%
Supplies	1,390.99	5,000	1,736	5,500	5,000	-	0.00%
Equipment	-	5,000	-	5,000	5,000	-	0.00%
Other	-	-	-	-	-	-	-
TOTAL BOARD OF DIRECTORS	302,674.08	397,592	212,390	376,920	399,889	2,297	0.58%

Cost Redistributions:

Initial Recommended	\$ 399,889
Fund full cost of annual financial audit in Board of Directors, and incorporate Enterprise Fund cost shares into interfund transfers	\$ 36,339
Adjusted Recommended	\$ 436,228

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant changes. The decrease in Personnel Services reflects actual salary of the Program Assistant position.

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
Program Assistant	0.25	0.25	0.25	0.25	0.25
Confidential Executive Secretary	1.00	1.00	1.00	1.00	1.00
TOTAL BOARD OF DIRECTORS FT STAFF	1.25	1.25	1.25	1.25	1.25

Part Time Positions	Budgeted Hours 2023/24	Full Time Equivalents	Budgeted Hours 2024/25	Full Time Equivalents	Change in FTE's
Clerical Assistant	1,040	0.50	1,040	0.50	0.00
TOTAL BOARD OF DIRECTORS PT STAFF	1,040	0.50	1,040	0.50	0.00

Purchased Services and Supplies:

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

TOWN MANAGER'S OFFICE

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	443,712.91	532,168	234,420	497,169	644,398	112,230	21.09%
Employee Benefits	130,925.74	163,725	69,763	148,453	202,783	39,058	23.86%
Purchased Services	19,941.21	103,410	6,533	103,572	107,676	4,266	4.13%
Supplies	2,752.51	2,540	900	2,633	2,740	200	7.87%
Equipment	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL TOWN MANAGER	597,332.37	801,843	311,615	751,827	957,597	155,754	19.42%

Personnel & Employee Benefits:

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

- An additional \$100,000 plus benefits is provided for pending re-organization of administrative and support positions within the Town Manager and Budget offices

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
Town Manager	1.00	1.00	1.00	1.00	1.00
Assistant Town Manager	1.00	1.00	1.00	1.00	1.00
Program Assistant	0.75	0.75	0.75	0.75	0.75
Director- Office of Communications	1.00	1.00	1.00	1.00	1.00
Communications & Civic Engagement Specialist	0.00	1.00	1.00	1.00	1.00
Director of Operations (frozen/unfunded)	0.50	0.50	0.00	0.50	0.00
TOTAL GENERAL MANAGER FT STAFF	4.25	5.25	4.75	5.25	4.75

*- Table above does not include potential additional position for post-reorganization

Purchased Services and Supplies:

Covers office administrative expenses for the Town Manager's office, studies and consulting, professional memberships, and expenses associated with the communications operation, with the following changes:

- An additional \$4,500 is provided for professional development for the Office of Communications

BUDGET & RESEARCH OFFICE

DESCRIPTION

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	179,071.84	143,023	72,533	144,039	146,027	3,004	2.10%
Employee Benefits	63,416.97	49,052	24,868	49,968	51,513	2,461	5.02%
Purchased Services	21,202.49	27,355	8,533	27,355	32,055	4,700	17.18%
Supplies	1,768.57	1,600	102	1,600	1,450	(150)	-9.38%
Equipment	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL BUDGET & RESEARCH	265,459.87	221,030	106,036	222,962	231,045	10,015	4.53%

Cost Redistributions:

Initial Recommended	\$ 231,045
Reflect full cost of salaries & benefits shared with Enterprise Funds in the Budget & Research Office	\$ 77,404
Adjusted Recommended	\$ 308,449

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions. Beginning in FY25, the Budget Director will be funded entirely in the Budget & Research Office, and support from the Enterprise Funds will be incorporated into the Interfund Transfers to the General Fund, which appear in the Enterprise Fund expenditures and in General Fund Revenues. A potential reorganization of positions with the Town Manager's Office is pending, but no change to the funding amount in the Budget Office is incorporated into the proposed budget.

BUDGET & RESEARCH OFFICE

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
Budget Director	0.50	0.50	0.50	1.00	1.00
Assistant Budget Director	1.00	1.00	1.00	1.00	1.00
Grants Adm. Specialist (frozen/unfunded)	1.00	1.00	0.00	1.00	0.00
Work_Space Program Manager*	0.50	0.00	0.00	0.00	0.00
TOTAL BUDGET & RESEARCH FT STAFF	3.00	2.50	1.50	3.00	2.00

Purchased Services and Supplies:

Covers office expenses, analytical tools and services relating to budget development, and analysis with no significant changes.

HUMAN RESOURCES

DESCRIPTION

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	183,112.11	196,061	102,511	206,093	216,814	20,753	10.58%
Employee Benefits	74,154.91	85,591	43,129	87,123	92,551	6,960	8.13%
Purchased Services	159,968.17	189,905	72,817	189,905	176,905	(13,000)	-6.85%
Supplies	4,345.05	5,900	291	5,900	5,300	(600)	-10.17%
Equipment	484.21	-	-	-	-	-	N/A
Other	-	-	-	-	-	-	-
TOTAL HUMAN RESOURCES	422,064.45	477,457	218,748	489,021	491,570	14,113	2.96%

Cost Redistributions:

Initial Recommended	\$ 491,570
Move employee medical & testing services from Health Department to HR	\$ 38,200
Eliminate MSIP funding of HR personnel; offset by reducing transfer to MSIP (Self Insurance Fund)	\$ 161,160
Adjusted Recommended	\$ 690,930

HUMAN RESOURCES

Personnel & Employee Benefits:

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

- An increase of \$6,049 to reclassify the existing Human Resources Specialist position to a Senior Human Resources Specialist.

Additionally, the funding of the Deputy Director position will be reflected in the Human Resources budget beginning in FY25 (currently funded in the Town's Self Insurance Fund, MSIP). The General Fund contribution to MSIP will be reduced by an equal amount so there will be no net impact to the General Fund or the Self Insurance Fund.

Purchased Services and Supplies:

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

- Beginning in FY25, the cost of employee testing & medical services will be redistributed from the Health Department to HR.

2024/25 GOALS

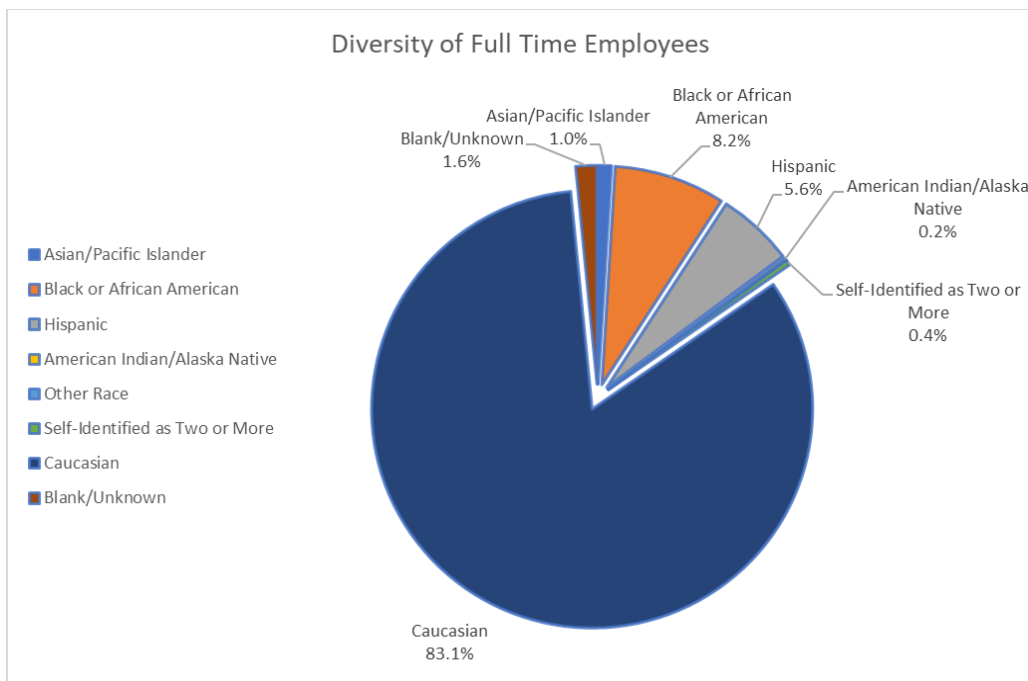
- 1. Modernize Internal Human Resources Processes** – Begin utilizing a Human Resources software that will modernize internal processes; Move onboarding of new employees to an online platform; and continue work to digitize employee records and files, consistent with record retention policies.
- 2. Increase Recruitment of New Employees** – Review new employee benefits and introduce pipeline training programs where possible.
- 3. Increase Retention by Reviewing Employee Engagement** - Reimagine the years of service awards, offer more employee professional training opportunities, and enhance employee experience throughout the year by revamping various special event programs.

HUMAN RESOURCES

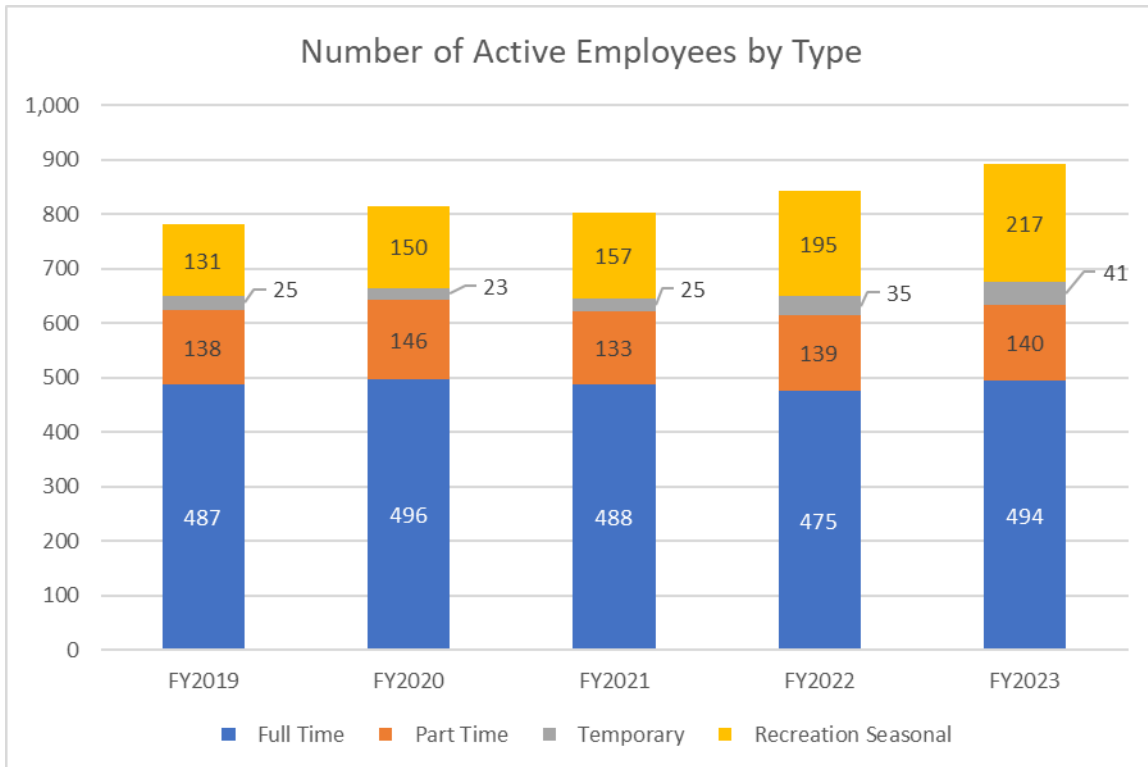
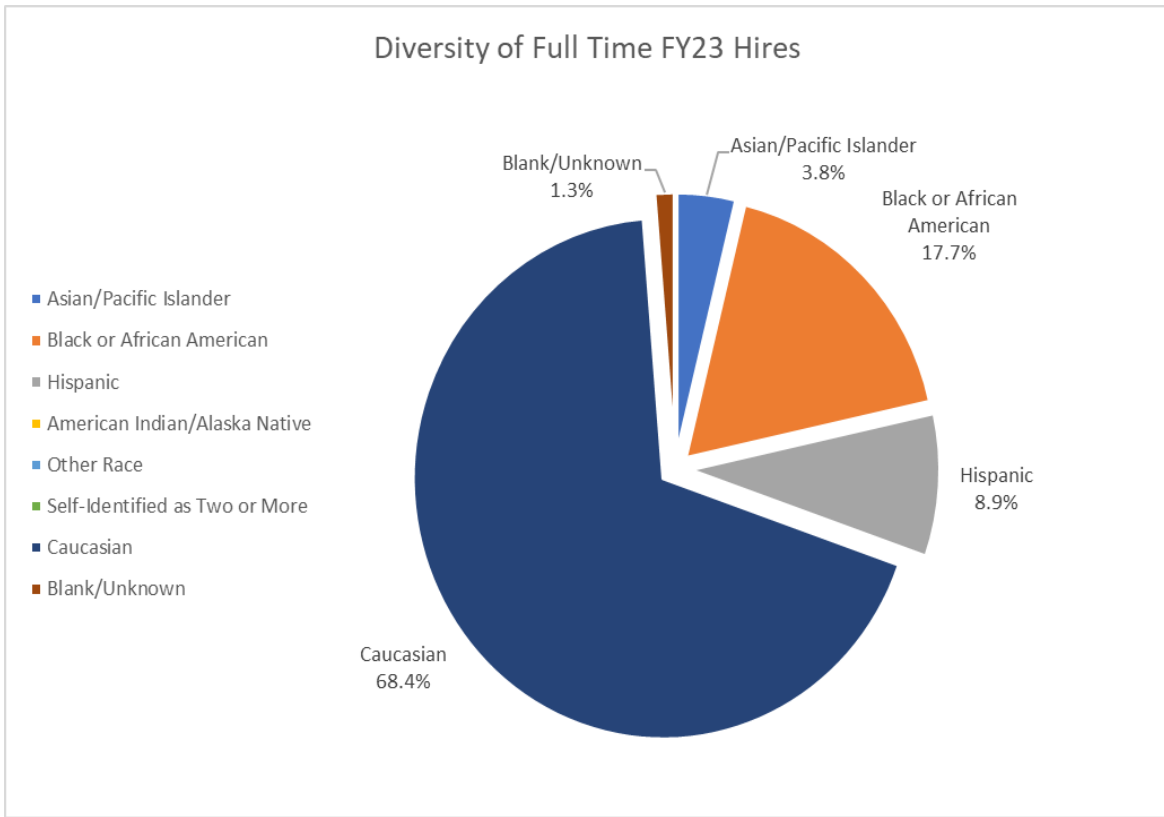
WORKLOAD STATISTICS

	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Number of Employees Actively Employed (average)						
Total Employees	781	815	803	844	892	
Full Time	487	496	488	475	494	
Part Time	138	146	133	139	140	
Temporary	25	23	25	35	41	
Recreation Seasonal	131	150	157	195	217	
Number of promotions	30	19	16	35	34	
Number of new recruitments	76	41	68	67	74	
Number of internal transfers	6	2	20	21	4	
Number of external hires	44	56	52	61	97	
Number of full-time orientations conducted	33	52	38	46	70	
Number of new hires reaching end of probationary period	33	41	36	40	44	
Promotions per 100 Full-Time Employees	6.15	3.85	3.25	7.18	3.81	
Benefits Administration						
Number of employees currently enrolled: Active	464	473	453	430	443	
Number of employees currently enrolled: Retirees Under 65 - Employee Only	85	75	80	86	88	
Number of employees currently enrolled - Retirees Over 65 - Employee Only	269	280	279	288	289	
Number of spouses of retirees Under 65 - Currently Enrolled	68	59	60	73	72	
Number of spouses of retirees Over 65 - Currently Enrolled	149	152	145	134	134	
Number of dependents of retirees Under 65 - Currently Enrolled	17	19	16	16	17	
Number of new enrollments - Active	30	42	36	52	84	
Number of amendments - Active	131	151	178	217	176	
Number of discontinuations - Active	41	33	30	28	44	
Number of enrollments - Retiree	9	8	18	46	24	
Number of amendments - Retiree	55	53	40	74	29	
Number of discontinuations - Retiree	15	21	24	21	18	
Total Actions	281	308	326	438	375	
Number of unemployment claims processed	35	153	145	45	128	
Number of employee benefits issue contacts	40	46	151	21	38	

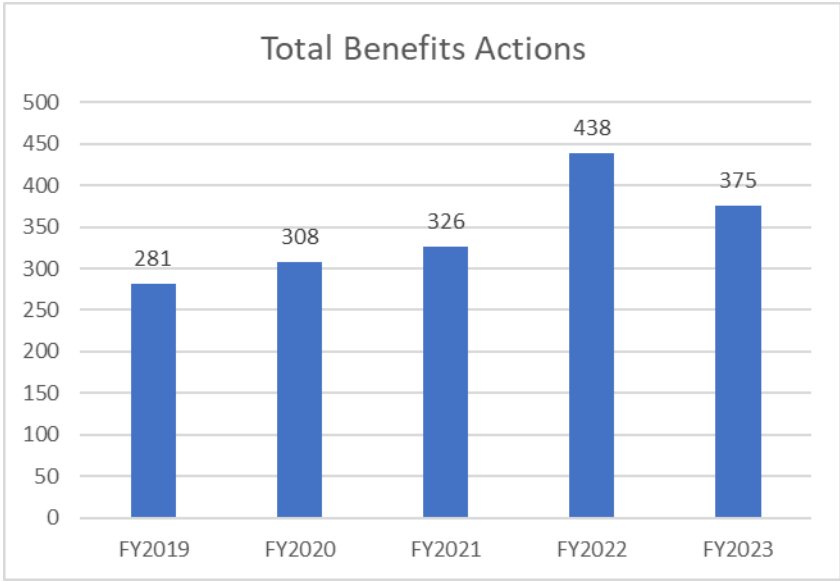
	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Number of worker's comp first reports of injury						
Total	76	81	76	89	92	
Incident Only	33	34	33	28	34	
Medical	33	30	21	31	36	
Lost Time	10	17	22	30	22	
Worker's Comp cases per hundred employees						
Incident Only	3.9	4.3	4.3	3.4	3.81	
Medical	3.9	3.8	2.7	3.7	4.04	
Lost Time	1.2	2.1	2.8	3.6	2.47	
Total Cases	9.1	10.1	9.8	10.7	10.3	



HUMAN RESOURCES



HUMAN RESOURCES



CUSTOMER SERVICE & INFORMATION CENTER

DESCRIPTION

The Communications and Civic Engagement Office aims to keep the Manchester community aware, informed, and engaged. The Office values transparency, accessibility, and bringing important information directly to residents via Town communications channels. Over the past year, the Civic Engagement arm of the office has focused on creating and launching a “community conversations” program as well as supporting efforts to uncover the wants and needs of the community.

The Customer Service & Information Center (CSIC) provides daily direct support to the following divisions: Tax and Assessment, Highway, Sanitation, Recreation, Human Resources, Emergency Management, Senior Center, Registrar of Voters, Town Clerk, and the Town Manager’s Office. Responsibilities include:

- Management of the Customer Service and Information Center located in Town Hall.
- Staffing a help desk phone at 860-647-5235 to respond to a variety of seasonal and routine questions.
- Resident services such as researching tax and water/sewer bill inquiries, election inquiries, recreation program registration and membership, collection of Town fees, sale of leaf bags, postage stamps, t-shirts, and a variety of Manchester memorabilia.
- Management of the online Citizen Request System.
- Development of printed and electronic materials including the Manchester Matters email, online Events Calendar, and Channel 16 community notices.
- Serving as a Passport Acceptance Agency
- Administration of the Memorial Tree Planting Program.
- Acting as a community liaison for non-profit agencies such as the Historical Society, Land Conservation Trust, and the Road Race committee.
- Support of the Town Manager’s Office and department heads through internal communications and development of information for and responses to inquiries from the Board of Directors.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	129,079.35	134,430	65,212	134,326	139,460	5,030	3.74%
Employee Benefits	33,330.50	34,257	16,731	34,310	36,091	1,834	5.35%
Purchased Services	1,077.00	4,760	958	4,760	4,760	-	0.00%
Supplies	1,769.05	3,967	831	3,967	3,967	-	0.00%
Equipment	399.98	500	-	500	500	-	0.00%
Other	-	-	-	-	-	-	-
TOTAL CUSTOMER SERVICE	165,655.88	177,914	83,732	177,863	184,778	6,864	3.86%

CUSTOMER SERVICE & INFORMATION CENTER

Personnel & Employee Benefits:

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

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
Customer Service Center Manager	1.00	1.00	1.00	1.00	1.00
TOTAL CUSTOMER SERVICES FT STAFF	1.00	1.00	1.00	1.00	1.00

Part Time Positions	Budgeted Hours 2023/24	Full Time Equivalents	Budgeted Hours 2024/25	Full Time Equivalents	Change in FTE's
Customer Service Associates (4)	3,120	1.50	3,120	1.50	0.00
Customer Service Associate - Seasonal Coverage	300	0.14	300	0.14	0.00
TOTAL CUSTOMER SERVICE INFO CENTER PT STAFF	3,420	1.64	3,420	1.64	0.00

Purchased Services and Supplies:

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

STATUS OF 2023/24 GOALS

- 1. Support Communications for Bicentennial events.**
Complete
- 2. Support Communications for municipal Re-Branding.**
Continuing to work with Sono Studios with an anticipated launch in 2024.
- 3. Support Communications for new Library.**
Complete
- 4. Re-certify all Customer Service staff as Passport Acceptance Agents.**
Complete
- 5. Grow Civic Engagement**
Completed additional Your Voice Matters projects, including for Downtown Improvements, the new Library, and branding. Also launched the Community Conversations program.

CUSTOMER SERVICE & INFORMATION CENTER

2024/25 GOALS

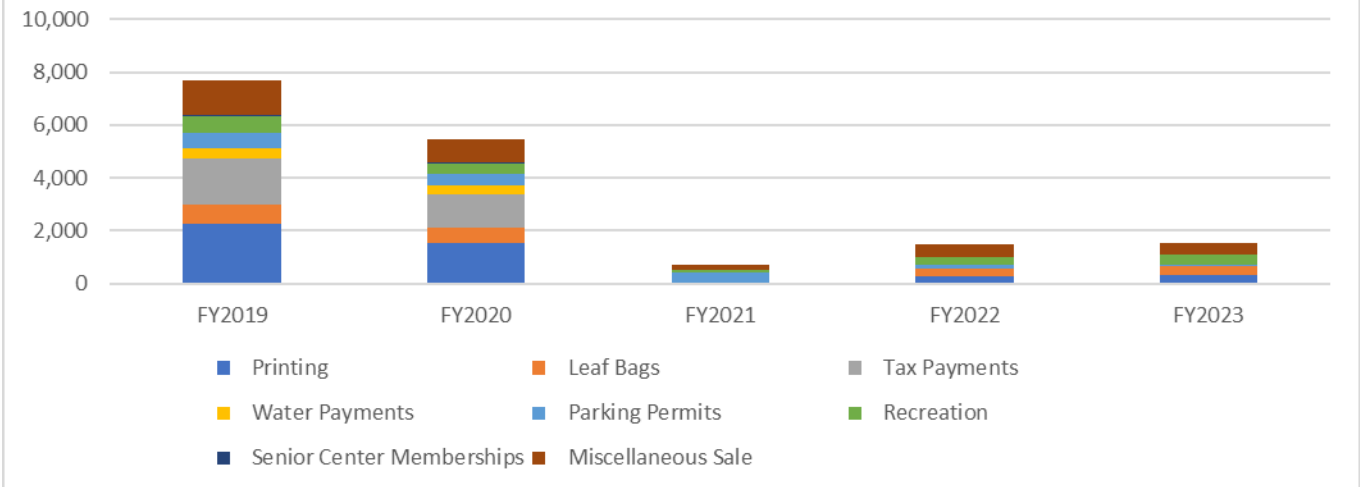
1. Support Communications for major projects such as the Downtown Manchester Improvements Project and the new Library.
2. Support Communications for Town Re-Branding Initiative.
3. Re-certify all Customer Service staff as Passport Acceptance Agents.
4. Act as a hub for new businesses and new residents. Support Communications Office strategic goals creating resources, marketing materials, events, etc. for new business and new residents.
5. Build education and awareness content, such as the Did You Know Manchester video series, Day in the Life series with Town Staff, Town Manager fireside chats, etc.
6. Multi-Channel Communications Assessment & Cleanup. Assess current communications channels, re-name and condense to create a more streamlined communications to create less confusion for community.

CUSTOMER SERVICE & INFORMATION CENTER

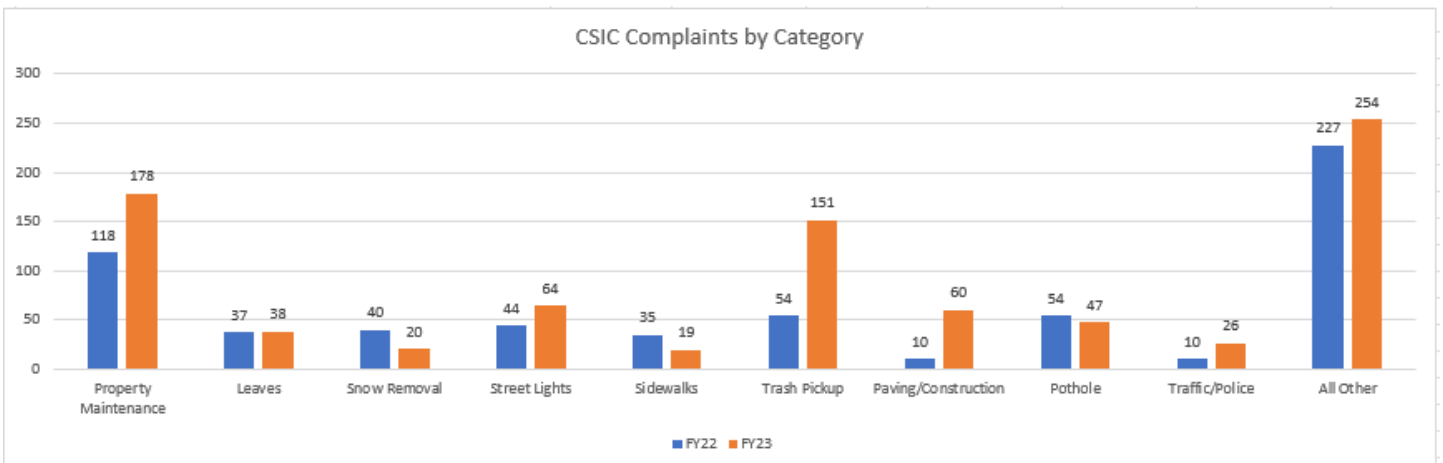
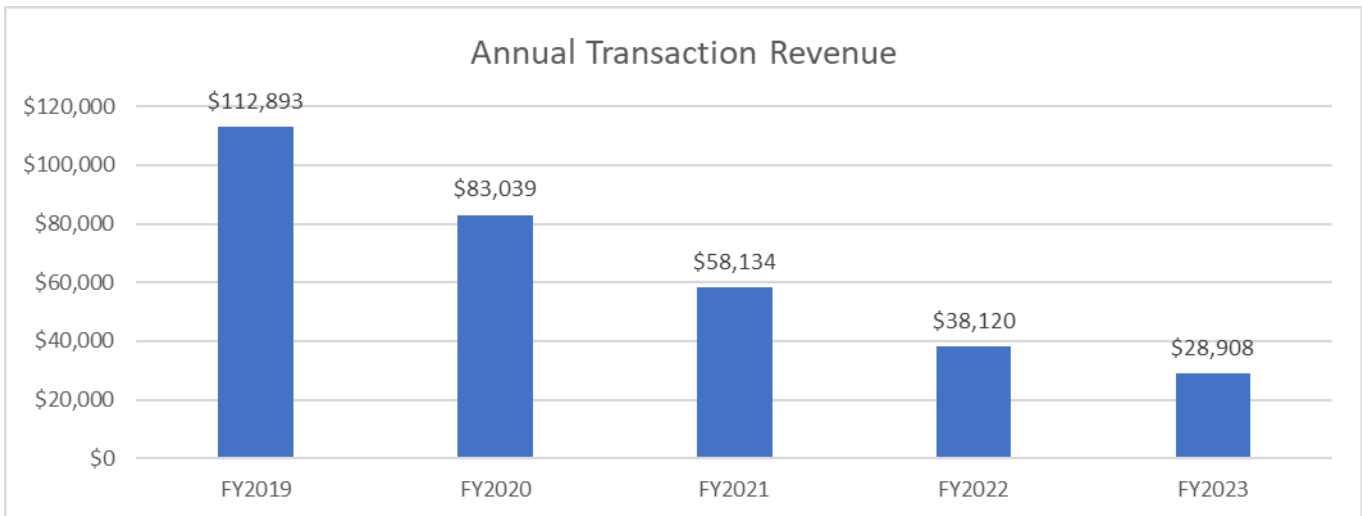
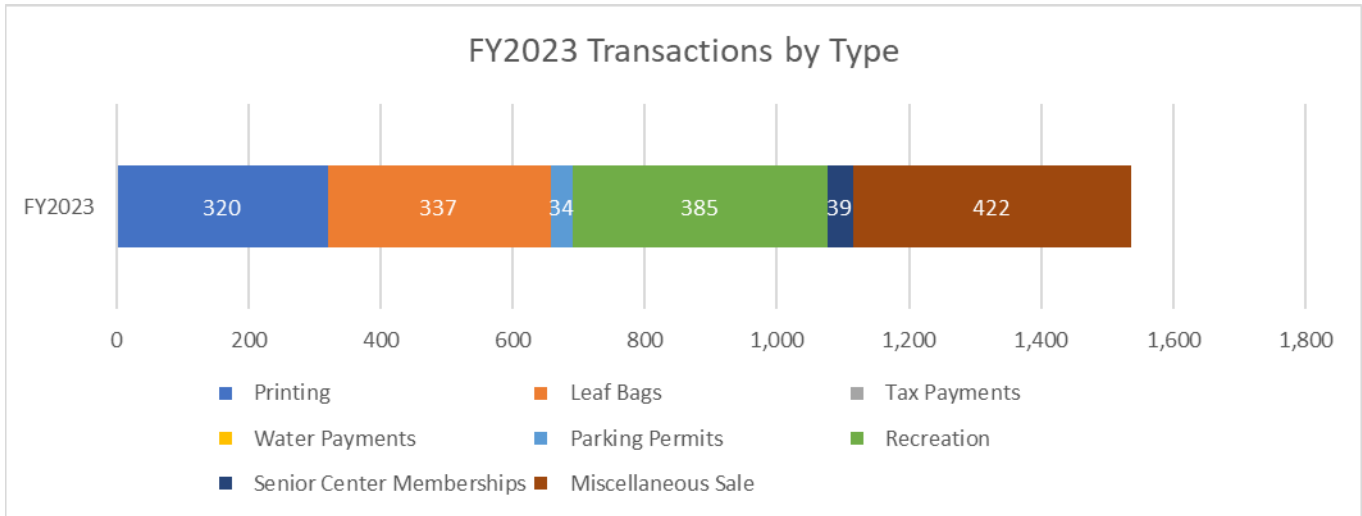
WORKLOAD STATISTICS

	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Number of Transactions						
Printing	2,255	1,557	4	260	320	
Leaf Bags	756	547	3	287	337	
Tax Payments	1,731	1,287	0	0	0	
Water Payments	397	310	0	0	0	
Parking Permits	544	451	398	155	34	
Recreation	641	402	115	278	385	
Senior Center Memberships	39	21	9	33	39	
Miscellaneous Sale	1,308	875	174	497	422	
Total	7,671	5,450	703	1,510	1,537	
Revenue						
Printing	\$13,685	\$10,039	\$15	\$2,462	\$2,478	
Leaf Bags	\$6,040	\$4,399	\$32	\$3,034	\$2,958	
Parking Permits	\$63,407	\$51,058	\$53,065	\$13,224	\$3,122	
Recreation	\$5,648	\$4,498	\$1,570	\$4,937	\$6,130	
Senior Center Memberships	\$382	\$210	\$45	\$255	\$390	
Miscellaneous Sales	\$23,731	\$12,835	\$3,407	\$14,208	\$13,830	
Total	\$112,893	\$83,039	\$58,134	\$38,120	\$28,908	
Number of Items Sold						
Leaf Bags	15,103	10,998	80	7,587	7,396	
Miscellaneous Sales	1,189	756	189	419	357	
Passport Applications	301	186	30	202	226	
Number of Notarizations	303	47	36	158	48	
Number of Inquiries	23,425	20,484	21,342	18,661	20,049	
Number of complaints	829	682	684	624	857	
Number of Manchester Matters subscribers	4,311	4,550	4,782	4,970	5,253	

Customer Service Transactions by Type



CUSTOMER SERVICE & INFORMATION CENTER



FINANCE ADMINISTRATION & ACCOUNTING

DESCRIPTION

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	613,352.49	705,107	352,317	701,779	730,591	25,484	3.61%
Employee Benefits	217,144.40	249,711	124,606	250,339	263,694	13,983	5.60%
Purchased Services	6,750.81	12,000	3,978	14,272	19,550	7,550	62.92%
Supplies	4,034.50	3,250	1,133	12,107	3,700	450	13.85%
Equipment	1,791.16	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL FINANCE ADMIN.	843,073.36	970,068	482,033	978,497	1,017,535	47,467	4.89%

Cost Redistributions:

Effective in FY25, Finance Administration & Accounting will be consolidated into one division unit.

Personnel & Employee Benefits:

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

- In Accounting, an increase in the overtime budget of \$16,910 to reflect actual workload and new GASB, payroll, and year-end reporting requirements.

FINANCE ADMINISTRATION & ACCOUNTING

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
Director of Finance	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Accountant	1.00	1.00	1.00	1.00	1.00
Senior Accountant	1.00	1.00	1.00	1.00	1.00
Payroll Coordinator	1.00	1.00	1.00	1.00	1.00
Senior Account Associate	2.00	2.00	2.00	2.00	2.00
Senior Finance Specialist	0.00	1.00	1.00	1.00	1.00
Accounting Manager (frozen/unfunded)	1.00	1.00	0.00	1.00	0.00
Account Associate (frozen/unfunded)	1.00	1.00	0.00	1.00	0.00
TOTAL ACCOUNTING FT STAFF	9.00	10.00	8.00	10.00	8.00

Purchased Services and Supplies:

Covers office administration expenses for the office, professional affiliations, and trainings, with the following significant adjustment:

- In Administration, an increase in the professional development budget of \$5,250 to reflect conference attendance for the Government Finance Officers Association (GFOA) and MUNIS users.

STATUS OF 2023/24 GOALS

- 1. Identify options for under 65 Retiree health benefits to create a more cost-effective program, without impacting benefits.**
Ongoing
- 2. Implement formal OPEB funding and Debt Management Policies.**
Debt Management Policy drafted and presented to Board of Directors. OPEB funding policy will be finalized once under 65 Retiree health benefits project is complete.
- 3. Expand kiosk program and online payment options to replace cash transactions in all departments.**
Contracted with Card Connect in several divisions. Additional kiosk will be added at Landfill once new software is fully implemented. Installed Brinks Box cash delivery program.
- 4. Implement Software as a Service (SAAS) reporting for GASB 96 compliance.**
GASB 96 fully implemented for FY23 audit. All software subscriptions for BOE and Town now cataloged and accounted for in DebtBook lease software.
- 5. Conduct MSIP and TOMMIF rate studies.**
Ongoing

FINANCE ADMINISTRATION & ACCOUNTING

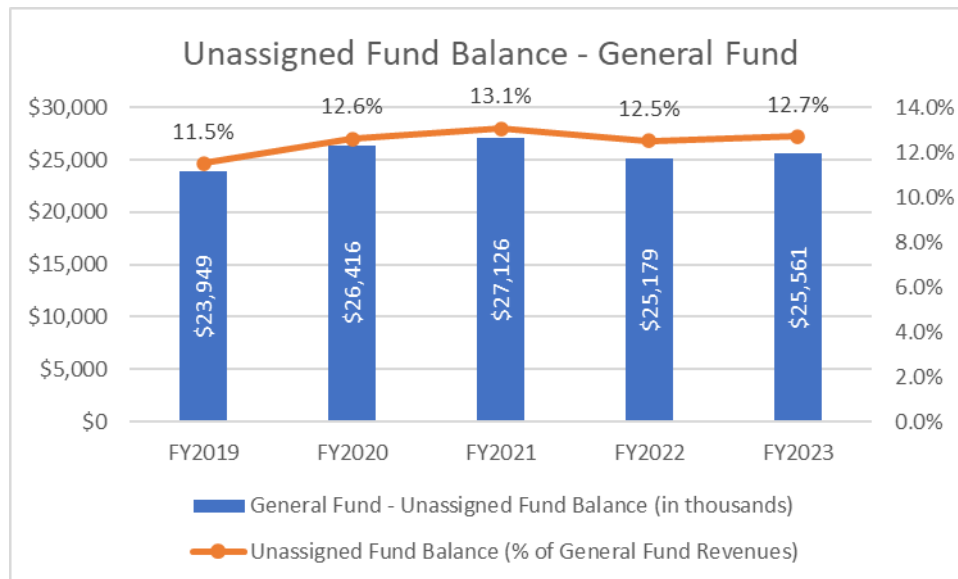
6. Implement paperless payroll for all employees.

99.9% of active employees are now enrolled in direct deposit for payroll. All supporting documentation is managed through Tyler Content Management system.

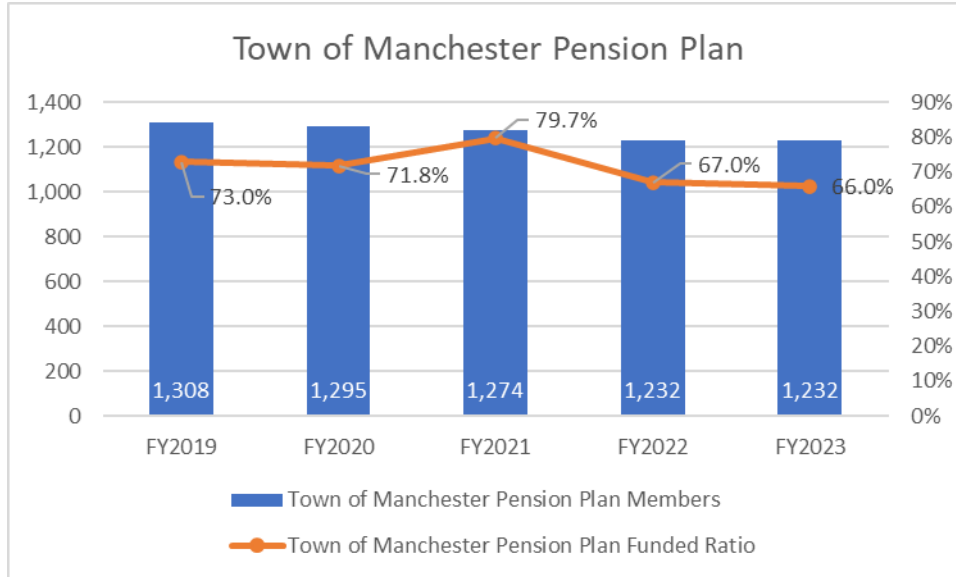
2024/25 GOALS

1. Promote Equitable Outcomes: focus will be on strengthening taxpayer outreach through website and social media and refining procurement software to engage under-represented supplier communities. Effective management of ARPA funds.
2. Internal Control: focus on staff training for fraud detection and disruption of malicious activity.
3. Data Integration: engage with consultant and Information Systems to set-up an integrated finance intranet.
4. Synchronize Divisions: create interdivisional workgroups and set agendas for meetings.
5. Automate and Modernize: install desktop scanners at every workstation; reduce printers and copiers; use lessons learned from paperless payroll initiative to move towards paperless accounts payable and pension administration.

WORKLOAD STATISTICS



FINANCE ADMINISTRATION & ACCOUNTING



FINANCE – ASSESSMENT

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	641,961.46	453,312	199,813	423,904	473,643	20,331	4.48%
Employee Benefits	267,092.09	152,335	64,885	140,485	167,669	15,334	10.07%
Purchased Services	86,202.93	54,500	38,449	60,500	87,670	33,170	60.86%
Supplies	3,040.67	2,000	763	2,000	2,000	-	0.00%
Equipment	406.90	1,000	290	1,000	2,000	1,000	100.00%
Other	-	-	-	-	-	-	-
TOTAL ASSESSMENT	998,704.05	663,147	304,200	627,889	732,982	69,835	10.53%

*Actual expenses in FY2022/23 reflect both the Assessment & Collection offices, which were separated into two divisions effective 7/1/23.

Personnel & Employee Benefits:

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

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
Director of Assessment*	1.00	1.00	1.00	1.00	1.00
Deputy Assessor	1.00	1.00	1.00	1.00	0.00
Assistant Assessor	2.00	2.00	0.00	2.00	1.00
Account Associate	2.00	1.00	1.00	1.00	1.00
Assessment Technician	0.00	1.00	1.00	1.00	1.00
Revenue Collection Service Manager	0.00	1.00	1.00	1.00	1.00
TOTAL ASSESSMENT FT STAFF	6.00	7.00	5.00	7.00	5.00

* Formerly Director of Assessment & Collection

Part Time Positions	Budgeted Hours 2023/24	Full Time Equivalent	Budgeted Hours 2024/25	Full Time Equivalent	Change in FTE's
Clerical Assistant	910	0.44	910	0.44	0.00
TOTAL ASSESSMENT PT STAFF	910	0.44	910	0.44	0.00

Purchased Services and Supplies:

Covers office administration expenses for the Assessment office, professional services & software used in association with assessment and support for the Board of Assessment Appeals, with the following adjustments:

- An increase of \$3,570 in Professional Development for annual memberships and conferences (IAAO, CAAO, CCMA, etc.).
- An increase of \$26,000 for Software to allow for improved GIS integration of assessment maps, and other improvements.

STATUS OF 2023/24 GOALS

1. **Update internal valuation processes with the use of technology.** Mobile Assessor software (coming Spring 2024) and iPads for field personnel will reduce time spent in the field, improve efficiency on multiple levels and reduce data entry errors. Nearmap technology (obtained December 2023) will improve accuracy of real estate improvements by providing access to fenced or otherwise hidden areas through oblique and vertical overhead views from scalable flyover seasonal camera views, including historic views dating back to 2015, which is also helpful in defending court cases.
2. **Monitor exemption programs and report impacts to Board of Directors.** The Assessor's office tracks all of the exemption programs annually. The impact and implementation of the new pilot program for Veteran's for the 22GL was considered flawed and vague as written and was not carried forward.
3. **Successfully implement updated Delinquent Tax Collection policy and commence update of Water/Sewer Delinquent Collection policy.** The departments are now separate, this is a tax collector goal.
4. **Move towards cashless transactions in office and expand payment kiosk program.** The departments are now separate, this is a tax collector goal.

FINANCE – ASSESSMENT

2024/25 GOALS

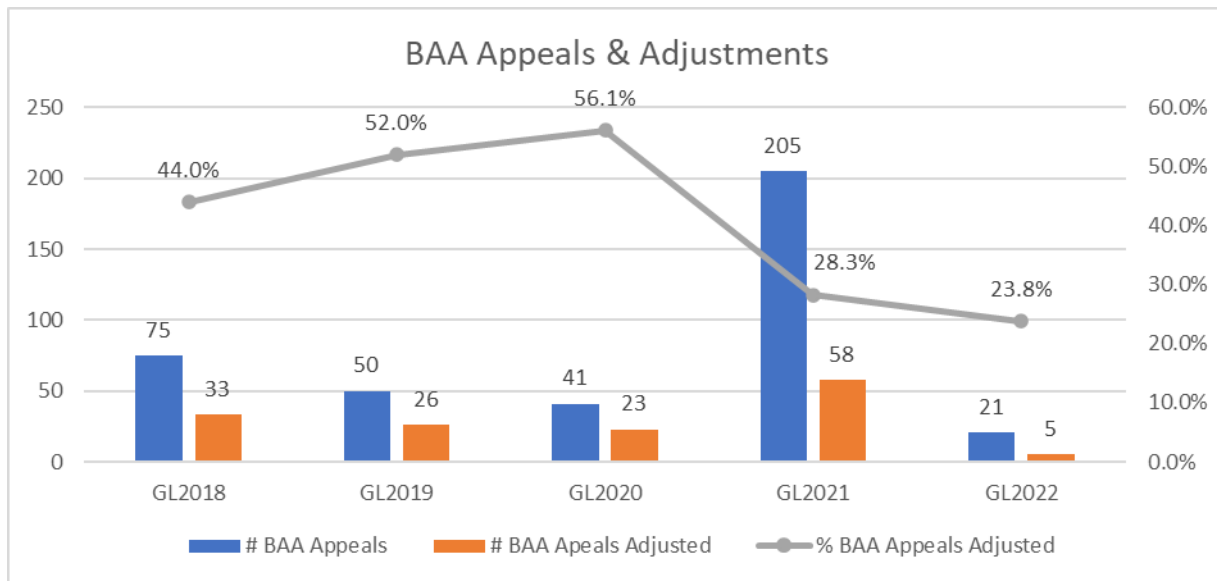
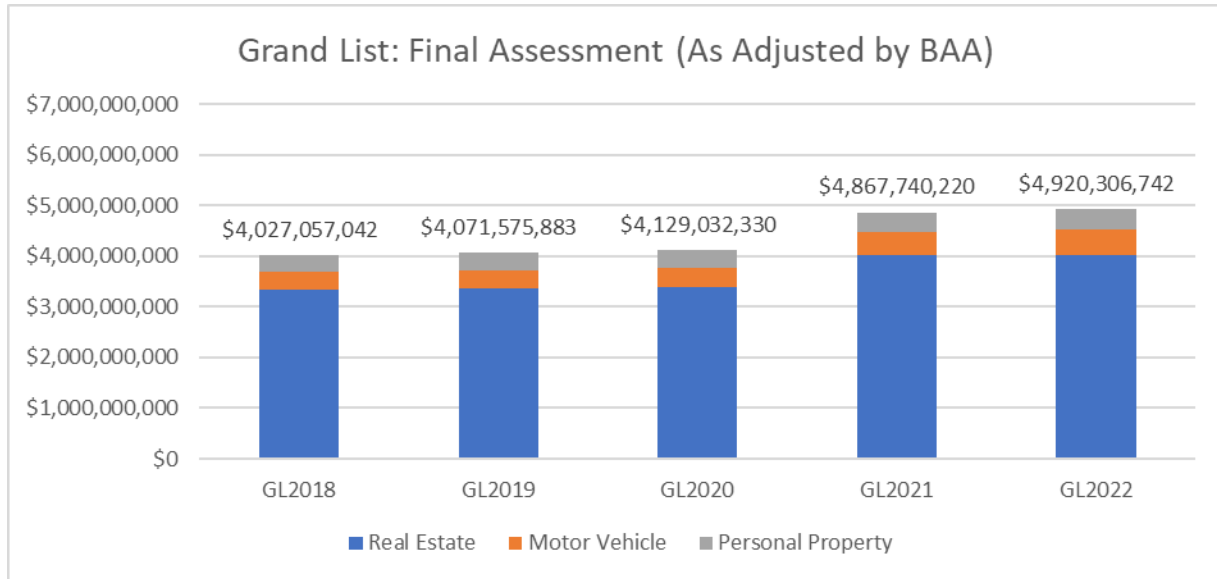
1. **Grow the grand list through discovery efforts.** The methods to do so are in the three sub-goals.
 - A. Train the current staffing in collecting data for real estate and personal property in the field, including onboarding the new technology being implemented for efficiency.
 - B. Create and/or improve the systems for tracking and monitoring parcel and business changes, including cross-referencing various sources for accuracy.
 - C. Build mutually beneficial relationships by sharing relevant data with the Building Department, Engineering and Fire Marshall offices, etc. to develop a more connected experience for the taxpayers and bridge gaps in property records across departments.

WORKLOAD STATISTICS

Fiscal Year Grand List Year	FY2019 GL2018	FY2020 GL2019	FY2021 GL2020	FY2022 GL2021	FY2023 GL2022	Trend
Grand List Final Assessment						
Real Estate	\$3,340,043,761	\$3,367,197,920	\$3,390,409,830	\$4,013,803,160	\$4,018,282,735	
Motor Vehicle	\$343,827,160	\$352,223,950	\$371,006,000	\$461,625,350	\$497,836,202	
Personal Property	\$343,186,121	\$352,154,013	\$367,616,500	\$392,311,710	\$404,187,805	
Total	\$4,027,057,042	\$4,071,575,883	\$4,129,032,330	\$4,867,740,220	\$4,920,306,742	
% Change	0.7%	1.1%	1.4%	17.9%	1.1%	
Percent of Grand List (Assessment)						
Real Estate	82.9%	82.7%	82.1%	82.5%	81.7%	
Motor Vehicle	8.5%	8.7%	9.0%	9.5%	10.1%	
Personal Property	8.5%	8.6%	8.9%	8.1%	8.2%	
Accounts by Type						
Real Estate	18,671	18,678	18,730	18,728	18,728	
Motor Vehicle	45,634	45,785	44,242	44,618	45,259	
Personal Property	3,061	3,011	3,037	3,071	3,044	
Total	67,366	67,474	66,009	66,417	67,031	
Percent of Grant List (Accounts)						
Real Estate	27.7%	27.7%	28.4%	28.2%	27.9%	
Motor Vehicle	67.7%	67.9%	67.0%	67.2%	67.5%	
Personal Property	4.5%	4.5%	4.6%	4.6%	4.5%	
Assessment Value of Tax Exemptions						
Fully Exempt Real Estate	\$401,902,790	\$405,323,290	\$406,340,430	\$416,156,981	\$447,372,961	
MME	\$93,313,350	\$104,085,900	\$122,350,910	\$111,246,220	\$121,061,622	
PP Tax Exempt Inst.	\$4,954,249	\$4,469,487	\$4,954,249	\$3,286,700	\$2,777,590	
Non-Reimbursed	\$9,260,040	\$8,980,030	\$8,734,990	\$8,569,580	\$8,084,580	
Additional Veteran	\$4,419,350	\$4,343,870	\$4,209,050	\$4,062,520	\$3,949,630	
Disabled	\$578,660	\$562,570	\$580,760	\$608,820	\$612,460	
Economic & Developmental	\$37,962,699	\$24,117,700	\$18,020,400	\$17,170,850	\$11,818,880	
All Other	\$17,705,590	\$19,710,750	\$20,594,970	\$25,400,285	\$5,285,643	
Total	\$570,096,728	\$571,593,597	\$585,785,759	\$586,501,956	\$600,963,366	
Tax Exemptions as a % of Total Assessment	12.4%	12.3%	12.4%	10.8%	10.9%	
# Assessment Increases	505	537	609	17,216	930	

Fiscal Year Grand List Year	FY2019 GL2018	FY2020 GL2019	FY2021 GL2020	FY2022 GL2021	FY2023 GL2022	Trend
Appeals						
# BAA Appeals	75	50	41	205	21	
# BAA Appeals Adjusted	33	26	23	58	5	
% BAA Appeals Adjusted	44.0%	52.0%	56.1%	28.3%	23.8%	
Amount of Total Adjustment (March BAA)	-\$1,092,370	\$2,003,610	-\$2,553,890	-\$3,927,310	\$767,467	

FINANCE – ASSESSMENT



FINANCE – COLLECTION

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	-	304,452	148,712	301,345	331,626	27,174	8.93%
Employee Benefits	-	119,084	58,428	118,978	128,282	9,198	7.72%
Purchased Services	1,772.35	42,350	26,165	42,350	45,960	3,610	8.52%
Supplies	-	2,500	564	2,500	3,000	500	20.00%
Equipment	-	500	-	500	500	-	0.00%
Other	-	-	-	-	-	-	N/A
TOTAL COLLECTION	1,772.35	468,886	233,869	465,673	509,368	40,482	8.63%

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

Personnel & Employee Benefits:

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

- Increase reflects salary adjustments to bring both the Director of Collections in line with comparable positions in other divisions, and upgrades the Account Associate to Senior Account Associate.

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
Collector of Revenue*	1.00	1.00	1.00	1.00	1.00
Account Associate	1.00	1.00	1.00	0.00	0.00
Senior Account Associate	1.00	1.00	1.00	2.00	2.00
Delinquent Collector	1.00	1.00	1.00	1.00	1.00
TOTAL ASSESSMENT & COLLECTION FT STAFF	4.00	4.00	4.00	4.00	4.00

* Formerly Assistant Collector of Revenue

Part Time Positions	Budgeted Hours 2023/24	Full Time Equivalents	Budgeted Hours 2024/25	Full Time Equivalents	Change in FTE's
Tax Clerk	918	0.44	918	0.44	0.00
TOTAL COLLECTION PT STAFF	918	0.44	918	0.44	0.00

FINANCE – COLLECTION

Purchased Services and Supplies:

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

STATUS OF 2023/24 GOALS

- 1. Successfully implement updated Delinquent Tax Collection policy.**
Utilizing the updated Delinquent Tax Collection policy, the tax sale this year only presented one viable property for sale. All other accounts were brought current per policy criteria and omitted the tax sale.
- 2. Move towards cashless transactions in office and expand payment kiosk program.**
Cashless tax transactions have increased 26% in the past year due to accessible and effective online and phone payment systems.

2024/25 GOALS

1. Continue update of Water/Sewer Delinquent Collection policy to align with Tax Delinquent Collection policy so all properties have consistent collection criteria.
2. Mail tax bills out the first week of June to increase percentage of early collection and earn additional interest on funds. Also, allows more time for taxpayers to plan accordingly.
3. Effectively communicate the impact of the Eighth Utilities District merger on July 1, 2023, and successfully collect the delinquent taxes absorbed by the merger.
4. Continue to focus on tax collection and enforcement efforts. This will continually be a goal for our department to maintain a high collection rate while assisting the taxpayers by providing an accessible and convenient experience.

FINANCE – PURCHASING

DESCRIPTION

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

1) Purchasing

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

2) Central Duplicating

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

3) Telephone Service

- Manages Centrex line telephone service within the Town; and

4) Central Mailing

- Provides postage and monitors mailing by all Town departments.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	294,997.25	286,796	148,871	305,871	325,758	38,962	13.59%
Employee Benefits	110,559.15	117,185	59,023	118,890	128,018	10,833	9.24%
Purchased Services	252,671.04	230,600	136,803	260,606	284,700	54,100	23.46%
Supplies	1,443.43	4,000	9,191	18,925	4,000	-	0.00%
Equipment	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL PURCHASING	659,670.87	638,581	353,887	704,292	742,476	103,895	16.27%

Personnel & Employee Benefits:

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

- An increase of \$4,500 for overtime, reflecting the actual workload for year-end and new-year purchase order and contract processing.

FINANCE – PURCHASING

- An increase of \$10,960 to promote the Account Associate to Senior Account Associate.

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
Director of Purchasing	1.00	0.00	0.00	0.00	0.00
Purchasing Agent	0.00	1.00	1.00	1.00	1.00
Government Buyer	1.00	1.00	1.00	1.00	1.00
Account Associate	1.00	0.00	0.00	0.00	0.00
Senior Account Associate	0.00	1.00	1.00	1.00	1.00
Print Shop Supervisor	1.00	1.00	1.00	1.00	1.00
TOTAL PURCHASING FT STAFF	4.00	4.00	4.00	4.00	4.00

Part Time Positions	Budgeted Hours 2023/24	Full Time Equivalents	Budgeted Hours 2024/25	Full Time Equivalents	Change in FTE's
Print Shop Assistant	320	0.15	320	0.15	0.00
TOTAL PURCHASING PT STAFF	320	0.15	320	0.15	0.00

Purchased Services and Supplies:

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

- An increase of \$43,000 for postage, reflecting the actual cost for regular postage as well as annual tax bill mailings.

PLANNING & ECONOMIC DEVELOPMENT

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	497,974.48	614,298	303,152	615,082	647,398	33,100	5.39%
Employee Benefits	177,694.40	220,672	105,648	217,429	234,074	13,402	6.07%
Purchased Services	45,581.28	74,742	23,758	74,742	72,319	(2,423)	-3.24%
Supplies	3,888.23	4,367	709	4,367	4,630	263	6.02%
Equipment	4,533.03	1,000	659	1,000	1,200	200	
Other	-	-	-	-	-	-	
TOTAL PLANNING & EC DEVEL	729,671.42	915,079	433,925	912,620	959,621	44,542	4.87%

Cost Redistributions:

Initial Recommended	\$ 959,621
Centralization of shared software costs (permitting software) into IT budget	\$ (17,635)
Move North Central Conservation District funding from Fixed Misc to Planning	\$ 1,494
Move Greater Hartford Transit District funding from Fixed Misc to Planning	\$ 9,598
Adjusted Recommended	\$ 953,078

Personnel & Employee Benefits:

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

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
Dir. of Planning & Economic Devel.	1.00	1.00	1.00	1.00	1.00
Principal Development Planner	1.00	1.00	1.00	1.00	1.00
Principal Comprehensive Planner	1.00	1.00	1.00	1.00	1.00
Senior Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Environmental Planner / Wetlands Agent	1.00	1.00	1.00	1.00	1.00
Economic Development Specialist	1.00	1.00	1.00	1.00	1.00
TOTAL PLANNING FT STAFF	7.00	7.00	7.00	7.00	7.00

PLANNING & ECONOMIC DEVELOPMENT

Purchased Services, Supplies, and Equipment:

Covers office administration expenses for the Planning & Economic Development office, professional development and affiliations, public notice costs for regulatory board meetings, and support for the Downtown Development Office. No significant adjustments.

STATUS OF 2023/24 GOALS

1. Attract additional private investment to Downtown Manchester and oversee completion of Downtown Loan funded projects. Identify a future use for the existing Mary Cheney Library building.

Downtown Manchester has continued to attract significant private investment over the past year with both property owners and small businesses choosing to locate and invest here. Since its inception the Downtown 2020 Loan Fund assisted property owners with three transformative downtown projects:

- a. The Firestone Art Studio & Café: Complete
- b. 623 Main (AKA 2-4 Pearl): Residential units complete. Restaurant and speakeasy/bar under construction and expected to be completed in 2024.
- c. 893 Main: Residential units expected to be completed by 2024.

During FY24 the Board of Directors established a Library Building Committee which, along with overseeing planning and construction for the new Downtown library, is charged with identifying a new use for the Mary Cheney building.

2. Develop and begin the implementation of programs for ARPA-funded business and housing rehabilitation assistance programs.

The department created two separate Economic Development grant programs using ARPA funds: A façade and signage improvement program; and a program to assist with transformative rehabilitation projects through building, fire and health code improvements. Interest has been strong and the Economic Development Commission expects to award the full allocation of grant funds (\$1.2 million) by the end of 2024. Funding for the housing rehabilitation assistance program will likely be reallocated by the Board of Directors

3. In partnership with the Town Manager's office and other departments, secure additional funding for and advance the Downtown Streetscape and Library projects.

The Department submitted a successful application for a Community Investment Fund (CIF) grant (\$7.5 million) and submitted a Round 4 application for \$9.5 million for the Library project. Staff continues to work with Engineering and other departments and divisions to identify appropriate funding sources to fill remaining financial gaps.

PLANNING & ECONOMIC DEVELOPMENT

- 4. Develop a plan for adult-use cannabis sales tax revenue to further community development, engagement, and equity goals.**

The Town has begun utilizing revenue from local cannabis sales tax for these purposes.

- 5. Organize and begin implementation of Manchester NEXT, the 2023 Plan of Conservation and Development.**

Department staff completed a POCD implementation document, which identifies, prioritizes, and assigns key plan goals and objectives. Staff will update the document at least yearly to track implementation progress. In partnership with the Planning and Zoning Commission, the department plans to lead a comprehensive rewrite of the Town's Zoning Regulations in FY25, which will address many of the plan's recommended actions.

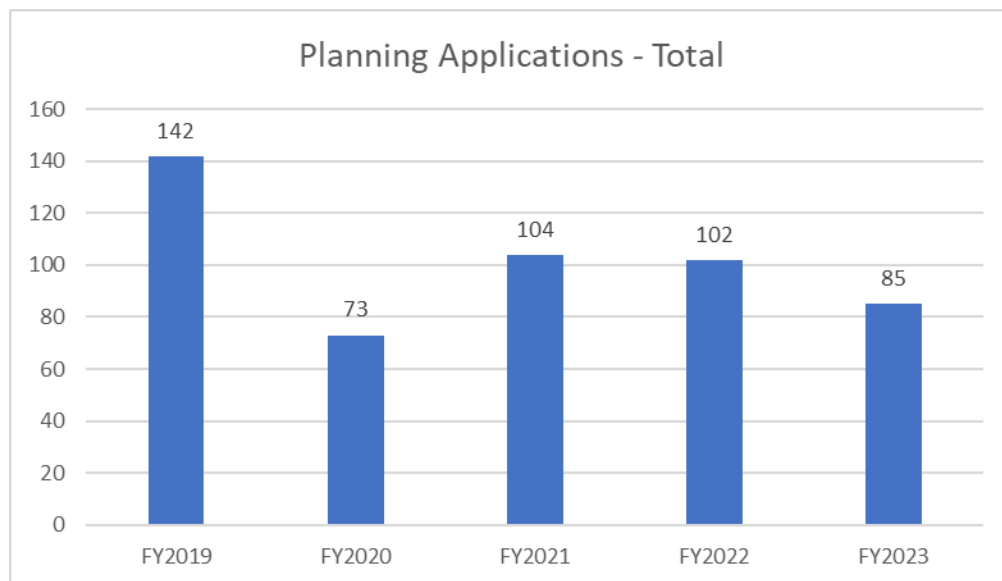
2024/25 GOALS

- 1. Complete a comprehensive rewrite of the Manchester Zoning Regulations.**
- 2. Finalize Downtown real estate transactions for the library and other projects. Secure a developer for 942/1050 Main Street.**
- 3. In partnership with the Town Manager's office, other departments and the community, finalize funding for and advance the Downtown Streetscape and Library projects.**
- 4. Expand and enhance community engagement efforts through the CDBG Consolidated Plan update, Downtown for All, and other planning projects.**
- 5. Oversee permitting Broad Street Parkade development.**

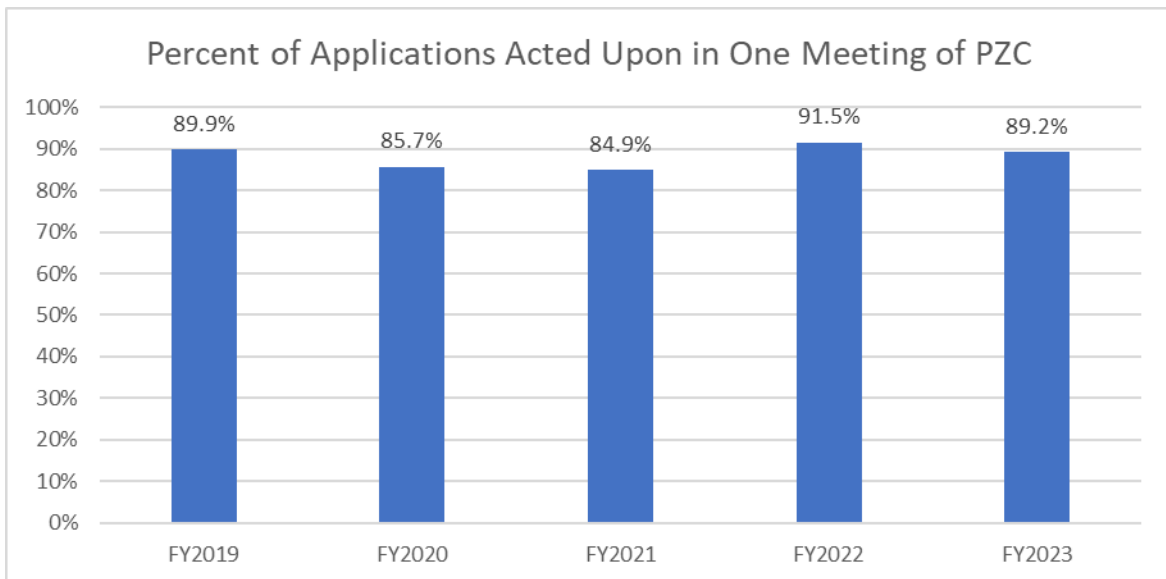
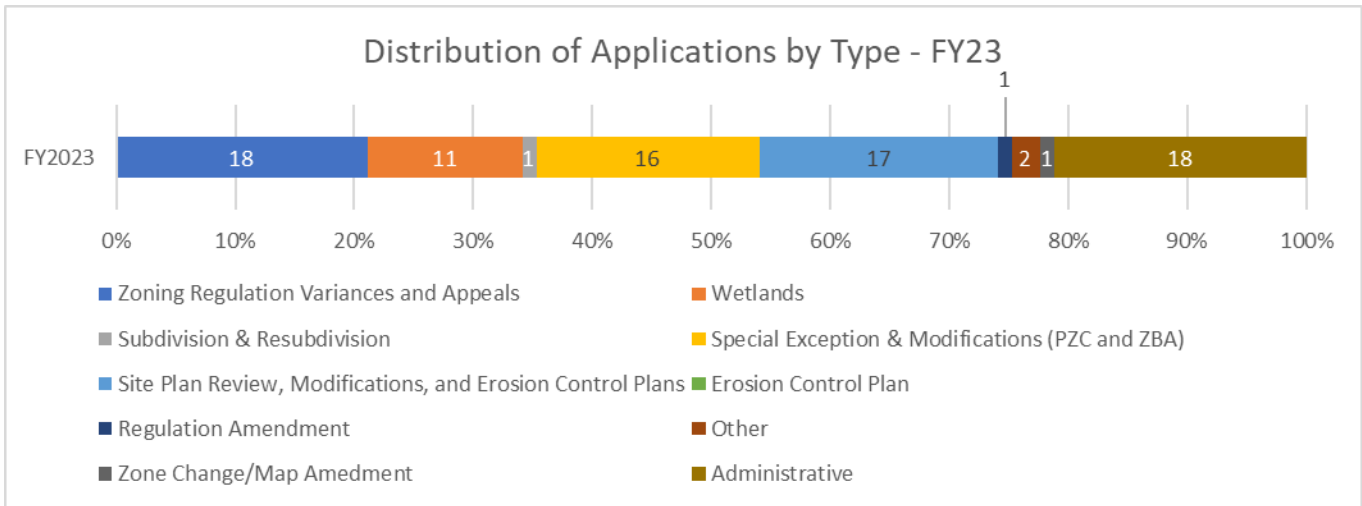
PLANNING & ECONOMIC DEVELOPMENT

WORKLOAD STATISTICS

	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
New Applications Processed						
Zoning Regulation Variances and Appeals	17	13	20	20	18	↔↔↔↔↔
Wetlands	14	11	11	9	11	↔↔↔↔↔
Subdivision & Resubdivision	3	1	1	1	1	↔↔↔↔↔
Special Exception & Modifications (PZC and ZBA)	29	12	13	18	16	↔↔↔↔↔
Site Plan Review, Modifications, and Erosion Control Plans	27	8	15	14	17	↔↔↔↔↔
Erosion Control Plan	0	0	1	0	0	↔↔↔↔↔
Regulation Amendment	6	2	4	7	1	↔↔↔↔↔
Other	15	8	6	7	2	↔↔↔↔↔
Zone Change/Map Amedment	4	3	2	0	1	↔↔↔↔↔
Administrative	27	15	31	26	18	↔↔↔↔↔
Total	142	73	104	102	85	
Number of Applications Referred to PZC or ZBA	109	70	73	71	65	↔↔↔↔↔
Number of Applications Acted Upon in One Meeting of PZC or ZBA	98	60	62	65	58	↔↔↔↔↔
% of Applications Acted Upon in One Meeting of PZC	89.9%	85.7%	84.9%	91.5%	89.2%	↔↔↔↔↔
Number of Applications Receiving an Extension	22	7	4	3	3	↔↔↔↔↔
Percent of Applications Receiving an Extension	19.3%	11.9%	3.8%	2.9%	3.5%	↔↔↔↔↔
# of Days From Submission to Action by the PZC						
Zoning Regulation Variances and Appeals	33	55	31	35	56	↔↔↔↔↔
Wetlands	47	47	44	39	72	↔↔↔↔↔
Subdivision & Resubdivision	48	103	74	56	61	↔↔↔↔↔
Special Exception & Modifications (PZC and ZBA)	54	47	43	54	76	↔↔↔↔↔
Site Plan Review, Modifications, and Erosion Control Plans	50	40	44	39	45	↔↔↔↔↔
Regulation Amendment	28	35	33	40	34	↔↔↔↔↔
Other	17	23	31	21	23	↔↔↔↔↔
Zone Change/Map Amedment	55	46	104	63	162	↔↔↔↔↔
Administrative	21	168	24	39	53	↔↔↔↔↔
Average	39	62	48	43	65	↔↔↔↔↔
Total Number of Inspections Conducted	99	140	88	112	132	

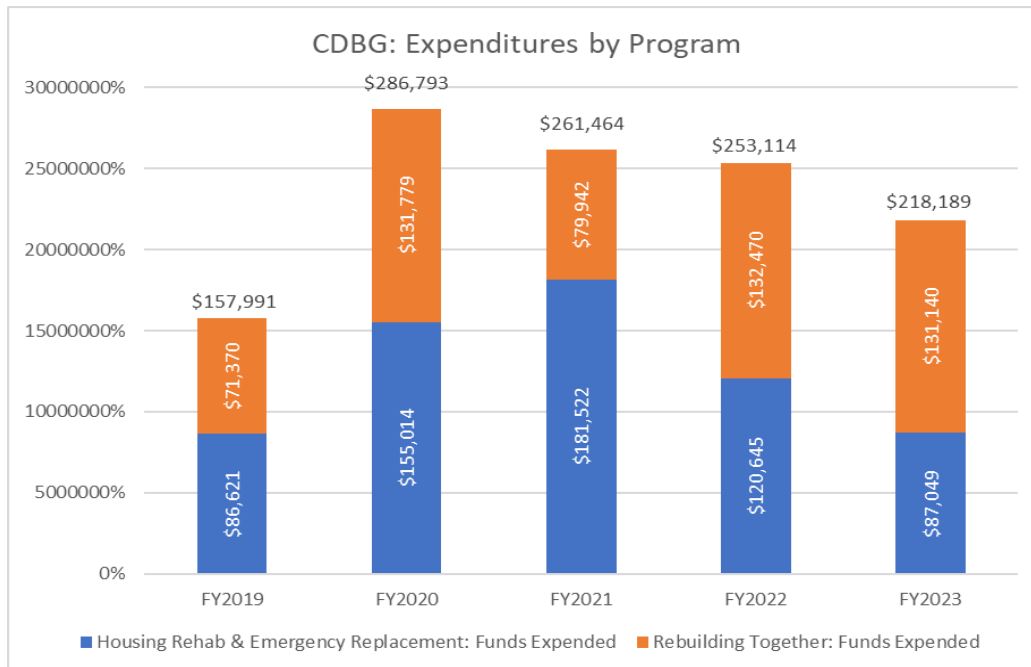


PLANNING & ECONOMIC DEVELOPMENT



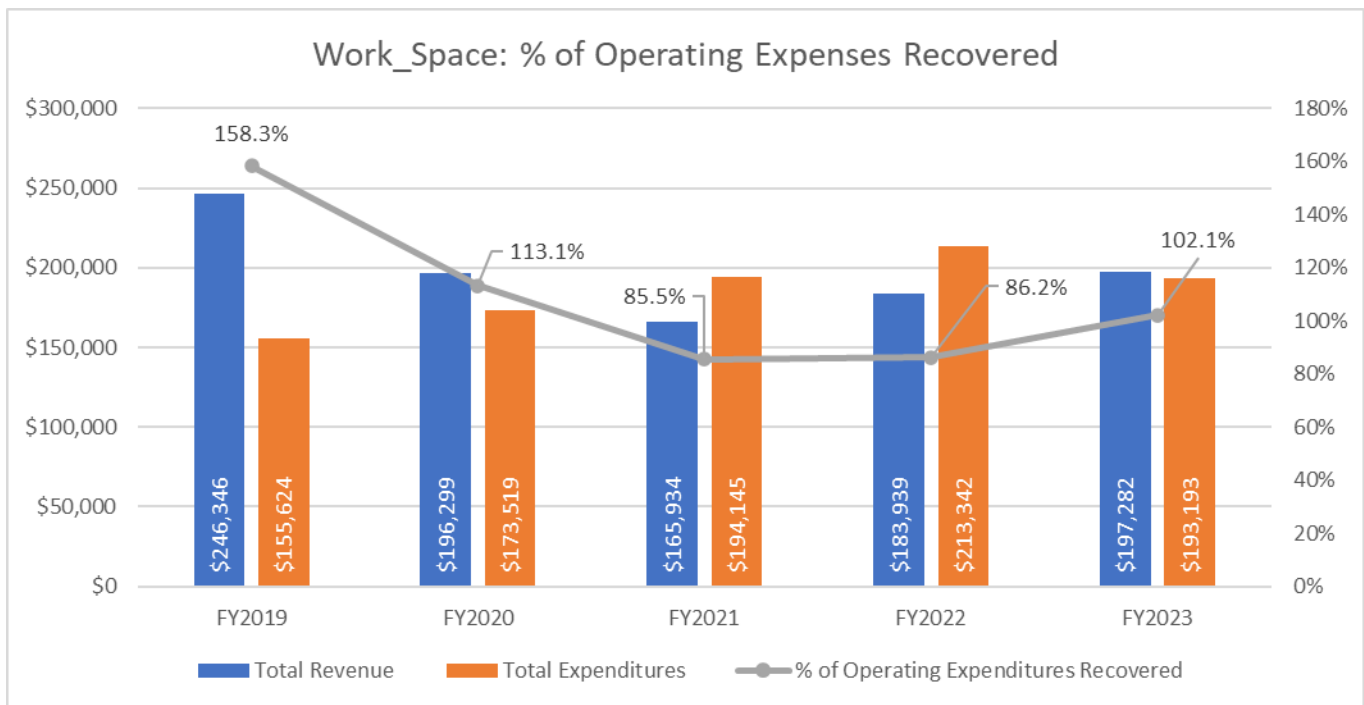
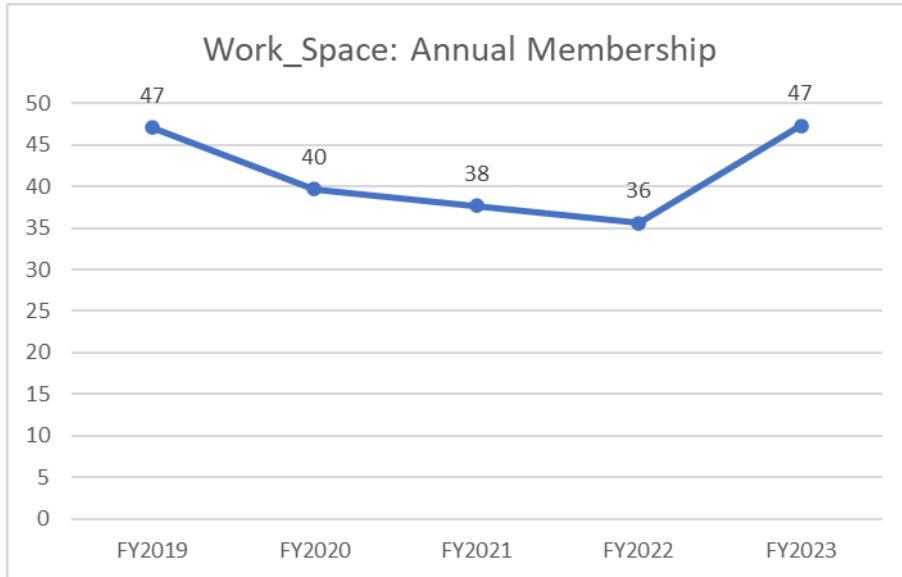
PLANNING & ECONOMIC DEVELOPMENT

	FFY2019	FFY2020	FFY2021	FFY2022	FFY2023
CDBG Program					
Number of Program Applications Received	13	17	12	15	10
Number of Projects Funded	11	12	11	7	6
Percent of Projects Funded	85%	71%	92%	47%	60%
Award Amount	\$565,271	\$562,699	\$573,047	\$573,392	\$548,291
Reprogrammed Amount	\$637,271	\$61,132	\$121,978	\$0	\$0
Total Amount	\$1,202,542	\$623,831	\$695,025	\$573,392	\$548,291
Number of Projects Completed	8	7	7	8	TBD
Percent of Projects Completed	73%	58%	64%	114%	TBD
		Some projects in FY22 were carried over from prior years.			
Housing Rehab & Emergency Replacement: # of Households Benefitting	11	13	16	9	9
Rebuilding Together: # of Households Assisted	8	12	7	10	8
Housing Rehab & Emergency Replacement: Funds Expended	\$86,621	\$155,014	\$181,522	\$120,645	\$87,049
Rebuilding Together: Funds Expended	\$71,370	\$131,779	\$79,942	\$132,470	\$131,140
Total	\$157,991	\$286,793	\$261,464	\$253,114	\$218,189
Other Programs (Active)					
MHA Accessible Showers					1
Interval House East	731	598	817	958	838
CO Detector Program			16	14	39
RRFB Flashing Crosswalks					0
Work_Space Accessibility					1
Hilliard Street Sidewalks					0



PLANNING & ECONOMIC DEVELOPMENT

	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Work_Space (Meeting Center/Coworking Space)						
Members	47	40	38	36	47	↘↘↘↗
Meeting Center Events	904	782	51	394	571	↘↘↘↗
Visits	10,933	8,024	1,010	3,166	4,594	↘↘↘↗
Total Revenue	\$246,346	\$196,299	\$165,934	\$183,939	\$197,282	↘↘↘↗
Total Expenditures	\$155,624	\$173,519	\$194,145	\$213,342	\$193,193	↘↘↘↗
% of Operating Expenditures Recovered	158.3%	113.1%	85.5%	86.2%	102.1%	↘↘↘↗



TOWN CLERK

DESCRIPTION

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

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	258,766.92	314,238	149,578	300,715	322,169	7,931	2.52%
Employee Benefits	122,877.66	139,729	57,912	127,134	147,896	8,167	5.84%
Purchased Services	48,991.64	84,700	17,487	84,700	82,850	(1,850)	-2.18%
Supplies	2,831.41	6,000	890	6,000	4,500	(1,500)	-25.00%
Equipment	-	2,000	-	2,000	2,000	-	0.00%
Other	-	-	-	-	-	-	-
TOTAL TOWN CLERK	433,467.63	546,667	225,868	520,549	559,415	12,748	2.33%

Cost Redistributions:

Initial Recommended	\$ 559,415
Centralization of shared software costs (records management software) into IS budget	\$ (29,500)
Adjusted Recommended	\$ 529,915

Personnel & Employee Benefits:

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

TOWN CLERK

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
Town Clerk	1.00	1.00	1.00	1.00	1.00
Deputy Town Clerk	1.00	1.00	1.00	1.00	1.00
Assistant Town Clerk	2.00	2.00	1.00	2.00	1.00
Land Records Clerk	2.00	2.00	2.00	2.00	2.00
TOTAL TOWN CLERK FT STAFF	6.00	6.00	5.00	6.00	5.00

Part Time Positions	Budgeted Hours 2023/24	Full Time Equivalents	Budgeted Hours 2024/25	Full Time Equivalents	Change in FTE's
Clerical Assistant	1,040	0.50	1,040	0.50	0.00
TOTAL TOWN CLERK PT STAFF	1,040	0.50	1,040	0.50	0.00

Purchased Services and Supplies:

Covers the cost of office administration expenses for the Town Clerk's office and records vault, professional development and affiliations, printing and archival services for Town records, records software and databases, and absentee ballots, with no major adjustments.

STATUS OF 2023/24 GOALS

- 1. Continue to improve the space usage of the Town Clerk vault to accommodate the growing number of permanent records. This includes recreating large volumes not smaller, more accessible binders.**
Ongoing.
- 2. Continue to enhance electronic image quality on the Town Clerk's land records portal.**
Ongoing.
- 3. Continue electronic media back file conversion of permanent records for military discharges-**
Ongoing.
- 4. Improve the Department's ability to share useful information/records with other departments electronically.**
Ongoing.
- 5. Enhance visibility AND COMMUNICATE awareness of the Town Clerk's office to the public.**
Ongoing.

TOWN CLERK

2024/25 GOALS

1. Continue to improve the current space of permanent records in the Town Clerk's vault and work towards increasing the space for the continued growth in volume of permanent records.
2. Continue to enhance the quality of the electronic images within the Town Clerk's land records portal.
3. Improve the quality of the paper permanent records by moving towards digitizing of these permanent records.
4. Improve the indexing process of the permanent records.
5. Continue to build on the delivery of services, by improving access to public records.
6. Improve the communication and sharing of information with other departments and the public by way of the website.

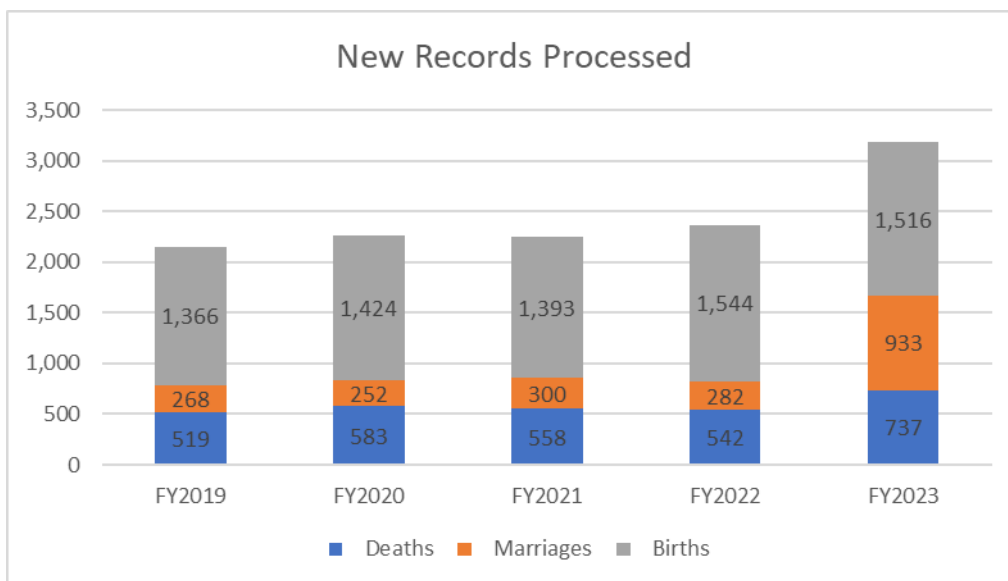
TOWN CLERK

WORKLOAD STATISTICS

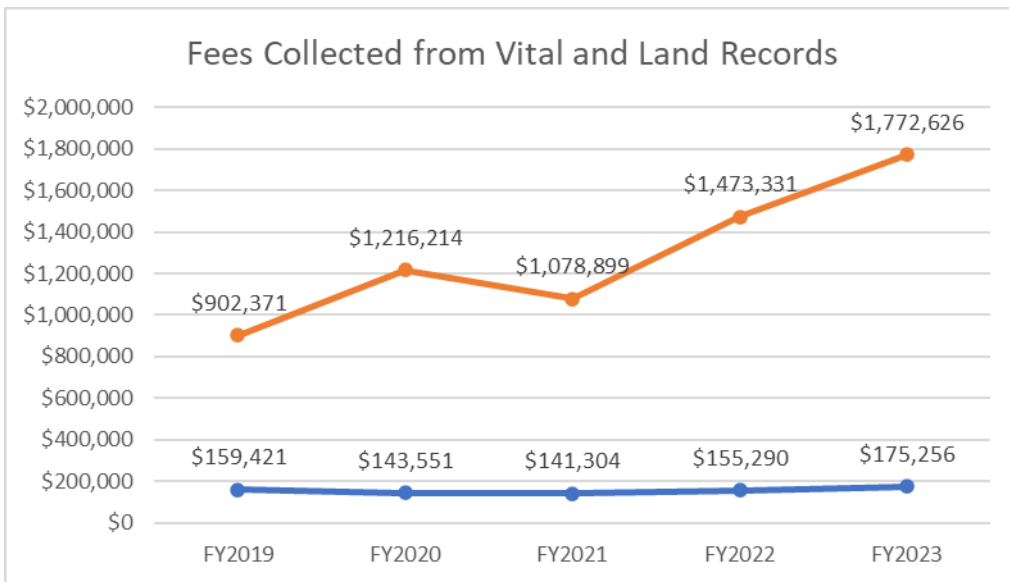
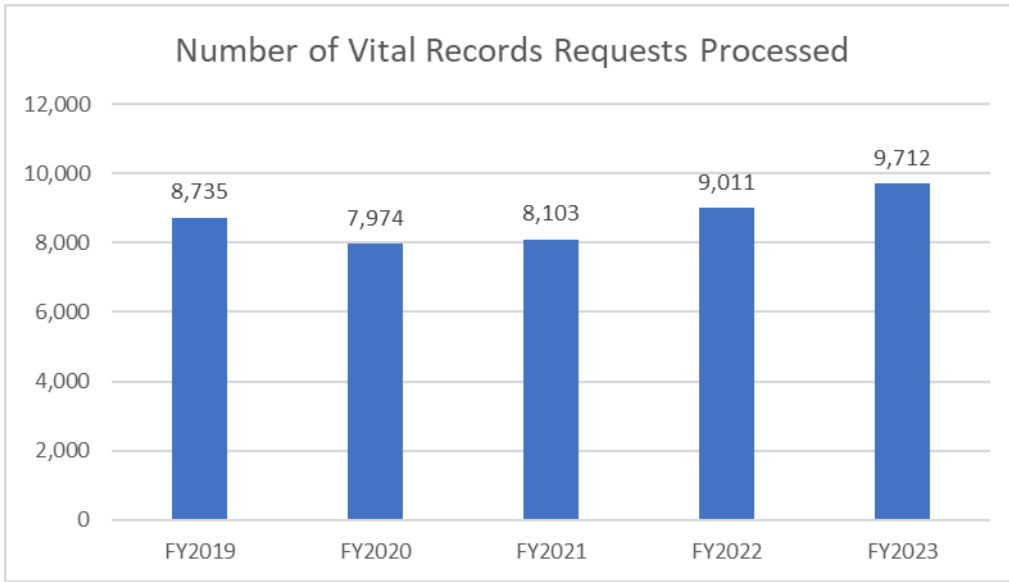
	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Vital Records						
Deaths	519	583	558	542	737	
Marriages	268	252	300	282	933	
Births	1,366	1,424	1,393	1,544	1,516	
Fetal Deaths	7	3	7	18	8	
Total	2,160	2,262	2,258	2,386	3,194	
Confidential Records	120	110	56	71	109	
Vital Records (Other Jurisdictions)						
Deaths	208	204	186	214	210	
Marriages	207	161	184	176	214	
Births	474	371	438	427	413	
Fetal Deaths	0	1	2	5	2	
Total	889	737	810	822	839	
Percent of Total Records Processed from Other Jurisdictions	29%	25%	26%	26%	21%	
Vital Records Requiring Amendments or Additional Processing	267	291	306	276	138	
Total Number of Vital Records Requests Processed	8,735	7,974	8,103	9,011	9,712	
Fees Collected (Vital)	\$159,421	\$143,551	\$141,304	\$155,290	\$175,256	

	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Land Records						
Number of New Land Records Indexed (In-Person)	6,722	6,727	8,641	9,217	6,589	
Number of New Land Records Processed/Received for Filing Online	1,564	1,874	2,930	3,016	2,055	
Number of Land Records Containing Errors	94	46	50	11	10	
% of Land Records Containing Errors	1.4%	0.7%	0.6%	0.1%	0.2%	
Number of Record Requests Accessed (In-Person)	21,406	13,338	3,261	4,553	5,830	
Number of Record Requests Accessed (Online)	24,147	31,172	54,666	55,887	10,722	
% of Land Records Accessed Online	53.2%	72.8%	94.2%	92.2%	64.8%	
% of Land Records Processed Online	23.3%	27.9%	33.9%	32.7%	31%	
Fees Collected (Land)	\$902,371	\$1,216,214	\$1,078,899	\$1,473,331	\$1,772,626	

	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Other Services						
Number of Dog Licenses	3,213	2,351	3,017	3,462	6,316	
Revenue from Dog Licenses	\$13,507	\$10,037	\$11,993	\$14,627	\$33,498	
Number of Absentee Ballots Processed	1,393	353	16,931	2,534	2,957	
Number of Claims/Summons	60	64	39	98	38	



TOWN CLERK



REGISTRARS OF VOTERS

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	220,797.29	224,121	109,575	228,737	245,173	21,052	9.39%
Employee Benefits	92,487.83	96,169	46,264	93,804	102,429	6,260	6.51%
Purchased Services	42,237.28	37,360	4,908	37,878	48,120	10,760	28.80%
Supplies	8,089.24	5,250	1,724	5,250	6,675	1,425	27.14%
Equipment	1,056.94	5,500	4,692	5,900	-	(5,500)	-100.00%
Other	-	-	-	-	-	-	-
TOTAL REGISTRAR OF VOTERS	364,668.58	368,400	167,163	371,569	402,397	33,997	9.23%

Personnel & Employee Benefits:

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

- An increase of \$2,500 for overtime (Registrars Administration) and \$16,500 for part-time salaries (Registrars Regular Elections) to reflect the increased personnel cost of the State's newly established early voting law and the anticipated staffing needs for the 2024 elections.

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
Registrars	2.00	2.00	2.00	2.00	2.00
Assistant Registrar	2.00	2.00	2.00	2.00	2.00
TOTAL REGISTRAR FT STAFF	4.00	4.00	4.00	4.00	4.00

Part Time Positions	Budgeted Hours 2023/24	Budgeted Full Time Equivalents	Budgeted Hours 2024/25	Budgeted Full Time Equivalents	Change in FTE's
Deputy Registrars (2)		1.00		1.00	0.00
Office Assistant	133	0.06	133	0.06	0.00
TOTAL REGISTRAR PT STAFF	133	1.06	133	1.06	-

Purchased Services and Supplies:

Covers the cost of office administration expenses for the Registrar's office, professional development

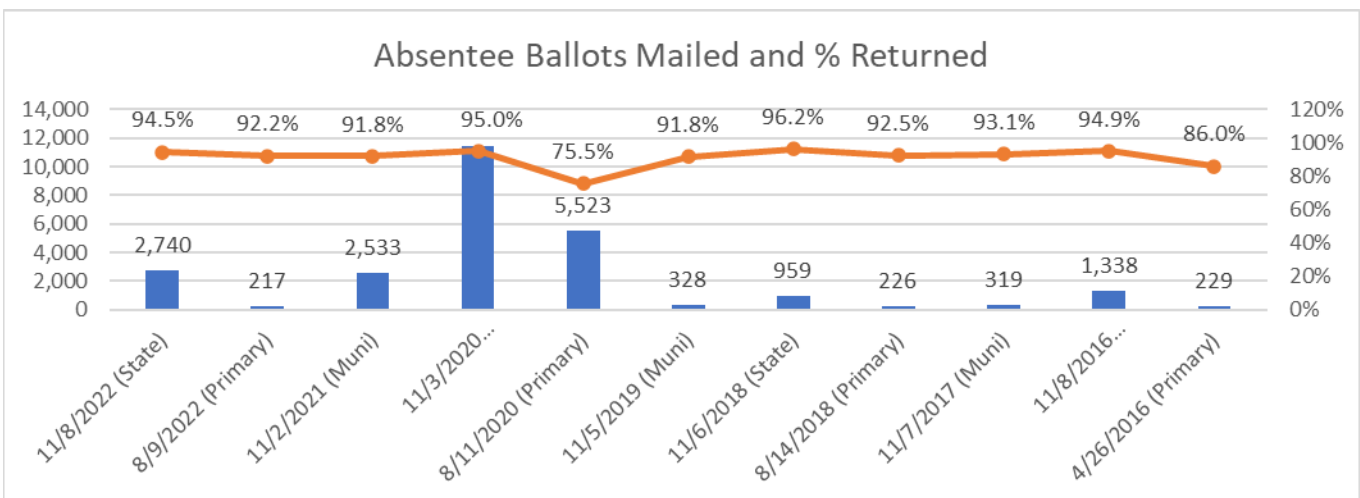
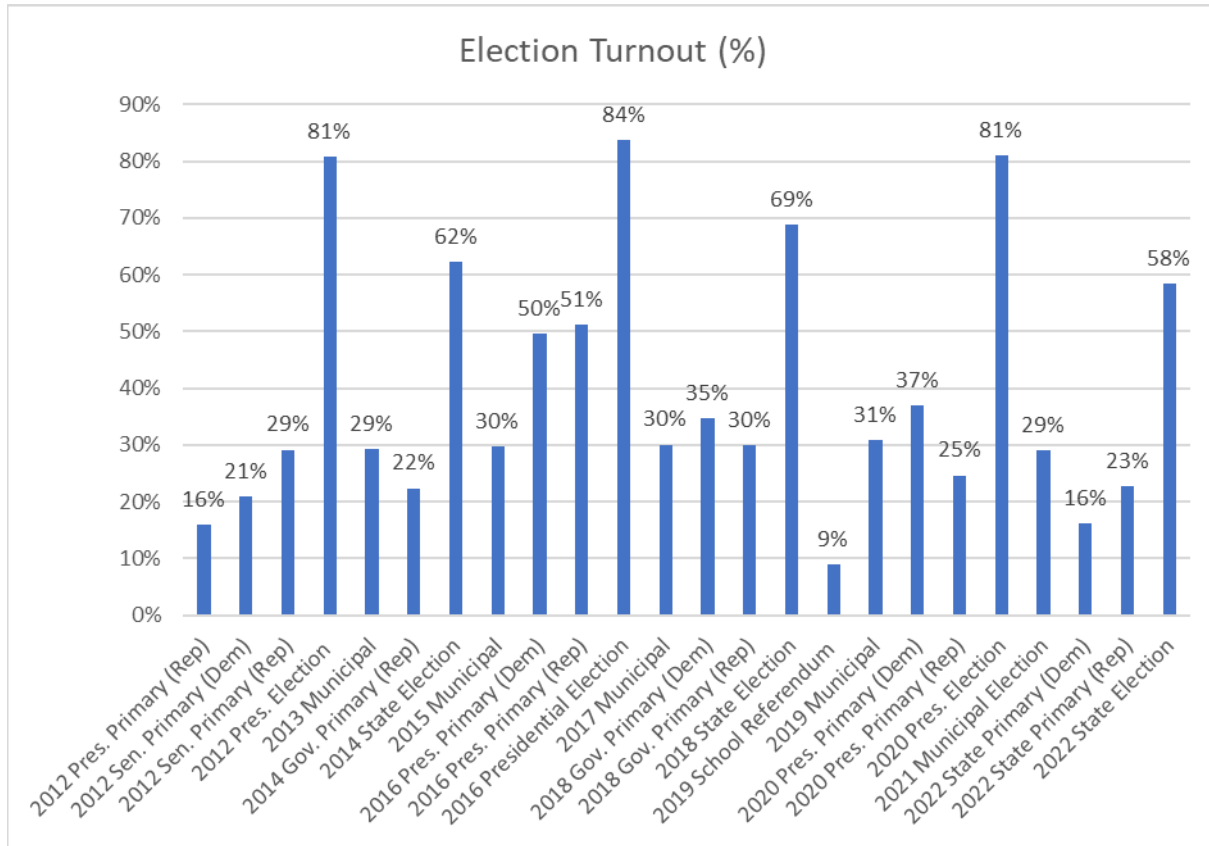
REGISTRARS OF VOTERS

and affiliations, expenses associated with elections and referenda, ballots, voting machines and maintenance, and mailings, with the following adjustment:

- An increase of \$8,360 for printing services, resulting from the cost of election ballots and anticipated demand for the 2024 elections.
- No equipment purchases are required in FY25.

REGISTRARS OF VOTERS

WORKLOAD STATISTICS



TOWN ATTORNEY

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	177,536.49	178,813	89,791	180,520	184,765	5,952	3.33%
Employee Benefits	62,863.80	63,643	31,651	64,080	67,184	3,541	5.56%
Purchased Services	205,039.59	163,399	77,784	163,399	165,567	2,168	1.33%
Supplies	4,364.72	9,757	2,742	9,757	9,909	152	1.56%
Equipment	2,010.78	1,599	630	1,599	1,259	(340)	-21.26%
Other	-	-	-	-	-	-	-
TOTAL TOWN ATTORNEY	451,815.38	417,211	202,597	419,355	428,684	11,473	2.75%

Personnel & Employee Benefits:

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

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Administrative Staff Attorney	1.00	1.00	1.00	1.00	1.00
TOTAL TOWN ATTORNEY FT STAFF	2.00	2.00	2.00	2.00	2.00

Purchased Services and Supplies:

Covers the cost of office administration for the Town Attorney's office, legal fees & retainers, title searches, marshal services, appraisals, and legal references, with a marginal increase to budgeted legal fees to cover cost increases.

PROBATE COURT

DESCRIPTION

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	-	-	-	-	-	-	-
Employee Benefits	-	-	-	-	-	-	-
Purchased Services	25,830.37	34,300	12,876	34,300	33,400	(900)	-2.62%
Supplies	7,288.47	10,000	1,941	10,000	10,000	-	0.00%
Equipment	2,510.12	2,400	4,041	5,095	2,400	-	0.00%
Other	-	-	-	-	-	-	-
TOTAL PROBATE COURT	35,628.96	46,700	18,858	49,395	45,800	(900)	-1.93%

Personnel & Employee Benefits:

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

Purchased Services and Supplies:

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



Recommended Budget

Town of Manchester,
Connecticut

FY 2024-25

Public Works



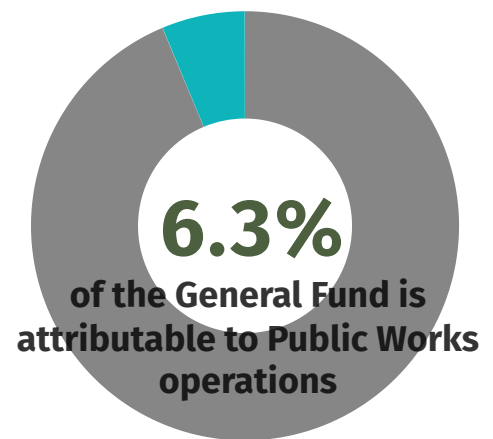
The Public Works section of the budget includes the Administrative, Engineering, Building Inspection, and Facilities Management divisions as well as Field Services.

Summary of Department Budgets

	Expended 2022/23	Adopted 2023/24	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over Current Adopted	Percent Change
DEPARTMENT OF PUBLIC WORKS						
DPW Administration	\$ 756,889.28	\$ 867,351	\$ 845,759	\$ 873,999	\$ 6,648	0.77%
Engineering	\$ 2,287,719.63	\$ 2,398,178	\$ 2,419,576	\$ 2,496,068	\$ 97,890	4.08%
Field Services	\$ 6,260,870.68	\$ 7,647,111	\$ 7,028,679	\$ 7,962,506	\$ 315,395	4.12%
Facilities	\$ 2,348,358.63	\$ 2,712,685	\$ 2,549,111	\$ 2,834,785	\$ 122,100	4.50%
Building Inspection	\$ 897,729.41	\$ 1,033,844	\$ 947,392	\$ 1,161,174	\$ 127,330	12.32%
TOTAL	\$ 12,551,567.63	\$ 14,659,169	\$ 13,790,517	\$ 15,328,532	\$ 669,363	4.57%

Cost Redistributions

Initial Recommended	\$ 15,328,532
DPW Admin- move Streetlights to Engineering, reclassify interdepartmental support fo admin staff as revenue, and move vehicle costs to Fleet Services	\$ (563,628)
Engineering- move Streetlights from DPW Admin, move shared software costs to IT, move vehicle costs to Fleet, reclassify Board of Ed streetlight cost shares as revenue	\$ 556,226
Field Services- centralize vehicle costs in Fleet Services, reclassify interdepartmental support of Field Services costs as revenue	\$ 820,179
Facilities- move Town Hall security & concierge services from Fixed Misc to Facilities; move vehicle costs to Fleet Services	\$ 128,840
Building Inspection- move shared software costs to IT, move vehicle costs to Fleet Services	\$ (28,971)
Adjusted Recommended	\$ 16,241,178



Total Budget

\$15,328,532



Increase

\$669,363



Percent Increase

4.57%

PUBLIC WORKS ADMINISTRATION

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	188,498.86	211,161	100,663	202,637	214,737	3,576	1.69%
Employee Benefits	56,534.02	65,140	32,244	64,752	68,312	3,172	4.87%
Purchased Services	507,004.97	579,300	199,371	567,420	579,200	(100)	-0.02%
Supplies	4,851.43	11,750	822	10,950	11,750	-	0.00%
Equipment	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL DPW ADMIN	756,889.28	867,351	333,099	845,759	873,999	6,648	0.77%

Expenditures by Function	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Administration	260,552.33	290,525	138,377	279,243	297,173	6,648	2.29%
Street Lights & Traffic Signals	496,336.95	576,826	194,722	566,517	576,826	-	0.00%
TOTAL DPW ADMIN	756,889.28	867,351	333,099	845,759	873,999	6,648	0.77%

Cost Redistributions:

Initial Recommended	\$ 873,999
Merge Streetlight costs with Engineering Department	\$ (576,826)
Convert split-funded positions to fully-funded, and reflect Enterprise Fund cost shares in the Interfund Transfer	\$ 17,198
Centralize fuel and motor vehicle repair costs in Fleet Services	\$ (4,000)
Adjusted Recommended	\$ 310,371

Personnel & Employee Benefits:

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

PUBLIC WORKS ADMINISTRATION

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
Director of Public Works	0.85	0.85	0.85	1.00	1.00
Environmental Services Manager	0.05	0.05	0.05	0.00	0.00
Management Analyst	0.05	0.05	0.05	0.00	0.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00
TOTAL DPW ADMIN FT STAFF	1.95	1.95	1.95	2.00	2.00

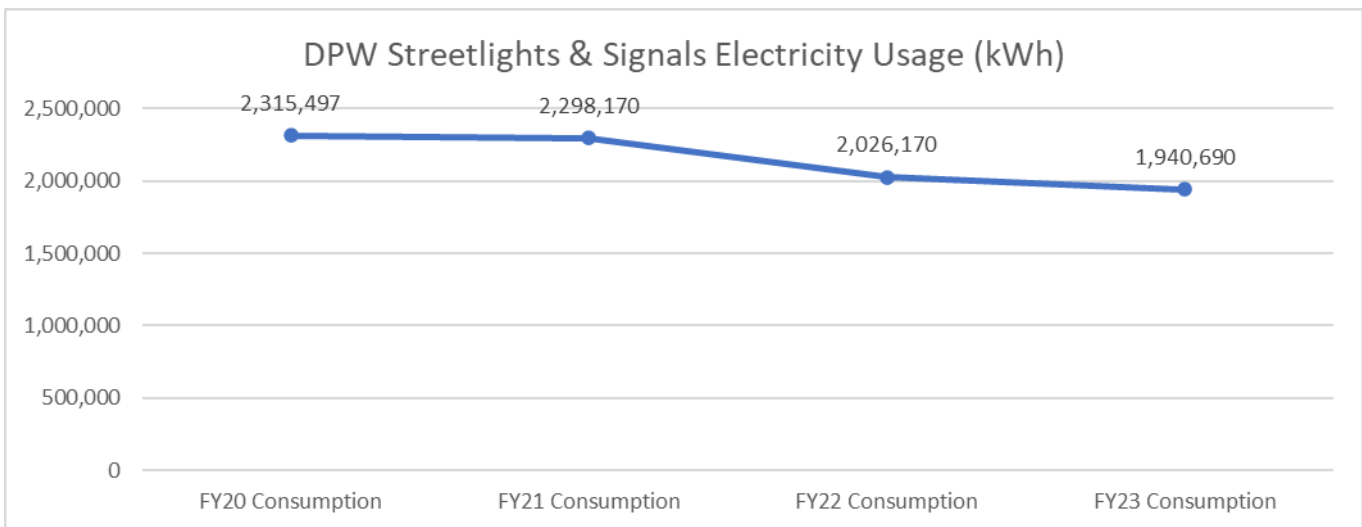
Part Time Positions	Budgeted Hours 2023/24	Full Time Equivalents	Budgeted Hours 2024/25	Full Time Equivalents	Change in FTE's
Street Light Inspector	236	0.11	236	0.11	0.00
TOTAL STREETLIGHTS PT STAFF	236	0.11	236	0.11	0.00

Beginning in FY25, the Public Works Director will be funded 100% in Public Works Administration, and the Environmental Services Manager and Management Analyst will be funded 100% in Sanitation Administration, with cost shares for those positions appearing in Interfund Transfers instead.

Purchased Services and Supplies:

Covers office administration expenses for the Public Works executive offices, as well as the maintenance and electricity costs for the Town's street lights and traffic signals, with no significant adjustments.

WORKLOAD STATISTICS



PUBLIC WORKS - ENGINEERING

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	1,601,286.07	1,684,527	833,441	1,693,963	1,745,032	60,505	3.59%
Employee Benefits	550,654.34	580,201	284,662	583,623	613,886	33,685	5.81%
Purchased Services	109,440.77	107,700	69,432	112,700	109,900	2,200	2.04%
Supplies	25,508.48	24,750	8,550	22,290	26,750	2,000	8.08%
Equipment	829.97	1,000	84	7,000	500	(500)	-50.00%
Other	-	-	-	-	-	-	-
TOTAL ENGINEERING	2,287,719.63	2,398,178	1,196,169	2,419,576	2,496,068	97,890	4.08%

Cost Redistributions:

Initial Recommended	\$2,496,068
Merge Streetlight costs with Engineering Department	\$ 576,826
Move EnerGov to IT Department	\$ (14,000)
Centralize fuel and motor vehicle repair costs in Fleet Services	\$ (17,000)
Redistribute Board of Education reimbursement of field lighting costs to General Fund revenue	\$ 10,400
Adjusted Recommended	\$3,052,294

Personnel & Employee Benefits:

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

PUBLIC WORKS - ENGINEERING

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
Town Engineer	1.00	1.00	1.00	1.00	1.00
Traffic Engineer	1.00	1.00	1.00	1.00	1.00
Assistant Town Engineer	1.00	1.00	1.00	1.00	1.00
Engineering Technician	2.00	2.00	2.00	2.00	2.00
Design Engineer	2.00	2.00	2.00	2.00	2.00
GIS Coordinator	1.00	1.00	1.00	1.00	1.00
GIS Technician II	1.00	1.00	1.00	1.00	1.00
Chief of Surveys	1.00	1.00	1.00	1.00	1.00
Survey Technician	2.00	2.00	2.00	2.00	2.00
Chief Construction Inspector	1.00	1.00	1.00	1.00	1.00
Construction Inspector	4.00	4.00	4.00	4.00	4.00
Jr. Construction Inspector	1.00	1.00	1.00	1.00	1.00
Clerical Assistant	1.00	1.00	1.00	1.00	1.00
Senior Survey Technician (frozen/unfunded)	1.00	1.00	0.00	1.00	0.00
GIS Technician I (frozen/unfunded)	1.00	1.00	0.00	1.00	0.00
Civil Engineer (frozen/unfunded)	2.00	2.00	0.00	2.00	0.00
TOTAL ENGINEERING FT STAFF	23.00	23.00	19.00	23.00	19.00

Part Time Positions	Budgeted Hours 2024/25	Full Time Equivalents	Budgeted Hours 2024/25	Full Time Equivalents	Change in FTE's
Street Light Inspector	236	0.11	236	0.11	0.00
TOTAL STREETLIGHTS PT STAFF	236	0.11	236	0.11	0.00

Purchased Services and Supplies:

Covers office administration expenses for the Engineering office, professional development and affiliations, software costs for GIS, surveying, engineering and design software, schematic plotting and map printing, surveying supplies, and various appraisal and environmental testing services, with some inflationary adjustments for FY25.

PUBLIC WORKS - ENGINEERING

STATUS OF 2023/24 GOALS

1. Complete design and construction of Oak Grove Street Reconstruction project.

Design 100% completed. Construction scheduled to begin in April 2024.

2. Complete design and construction of Town Hall Parking Lot project.

Design 100% completed. Construction scheduled to begin in April 2024.

3. Complete road assessment and make recommendations to Board of Directors for a 2023 Public Works Bond Referendum.

Road assessment completed, and recommendations presented to Board of Directors in June 2023.

2024/25 GOALS

1. Complete design and construction of Charter Oak Park West project.

2. Complete design and construction of Chestnut-Linden Area Infrastructure project.

3. Complete design and construction of 2024 Paving Program.

PUBLIC WORKS - ENGINEERING

WORKLOAD STATISTICS

	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Hours spent on GIS updates	1,805	1,586	2,325	1,700	1,879	
Number of visitor hits on GIS online system	5,396	9,706	2,978	4,389	7,625	
Number of permits issued - Right of way	479	443	449	611	442	
Number of permits issued - Water & Sewer	93	126	131	113	114	
Number of permits issued - Other	4	4	2	3	2	
Total number of permits issued	576	573	582	727	558	
Total time spent on permits (hours)	849	838	1,111	1,117	900	
Average time to review permit (hours)	1.47	1.46	1.91	1.54	1.61	
# of Inspections - Permit	162	348	407	414	347	
# of Inspections - Private Development	281	318	491	320	324	
# of Inspections - Water & Sewer	584	600	577	544	707	
# of Inspections - DPW Projects	1,937	2,914	2,215	2,002	2,064	
# of Inspections - TOTAL	2,964	4,180	3,690	3,280	3,442	
Private Development/Subdivision Projects	2.5	5	5	5.25	6	
PW Construction Projects	14.6	18.3	19.0	19.8	16.5	
Amount of Work (Design/Inspection)	\$9,949,504	\$9,864,800	\$16,432,240	\$9,789,491	\$12,386,205	
Average hours spent per inspection	2.0	2.0	2.2	2.0	2.2	
# of private development (PZC) reviews	60	77	70	47	54	
Hours Spent on PZC Plan Reviews	657	1,006	1,346	834	801	
Hours Per Review	11	13	19	18	15	
% of staff time spent on plan reviews (Design Unit)	8.5%	12.1%	16.2%	10.1%	9.8%	
Number of projects	53	48	45	49	55	
Number of bids	11	21	9	17	11	
Total Value of Awarded Bids	\$6,797,731	\$18,146,746	\$5,006,860	\$12,533,243	\$16,844,819	
Number of ongoing projects	26.0	26.4	24.8	21.0	25.8	
Total design cost	\$702,958	\$713,817	\$857,534	\$587,522	\$660,740	
Total project cost	\$8,226,759	\$9,949,504	\$16,691,721	\$9,809,825	\$12,386,206	
Design cost as % of project cost	8.5%	7.2%	5.1%	6.0%	5.3%	
DOT private sector design cost based on total project cost	10% - 12%	10% - 12%	10% - 12%	10% - 12%	10% - 12%	
% of projects meeting or exceeding DOT private sector cost standard	84%	91%	92%	87%		

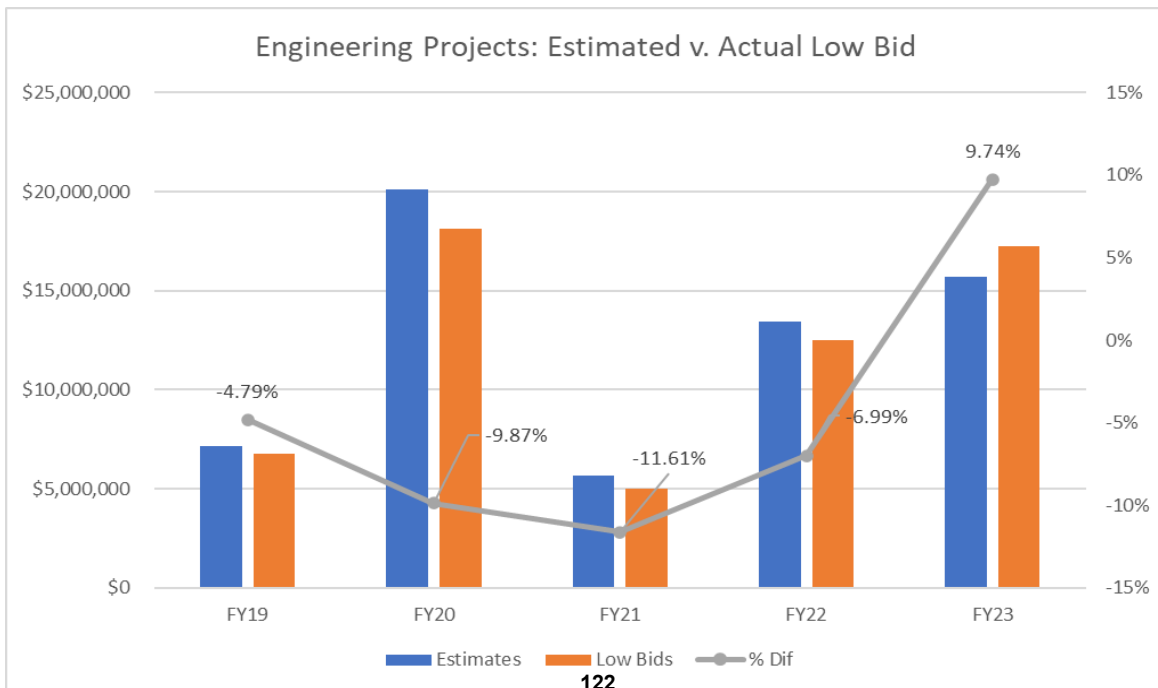
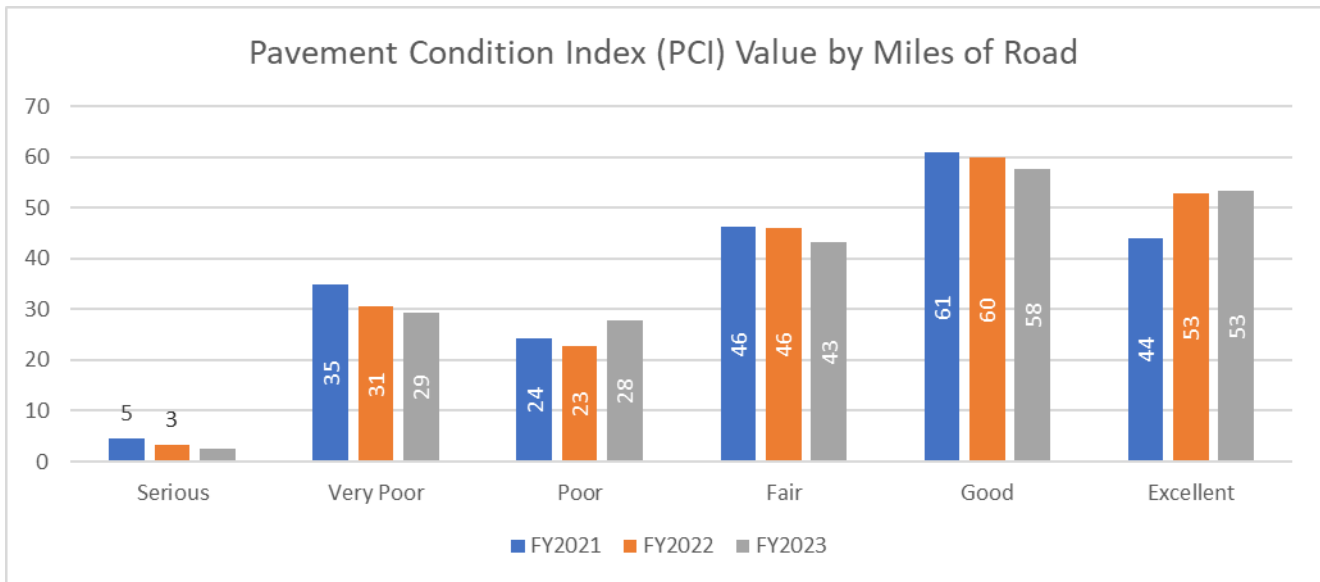
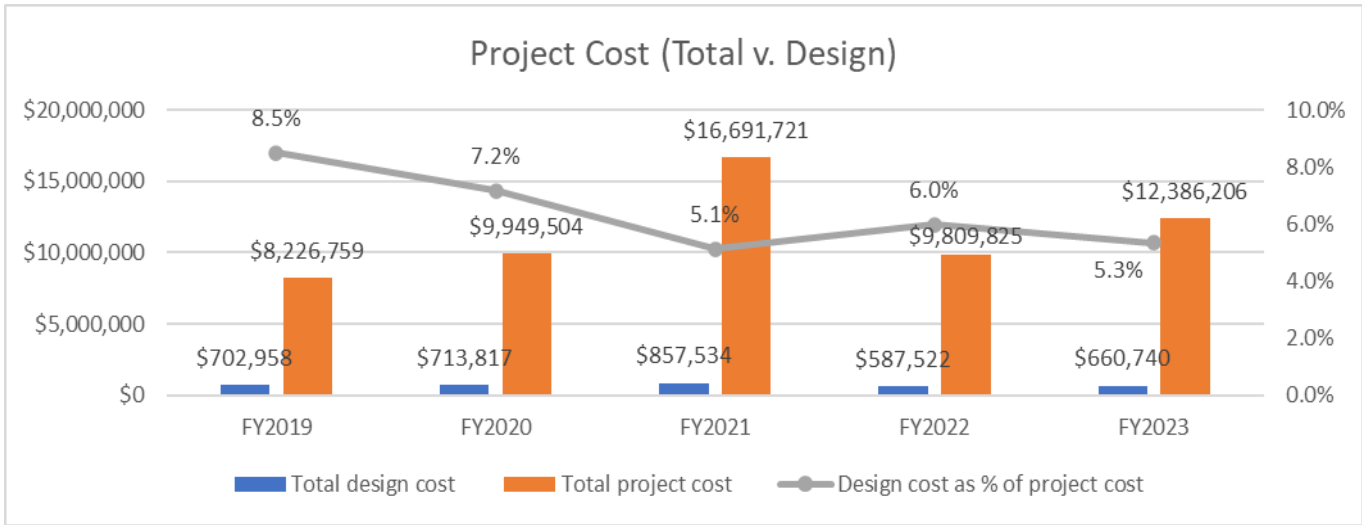
Engineering Project Cost: Estimated v. Actual Low Bid	Estimates	Low Bids	% Dif
FY19	\$7,139,963	\$6,797,732	-4.79%
FY20	\$20,133,229	\$18,146,583	-9.87%
FY21	\$5,647,785	\$4,992,100	-11.61%
FY22	\$13,445,796	\$12,506,549	-6.99%
FY23	\$15,699,271	\$17,229,065	9.74%

	FY2021	FY2022	FY2023
Pavement Condition Index (Length By Condition Category)			
Serious (0-25)	23,978	17,541	13,418
Very Poor (26-40)	184,351	161,070	154,606
Poor (41-55)	128,464	119,720	147,222
Fair (56-70)	244,341	242,587	228,992
Good (71-85)	321,657	316,278	304,988
Excellent (86-100)	232,289	279,633	281,842

	FY2021	FY2022	FY2023
PCI Value by Miles of Road			
Serious	4.54	3.32	2.54
Very Poor	34.91	30.51	29.28
Poor	24.33	22.67	27.88
Fair	46.28	45.94	43.37
Good	60.92	59.90	57.76
Excellent	43.99	52.96	53.38

	FY2021	FY2022	FY2023
PCI Value (Overall/Townwide)	67	69	68

PUBLIC WORKS - ENGINEERING



PUBLIC WORKS - FIELD SERVICES

DESCRIPTION

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

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

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

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	3,468,658.41	4,063,213	1,808,201	3,607,603	4,210,895	147,682	3.63%
Employee Benefits	1,354,533.76	1,625,053	676,234	1,426,084	1,749,540	124,487	7.66%
Purchased Services	448,506.10	750,325	228,624	761,722	788,775	38,450	5.12%
Supplies	984,640.11	1,197,470	346,676	1,221,368	1,202,246	4,776	0.40%
Equipment	4,532.30	11,050	5,892	11,903	11,050	-	0.00%
Other	-	-	-	-	-	-	-
TOTAL FIELD SERVICES	6,260,870.68	7,647,111	3,065,628	7,028,679	7,962,506	315,395	4.12%

PUBLIC WORKS - FIELD SERVICES

Expenditures by Function	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Administration	198,486.03	269,314	113,901	254,777	266,821	(2,493)	-0.93%
Highways, Parks & Cemeteries	4,706,497.36	5,815,456	2,214,515	5,443,399	6,111,826	296,370	5.10%
Fleet Services	1,359,757.29	1,562,341	737,212	1,330,503	1,583,859	21,518	1.38%
TOTAL FIELD SERVICES	6,264,740.68	7,647,111	3,065,628	7,028,679	7,962,506	315,395	4.12%

Cost Redistributions:

Field Services Administration

Initial Recommended	\$ 266,821
Merge Sanitation Fund share of Field Services Director & Sr Acct Associate into Sanitation Fund Transfer to General Fund & show full cost of positions in Field Services	\$ 80,905
Combine Field Services Administration into Highways, Parks & Cemeteries	\$ (347,726)
Adjusted Recommended	\$ -

Highways, Parks & Cemeteries

Initial Recommended	\$6,111,826
Centralize Repairs to Motor Vehicles costs into Fleet Services	\$ (92,500)
Centralize fuel costs into Fleet Services	\$ (231,000)
Redistribute Board of Education cost share for one (1) Field Services Maintainer into single revenue line item and show cost of all Maintainers in Field Services	\$ 107,520
Combine Field Services Administration into Highways, Parks & Cemeteries	\$ 347,726
Adjusted Recommended	\$6,243,572

Fleet Services

Initial Recommended	\$1,583,859
Centralize Repair to Motor Vehicle expenses in Fleet Services	\$ 204,220
Centralize fuel costs in Fleet Services	\$ 640,524
Redistribute Sanitation Fund cost share for one (1) Fleet Mechanic into one single Sanitation Fund Transfer to General Fund and show cost of all Maintainers in Field Services	\$ 110,510
Adjusted Recommended	\$2,539,113

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments other than negotiated salary and benefit increases. Includes the following additional changes:

- A decrease of \$6,774 in Field Services Administration to reflect the actual salary of the recently hired Director of Field Services.

PUBLIC WORKS - FIELD SERVICES

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
Field Services Administration					
Field Services Superintendent*	0.75	0.75	0.75	1.00	1.00
Sr. Account Associate	1.00	1.00	1.00	1.00	1.00
Sr. Administrative Secretary	0.50	0.50	0.50	1.00	1.00
Subtotal:	2.25	2.25	2.25	3.00	3.00
Field Services (Highways, Parks & Cemeteries)					
Work Coordinator	1.00	1.00	1.00	1.00	1.00
Park/Rec Facility Manager	1.00	1.00	1.00	1.00	1.00
Working Foreman	3.00	3.00	3.00	3.00	3.00
Maintainer I	25.00	25.00	25.00	25.00	25.00
Maintainer II	9.00	9.00	9.00	9.00	9.00
Maintainer III	5.00	5.00	5.00	5.00	5.00
Subtotal:	44.00	44.00	44.00	44.00	44.00
Fleet Services:					
Fleet Manager	1.00	1.00	1.00	1.00	1.00
Working Master Mechanic	1.00	1.00	1.00	1.00	1.00
Mechanic II (1 frozen/unfunded)**	8.00	8.00	7.00	8.00	7.00
Mechanic III	2.00	2.00	2.00	2.00	2.00
Subtotal:	12.00	12.00	11.00	12.00	11.00
TOTAL FIELD SERVICES FT STAFF	58.25	58.25	57.25	59.00	58.00

* The Field Services Superintendent & Sr Admin Secretary have been partially funded in Sanitation. This will discontinue eff. 7/1/25 and cost shares will be reflected in Interfund Transfers instead

** One Mechanic II has been funded by Sanitation; this practice will discontinue in FY25 and support for Fleet will be incorporated into Interfund Transfers

Part Time Positions	Budgeted		Budgeted		Change in FTE's
	Hours 2023/24	Full Time Equivalents	Hours 2024/25	Full Time Equivalents	
Assistant Clerk	1,014	0.49	1,014	0.49	0.00
Cemetery Clerk	1,014	0.49	1,014	0.49	0.00
TOTAL FIELD SERVICE PT STAFF	2,028	0.98	2,028	0.98	0.00

Purchased Services and Supplies:

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

- An increase of \$14,500 for OSHA compliance consulting services to ensure staff are trained appropriately.

PUBLIC WORKS - FIELD SERVICES

- An increase of \$17,500 for repairs to motor vehicles for Field Services due to the rising cost of parts and labor (these costs will be budgeted in Fleet Services beginning in FY25).
- An increase of \$8,100 for maintenance supplies (cleaning supplies, hardware, lime, marking paint, etc.) due to inflationary cost increases.

STATUS OF 2023/24 GOALS

1. Repair and Repaint Waddell Pool.

Completed

2. Multi-year townwide bridge and culvert sediment removal project.

Ongoing

3. Begin multi-year storm water detention basin maintenance.

Ongoing

4. Update Department Staff Safety Plan.

Ongoing

2024/25 GOALS

1. Continue multi-year townwide bridge and culvert sediment removal project.
2. Continue multi-year storm water detention basin maintenance.
3. Extension of Hillstown Road multi-use path from Bush Hill Road to Land Trust parking area.
4. Selective repairs and repaving of roadways at Buckland and East cemeteries.

PUBLIC WORKS - FIELD SERVICES

WORKLOAD STATISTICS

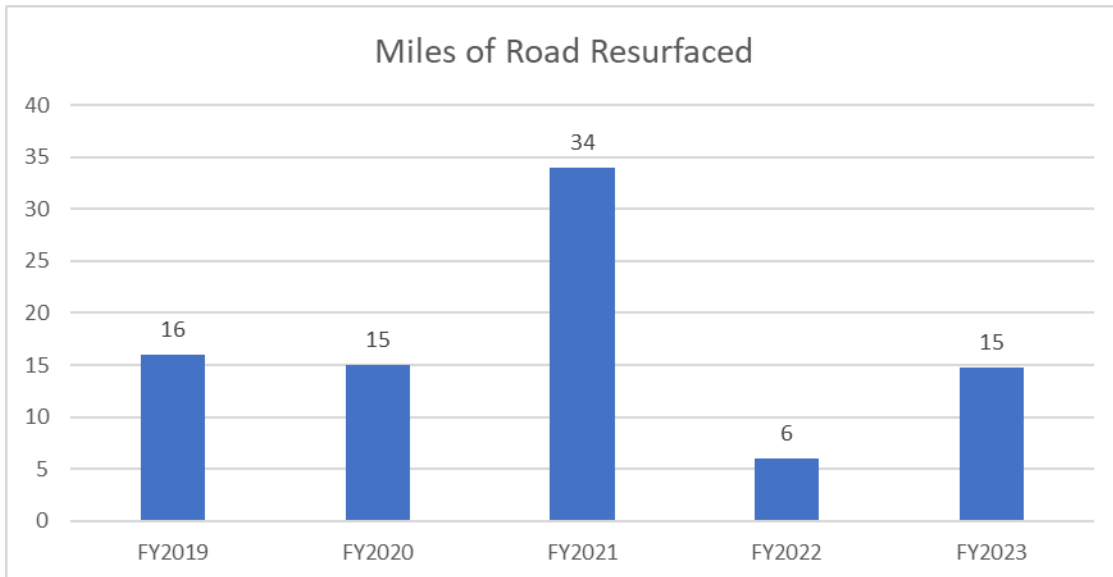
	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Miles of Road Maintained	219	219	219	219	219	
Miles of Road Resurfaced	16	15	34	6	15	
Linear Feet of Sidewalks Resurfaced	2,800	27,100	8,900	5,930	5,300	
# of Catch Basins Cleaned	1,128	1,016	1,071	959	1,202	
# of Catch Basins Repaired/Rebuilt	103	70	76	58	66	
Total # of Catch Basins	5,370	5,370	5,370	5,370	5,370	
# of Location Signs Installed	285	303	306	212	263	
# of Winter Weather Events	14	10	15	7	6	
Total hours sweeping	482	736	1,008	1,056	816	
Total days leaf pickup	34	48	31	18	23	
Hours spent on potholes	3,240	3,096	3,132	2,360	2,290	
# of Emergency Call-Ins	58	58	56	70	74	
Target % of Catch Basins Cleaned	20%	20%	20%	20%	20%	
% of Catch Basins Cleaned	21.0%	18.9%	19.9%	17.9%	22.4%	

Parks Staff Hours by Category/Location						
	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Mowing	4,454	4,976	4,633	5,197	4,384	
Ballfields	2,714	2,427	2,108	2,278	2,061	
Soccer/Track & Field/Tennis	1,143	684	976	1,012	944	
Football	120	56	20	32	104	
Horticulture	3,450	2,772	2,491	2,708	2,829	
Trees	1,747	1,895	2,273	1,514	1,819	
Pools	1,514	1,430	1,410	1,544	1,005	
Playgrounds	332	192	140	72	297	
Irrigation	525	488	868	621	400	
Turf	486	656	854	817	797	
Pesticides	824	1,020	832	524	579	
Leaves	2,011	1,900	2,448	1,312	3,728	
Snow	1,386	972	1,412	1,094	690	
Skating	192	158	376	330	240	
Special Event	525	964	96	421	336	
Trash Barrels/Grounds/Litter	813	358	559	639	944	
Training (Including OSHA)	572	444	344	208	400	
Graffiti	8	56	83	16	24	
Equipment/Shop	265	648	1,297	824	1,026	
General Repairs	232	72	126	184	1,015	
Building Maintenance	376	1,200	600	788	176	
Cemeteries	269	8	88	80	183	
Miscellaneous	1,408	1,032	584	632	106	
Trails	0	0	0	159	168	

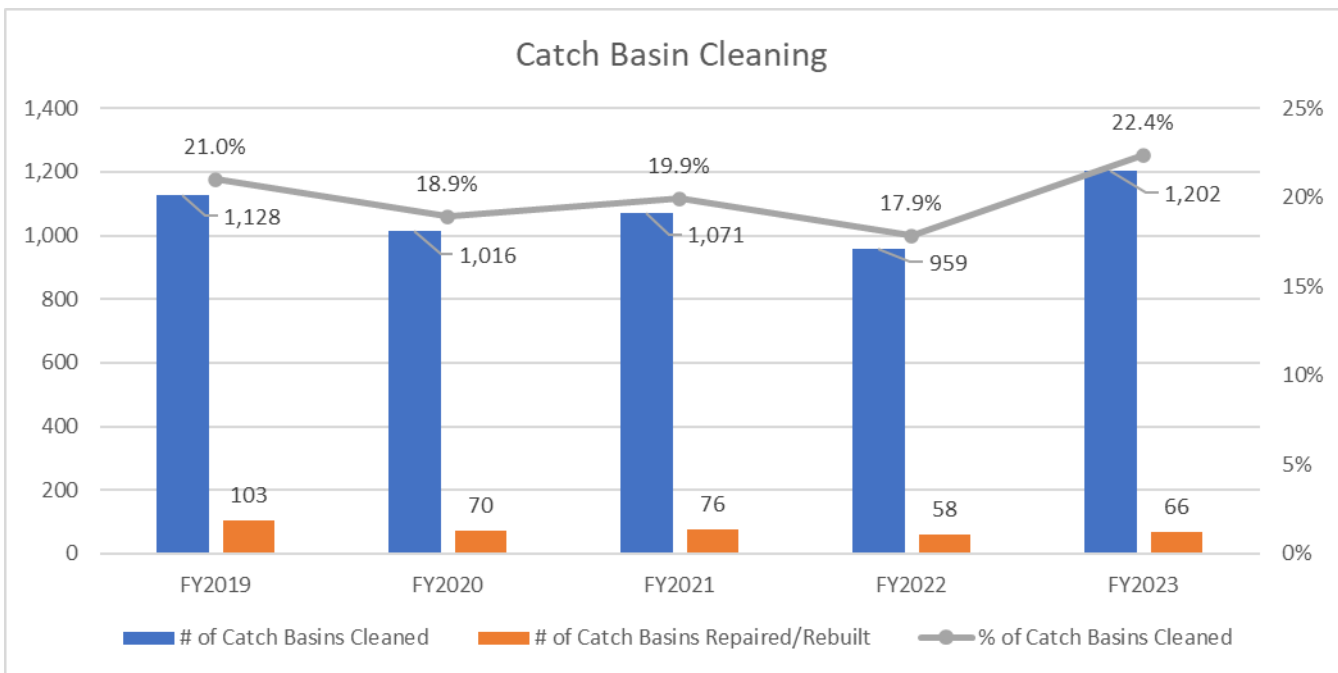
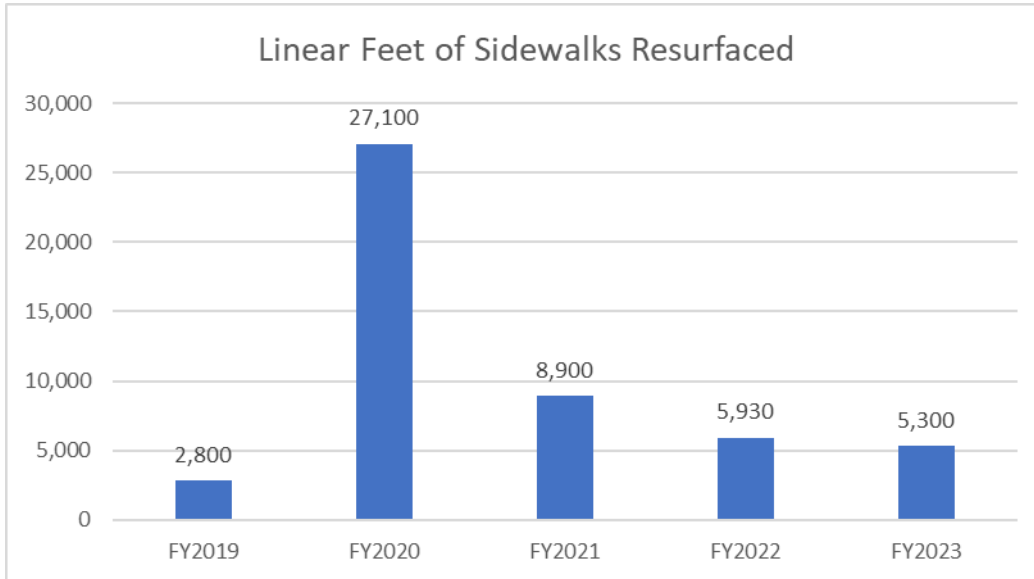
Cemeteries						
	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Interments	207	166	219	218	200	
Graves Sold	79	66	125	105	82	
Acres of Cemeteries Maintained	75	75	75	75	75	
Revenue Collected (GF + Trust Fund)	\$224,567.54	\$178,735.00	\$273,873.10	\$232,966.98	\$213,762.86	
Miles of Cemetery Roads Maintained	6	6	6	6	6	
Graves Available in Developed Sections	981	1282	1161	1056	976	

PUBLIC WORKS - FIELD SERVICES

	Fleet					Trend
	FY2019	FY2020	FY2021	FY2022	FY2023	
Number of Vehicles/Equipment	518	518	518	518	518	
Number of Preventative Maintenance Services Conducted	711	636	612	623	588	
Average Age of Vehicles (Years)						
Police					8.29	
Fire					13.46	
Field Services					13.64	
Sanitation					10.41	
Water & Sewer					14.21	
Overall					10.85	
Number of Repairs Outsourced	200	178	204	154	174	
Cost of Repairs Outsourced	\$132,325	\$187,393	\$153,647	\$205,130	\$266,542.39	
Hours Spent on Repairs						
Police	2,509	2,301	3,672	2,294	1,723	
Fire	477	645	589	824	664	
Field Services	5,291	5,059	3,960	3,884	3,900	
Sanitation	891	657	880	674	585	
Water & Sewer	610	643	633	581	625	
Other	485	672	938	840	1,020	
Heavy Equipment	463	907	945	951	670	
Total	10,725	10,885	11,618	10,049	9,187	

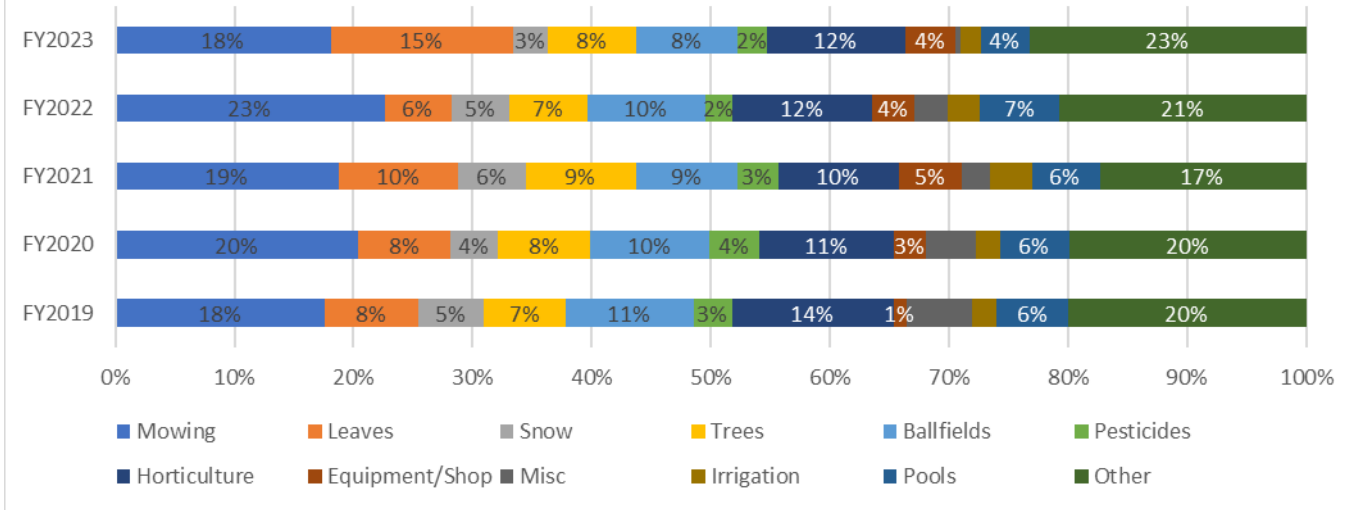


PUBLIC WORKS - FIELD SERVICES

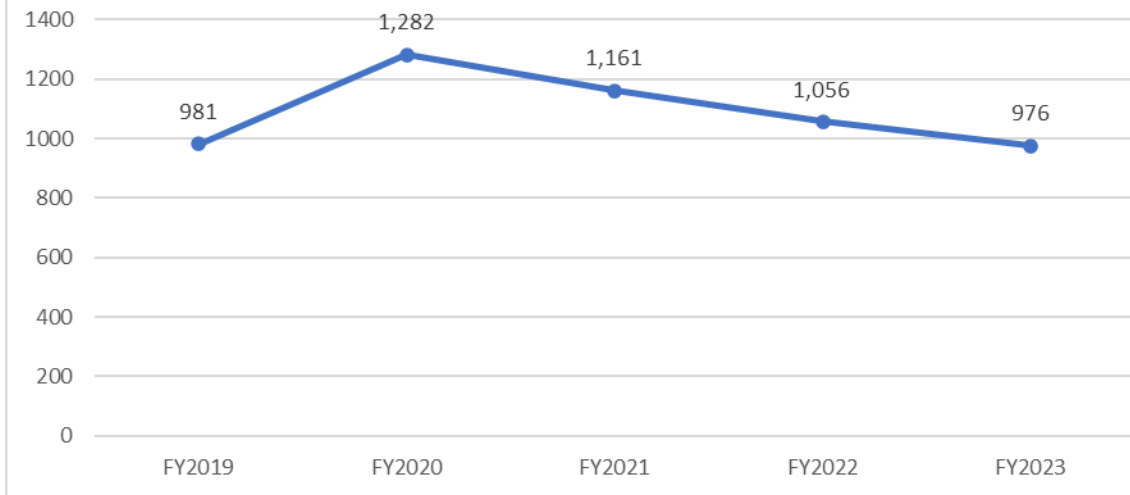


PUBLIC WORKS - FIELD SERVICES

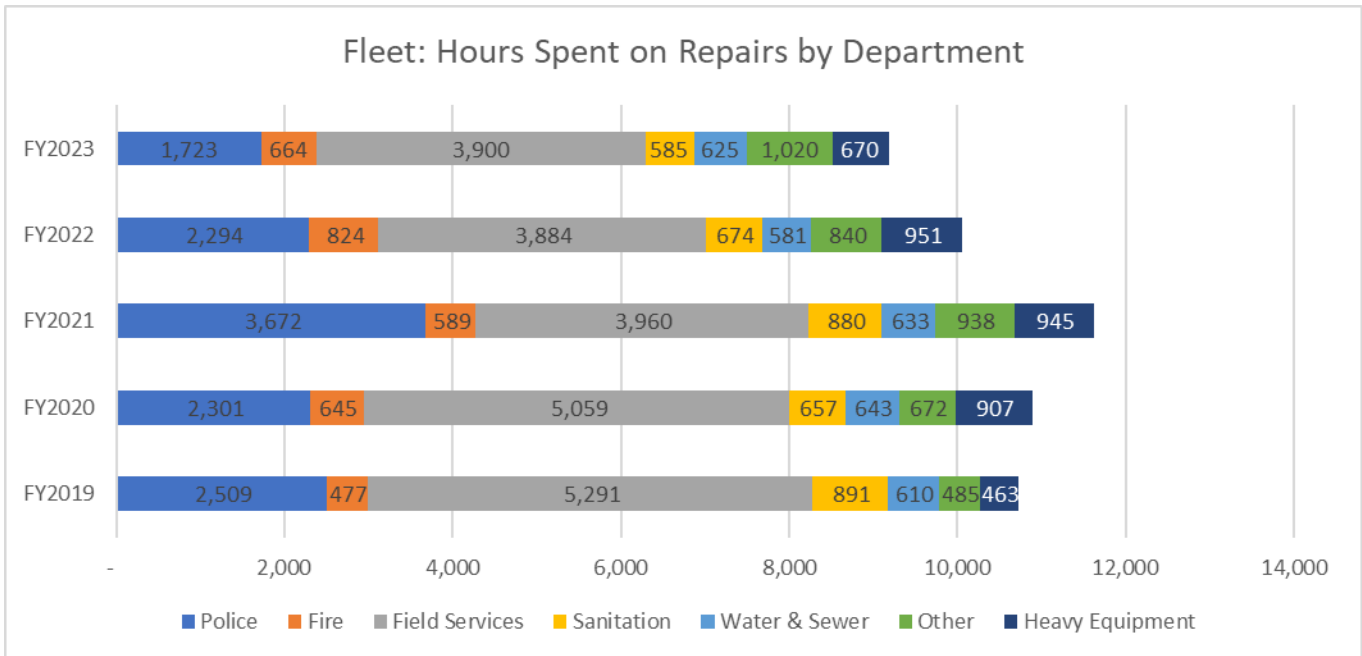
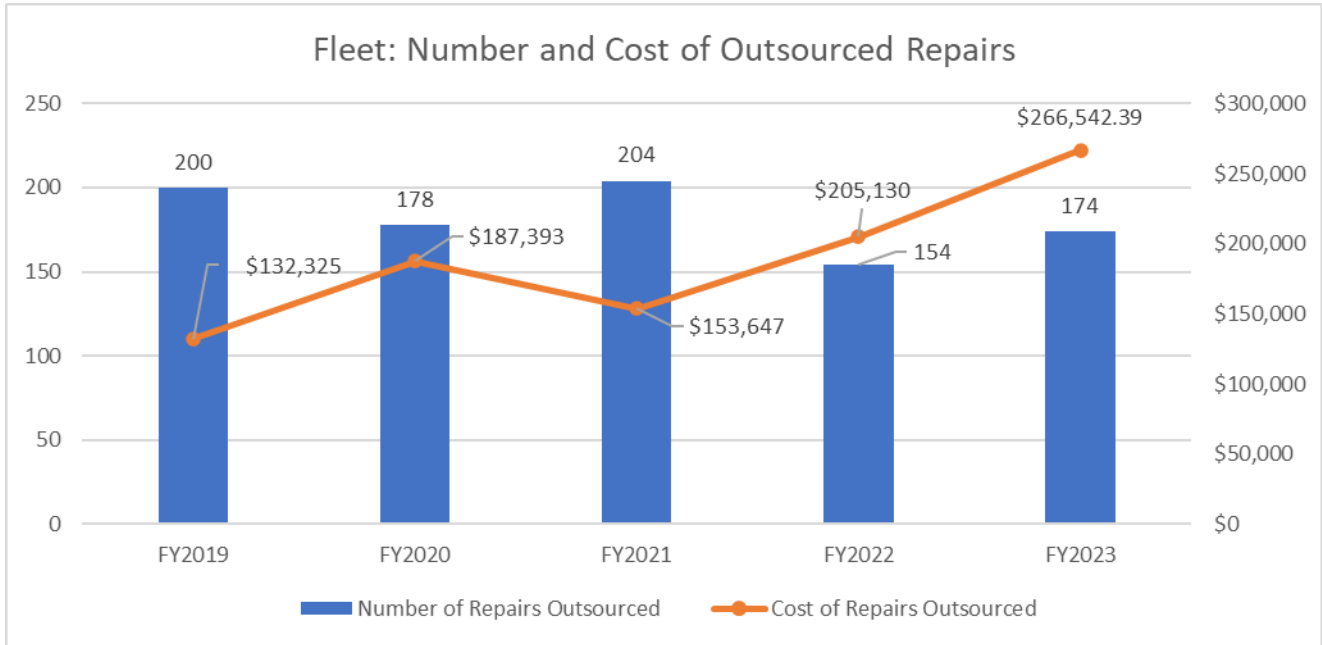
Parks Staff Time Spent by Activity



Graves Available in Developed Sections of Town Cemeteries



PUBLIC WORKS - FIELD SERVICES



PUBLIC WORKS - FACILITIES MANAGEMENT

DESCRIPTION

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	693,969.18	721,936	344,163	689,644	749,460	27,524	3.81%
Employee Benefits	233,343.35	240,160	117,764	236,674	253,974	13,814	5.75%
Purchased Services	1,216,085.70	1,580,149	481,206	1,452,664	1,613,456	33,307	2.11%
Supplies	202,594.69	167,440	62,324	167,129	214,895	47,455	28.34%
Equipment	2,365.71	3,000	1,008	3,000	3,000	-	0.00%
Other	-	-	-	-	-	-	-
TOTAL FACILITIES	2,348,358.63	2,712,685	1,006,466	2,549,111	2,834,785	122,100	4.50%

Expenditures by Function	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Facilities Project Management	315,293.15	325,729	153,341	313,514	333,876	8,147	2.50%
Building Maintenance	2,033,065.48	2,386,956	853,125	2,235,597	2,500,909	113,953	4.77%
TOTAL FACILITIES	2,348,358.63	2,712,685	1,006,466	2,549,111	2,834,785	122,100	4.50%

PUBLIC WORKS - FACILITIES MANAGEMENT

Cost Redistributions:

Facilities Administration

Initial Recommended	\$ 333,876
Merge Facilities Administration & Building Maintenance	\$ (333,876)
Adjusted Recommended	\$ -

Building Maintenance

Initial Recommended	\$2,500,909
Merge Facilities Administration & Building Maintenance	\$ 333,876
Move Town Hall security & concierge services from Fixed Misc to Building Maintenance	\$ 142,840
Centralize fuel and motor vehicle repair costs in Fleet Services	\$ (14,000)
Adjusted Recommended	\$2,963,625

Personnel & Employee Benefits:

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

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
Facilities Administration:					
Facilities Project Manager	1.00	1.00	1.00	1.00	1.00
Asst. Facilities Project Manager	1.00	1.00	1.00	1.00	1.00
Subtotal:	2.00	2.00	2.00	2.00	2.00
Building Maintenance:					
Work Coordinator	1.00	1.00	1.00	1.00	1.00
Maintainer II	3.00	3.00	3.00	3.00	3.00
Maintainer III	2.00	2.00	2.00	2.00	2.00
Subtotal:	6.00	6.00	6.00	6.00	6.00
TOTAL FACILITIES FT STAFF	8.00	8.00	8.00	8.00	8.00

Beginning in FY25, all positions will be funded in Building Maintenance

PUBLIC WORKS - FACILITIES MANAGEMENT

Purchased Services and Supplies:

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

- Utilities increase by \$47,162 due to projected increases in the cost of natural gas and heating oil.
- An increase of \$11,291 to professional and technical services, which includes the Town's annual contracts for cleaning, alarms, elevators, pest control, and the department's work order software, among others.

STATUS OF 2023/24 GOALS

1. **Manchester Public Schools Phase 2: Bowers Elementary Renovations. Completion of renovation and opening September 2023.** Complete.
2. **Manchester Public Schools Phase 2: Keeney Elementary Renovations.** Groundbreaking July 2023, currently on budget and schedule for August 2024 opening.
3. **Construction of Police Department Locker Room Renovations.** Construction completed and re-opened November 2023.
4. **Lincoln Center Window Replacement Design.** Complete.
5. **New Library Feasibility Study.** Complete.
6. **Electric Vehicle Charging Stations.**
8 Complete
16 In-Progress
26 to be completed in 2024
7. **Cheney Hall ARPA-funded Renovations.** Toilet Rooms & Exterior Lighting. Lighting complete, toilet facilities in design process
8. **Manchester Senior Center Elevator Modernization.** Complete.

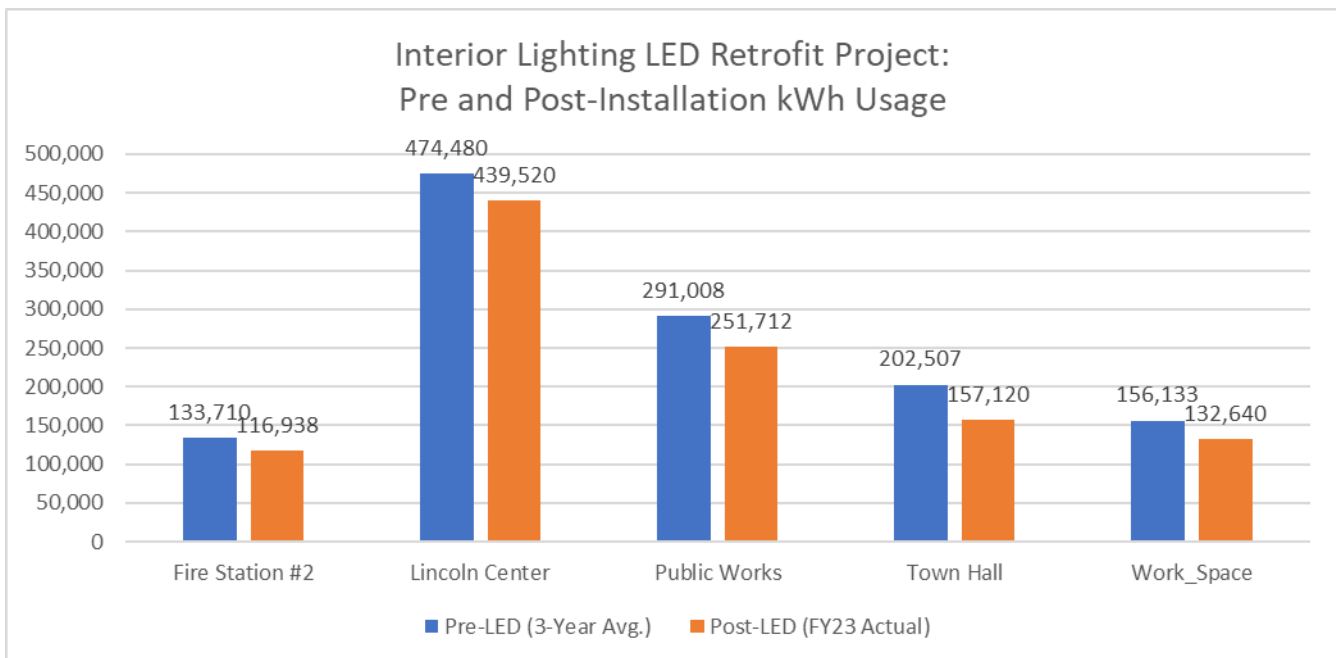
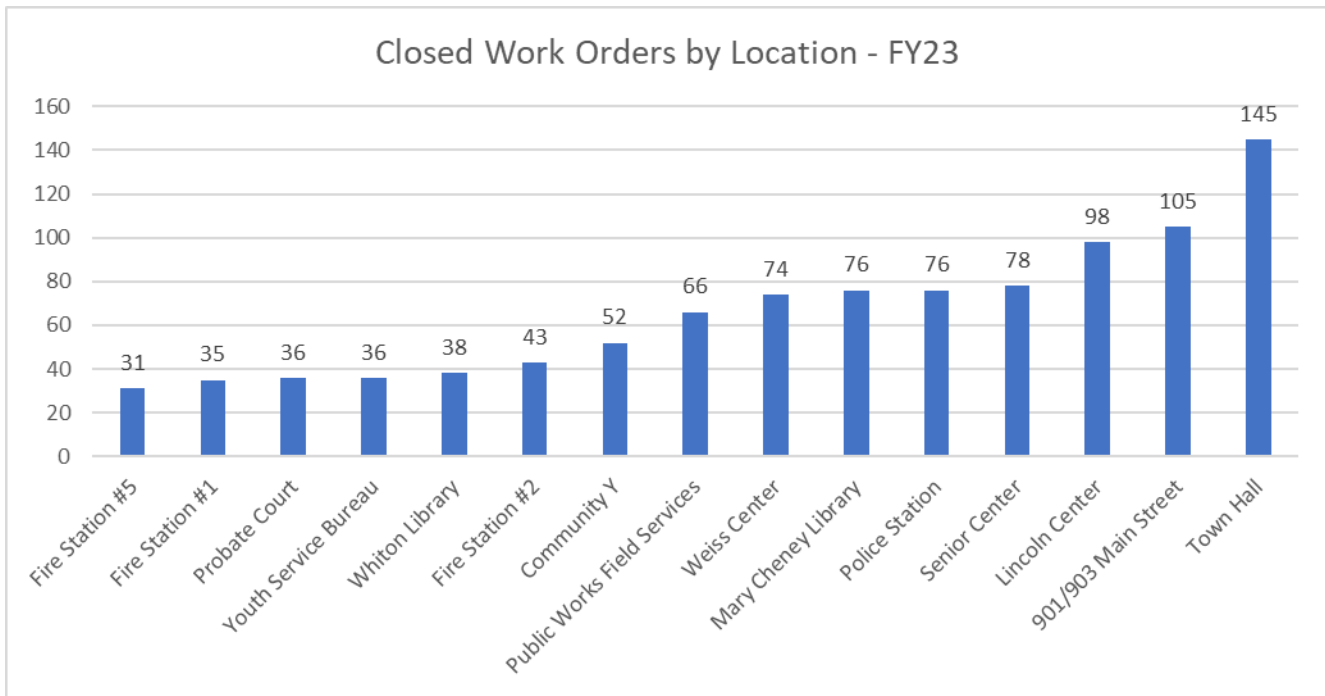
PUBLIC WORKS - FACILITIES MANAGEMENT

2024/25 GOALS

- 1. Manchester Public Schools Phase 2: Keeney Elementary Renovation Opening August 2024**
- 2. New Manchester Library Design & Construction**
- 3. Manchester Police Department Elevator Modernization**
- 4. Electric Vehicle Charging Stations Phase 2**
- 5. Cheney Hall Toilet Rooms**
- 6. Lincoln Center Window Replacement**

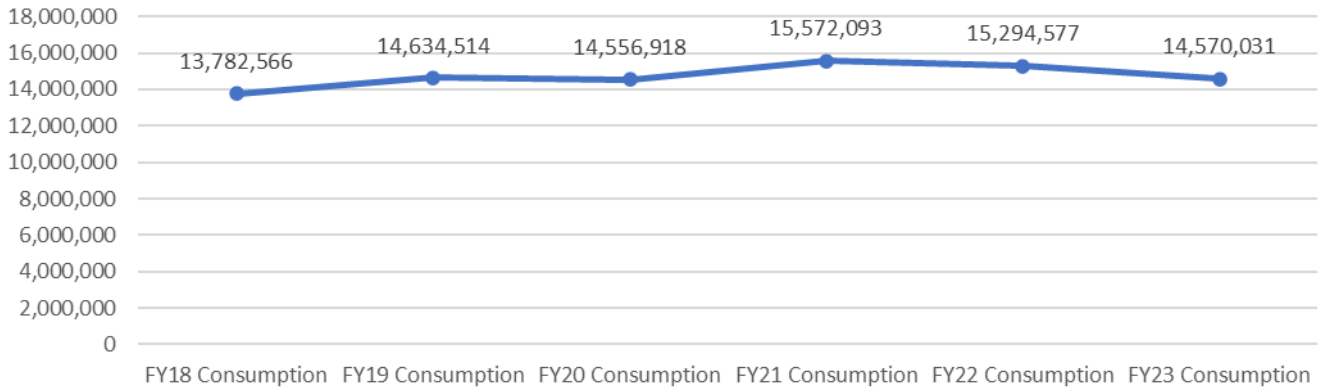
PUBLIC WORKS - FACILITIES MANAGEMENT

WORKLOAD STATISTICS

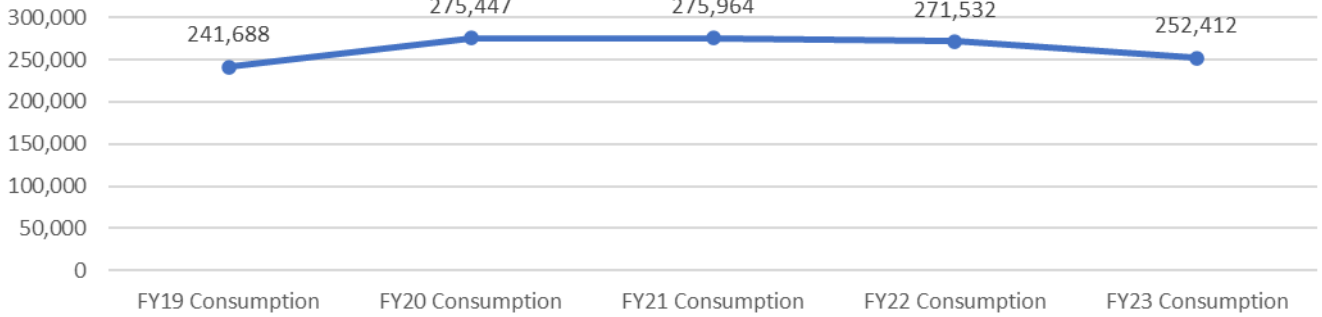


PUBLIC WORKS - FACILITIES MANAGEMENT

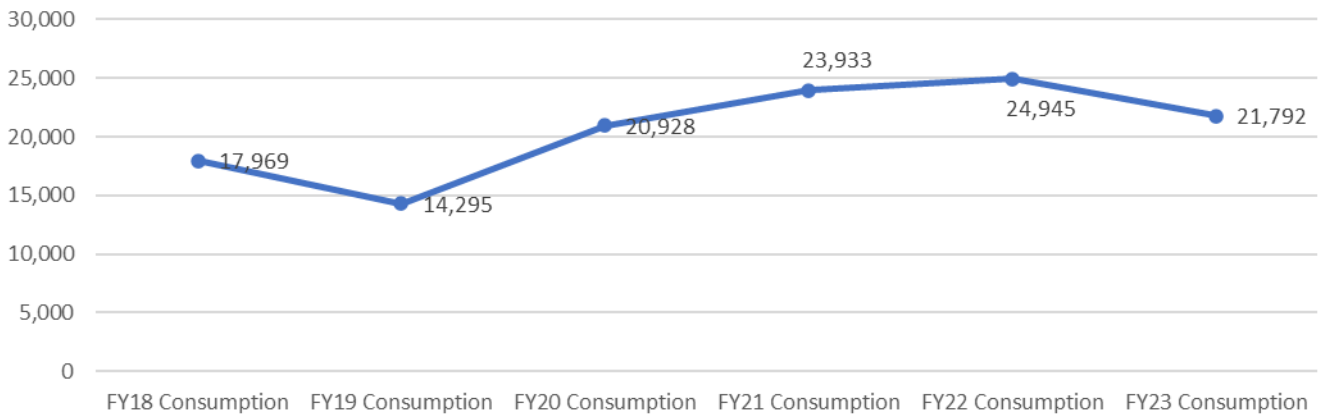
Total Town Electricity Usage (kWh)



Total Town Natural Gas Usage (ccf)



Annual Heating Oil Usage (gal)



PUBLIC WORKS - BUILDING INSPECTION

DESCRIPTION

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

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	648,130.42	745,464	284,916	636,435	778,622	33,158	4.45%
Employee Benefits	207,898.50	237,317	99,237	221,799	286,581	49,264	20.76%
Purchased Services	36,603.88	39,763	22,611	81,275	84,071	44,308	111.43%
Supplies	5,096.61	11,300	4,496	7,883	11,900	600	5.31%
Equipment	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL BUILDING INSPECTION	897,729.41	1,033,844	411,261	947,392	1,161,174	127,330	12.32%

Cost Redistributions:

Initial Recommended	\$1,161,174
Move EnerGov permitting software maintenance costs to IT Department	\$ (20,971)
Centralize fuel and motor vehicle repair costs in Fleet Services	\$ (8,000)
Adjusted Recommended	\$1,132,203

PUBLIC WORKS - BUILDING INSPECTION

Personnel & Employee Benefits:

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

- An increase in regular employee salaries and related benefits for the addition of one full-time Zoning Enforcement and Property Maintenance Inspector, to help address ongoing property maintenance code enforcement issues in town.
- A decrease of \$40,560 in part-time salaries, which is offset in the Purchased Services and Supplies section of the Building Inspection budget via an increase of \$44,500 for code and inspection consulting services. This move towards consulting services was made necessary due to the current recruitment and retention challenges faced by the division, a reflection of a statewide shortage of trained building inspectors.

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
Chief Building Inspector	1.00	1.00	1.00	1.00	1.00
Asst. Chief Bldg. Inspector	1.00	1.00	1.00	1.00	1.00
Zoning Enforcement Officer	1.00	1.00	1.00	1.00	1.00
Assistant Building Official (1 frozen/unfunded)	4.00	4.00	3.00	4.00	3.00
Senior Account Associate	1.00	1.00	1.00	1.00	1.00
Clerical Assistant	1.00	1.00	1.00	1.00	1.00
Property Maintenance Enforcement Officer	0.00	0.00	0.00	1.00	1.00
TOTAL BUILDING INSPECTION FT STAFF	9.00	9.00	8.00	10.00	9.00

Part Time Positions	Budgeted Hours 2023/24	Full Time Equivalents	Budgeted Hours 2024/25	Full Time Equivalents	Change in FTE's
Clerical Assistant	1,014	0.49	1,014	0.49	0.00
Building Official	748	0.36	-	0.00	-0.36
TOTAL BUILDING INSPECTION PT STAFF	1,762	0.85	1,014	0.49	-0.36

Purchased Services and Supplies:

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

- An increase of \$44,500, reflecting transitioning from part-time employed building inspection services to contracted services, as described above.

PUBLIC WORKS - BUILDING INSPECTION

STATUS OF 2023/24 GOALS

- 1. Completion of Tyler EnerGov & BlueBeam Revu software implementation project. Within the fiscal year the Department anticipates achieving the following during our final configuration:**

Eliminate dependency on paper-driven workflows, transitioning to electronic based records.

Centralize the building permit application process for commercial projects and eliminate the need to visit multiple municipal offices with duplicative processes while facilitating payment of all fees at once.

Standardize process to capture key code analysis data on commercial projects to reduce the cost of subsequent alterations and additions and provide valuable interim reference.

Complete the implementation of BlueBeam Revu Studio collaboration features to streamline plan review process for commercial projects.

Improve accessibility to data for public to improve user experience while encouraging self-service.

Ongoing.

- 2. Complete the implementation of Tyler EnerGov IgEnforce Code Enforcement module.**

For property maintenance enforcement the Department has relied on a Microsoft Access database to track enforcement activity for the last 10 years. Implementation of IgEnforce will allow the Department to eliminate its reliance on paper driven workflows and add the ability to record activity in the field on devices also used for recording building inspections. The system will also provide access to property owner information in the field, making enforcement activity more expeditious.

Ongoing.

- 3. Update Manchester Property Maintenance Code.**

It is still the Department's intent to propose an updated version of the Manchester Property Maintenance Code to the Board of Directors prior to the end of the fiscal year. This goal was deferred in previous years due to the volume of construction and demands of initial configuration of Tyler EnerGov.

PUBLIC WORKS - BUILDING INSPECTION

2024/25 GOALS

1. Refine EnerGov permit software platform to improve permit workflow and customer experience.
2. Review property maintenance code for recommended updates including new legislative requirements.
3. Review blight ordinances for possible changes/updates including blight definitions.
4. Initiate steps to migrate building record files to digital records.

PUBLIC WORKS - BUILDING INSPECTION

WORKLOAD STATISTICS & PERFORMANCE MEASURES

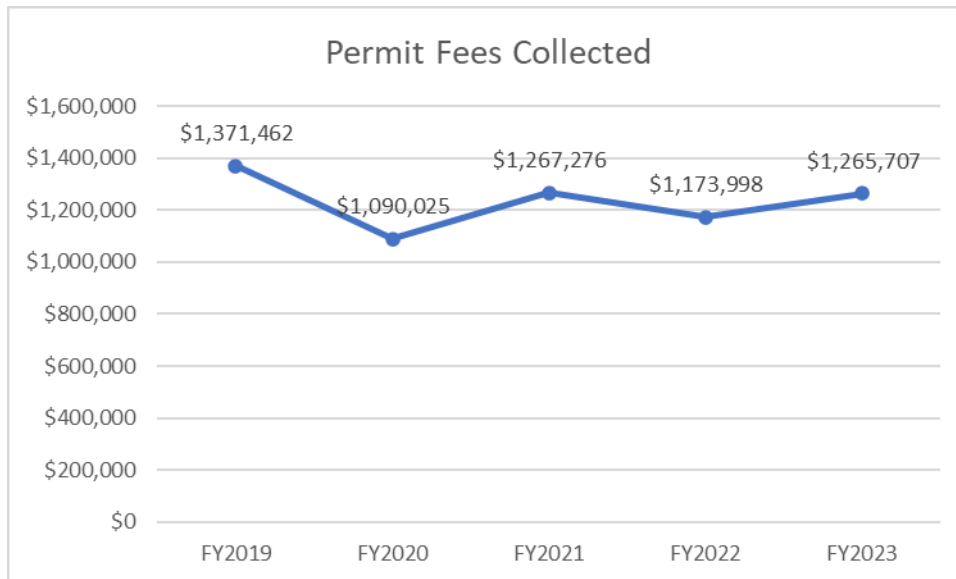
	FY2019	FY2020	FY2021	FY2022	Trend
Estimated Permitted Construction Value	\$85,590,562	\$67,284,761	\$100,257,781	\$97,374,959	
Residential < 5 Unit	\$19,205,693	\$23,399,476	\$33,087,792	NA	
Residential > 5 Unit & Hotel	\$11,557,510	\$8,257,704	\$2,065,930	NA	
Commercial	\$49,387,997	\$34,194,091	\$63,810,102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

	FY2023
Estimated Permitted Construction Value	
Building (1 & 2 Family Dwelling or Townhouse)	\$22,738,590
Building (Commercial / 3+ Apts / Municipal)	\$73,720,118
Electrical (1 & 2 Family Dwelling or Townhouse)	\$13,807,934
Electrical (Commercial / 3+ Apts / Municipal)	\$8,360,632
Suppression (Commercial / 3+ Apts / Municipal)	\$866,504
Mechanical (1 & 2 Family Dwelling or Townhouse)	\$5,581,152
Mechanical (Commercial / 3+ Apts / Municipal)	\$14,876,230
Plumbing (1 & 2 Family Dwelling or Townhouse)	\$1,669,350
Plumbing (Commercial / 3+ Apts / Municipal)	\$2,856,256
Zoning (Commercial / 3+ Apts / Municipal)	\$0
TOTAL	\$144,476,766
Permit Fees Collected at Initial Application	\$1,265,707
Permit Fees Refunded	\$24,584
New Dwelling Units (Permitted)	
1&2 Family	25
Commercial/3+ Apts/Municipal	12
TOTAL	37
New Dwelling Units	
1&2 Family	21
Commercial/3+ Apts/Municipal	10
TOTAL	31

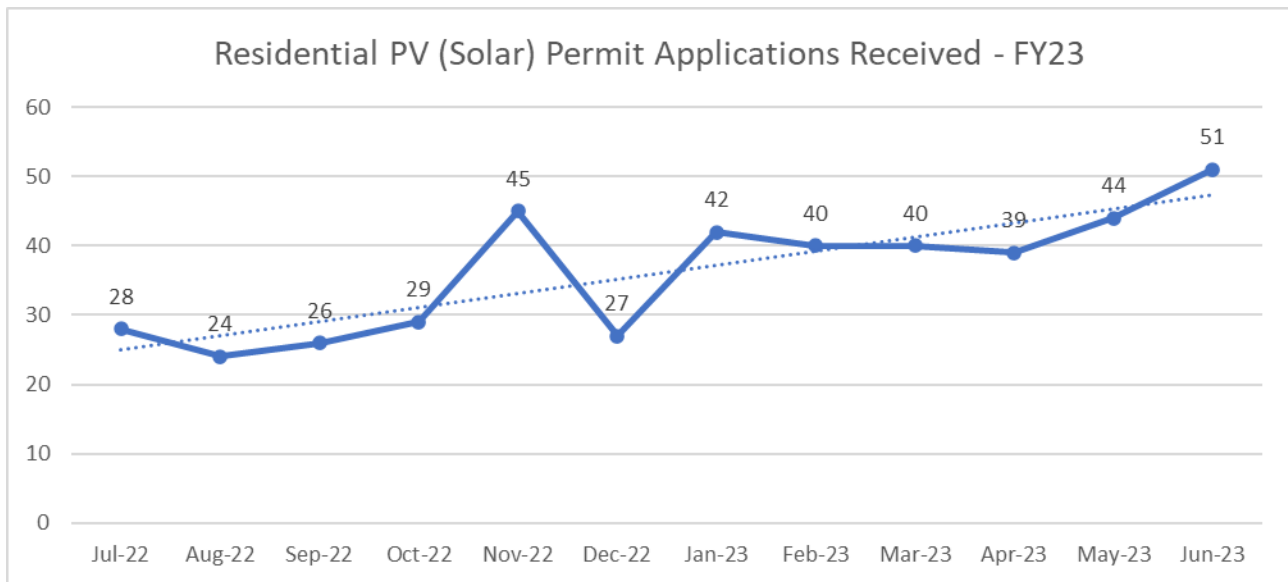
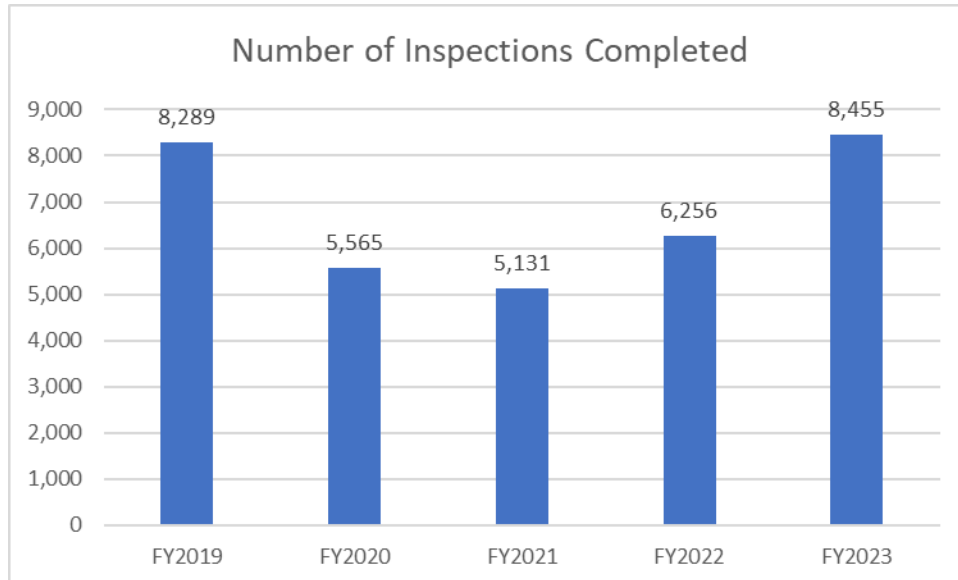
PUBLIC WORKS - BUILDING INSPECTION

		FY2023
Demolition Permits		
	1&2 Family	4
	Commercial/3+ Apts/Municipal	2
	TOTAL	6
Total Permit Applications Received		4178
Total Permits Issued		3699
Inspections Completed		8455
PV (Solar) Permit Applications Received		
	Residential	435
	Commercial	3
Overtime Call-Outs, Hours (Emergencies)		290
Property Maintenance Complaints Inspected		
	Initial Inspections	124
	Cases Closed	76
	Inspections Completed within 24 Hours	112
	Resolutions via Housing Court	0

Due to the change in software used by the Building Inspection Division, the reporting format used will change starting in FY23.



PUBLIC WORKS - BUILDING INSPECTION





Recommended Budget

Town of Manchester,
Connecticut

FY 2024-25

Public Safety



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

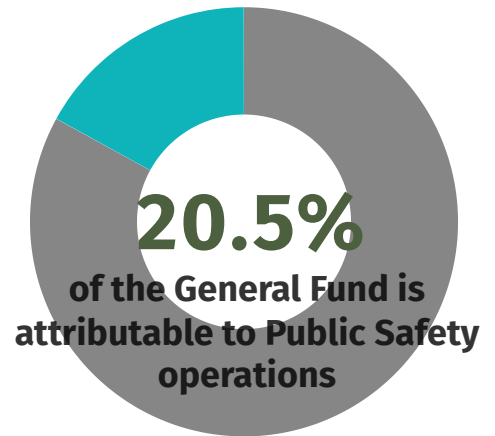
Summary of Department Budgets

	Expended 2022/23	Adopted 2023/24	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over Current Adopted	Percent Change
PUBLIC SAFETY						
Police	\$ 22,354,503.79	\$ 24,878,155	\$ 25,027,354	\$ 26,384,047	\$ 1,505,892	6.05%
Fire Department*	\$ 20,051,651.00	\$ 21,904,504	\$ 20,991,498	\$ 23,570,758	\$ 1,666,254	7.61%
TOTAL	\$ 42,406,154.79	\$ 46,782,659	\$ 46,018,852	\$ 49,954,805	\$ 3,172,146	6.78%

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

Cost Redistributions

Police	
Initial Recommended	\$ 26,384,047
Centralize Defined Benefit pension costs to Employee Benefits	\$ (4,170,396)
Centralize fuel and motor vehicle repair costs in Fleet Services	\$ (292,000)
Move shared software costs to IT	\$ (21,800)
Redistribute Board of Education reimbursement of School Resource Officers costs to General Fund revenue	\$ 285,674
Adjusted Recommended	\$ 22,185,525
Fire	
Initial Recommended	\$ 23,570,758
Centralize Defined Benefit pension costs to Employee Benefits	\$ (3,597,112)
Fund full cost of annual financial audit in Board of Directors, and incorporate Enterprise Fund cost shares into interfund transfers	\$ (3,800)
Move support for Munis financial software to IT Department	\$ (11,562)
Centralize fuel and motor vehicle repair costs in Fleet Services	\$ (156,104)
Adjusted Recommended	\$ 19,802,180



Total Budget
\$49,954,805



Increase
\$3,172,146



Percent Increase
6.78%

MANCHESTER POLICE DEPARTMENT

DESCRIPTION

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

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

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

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	13,718,045.36	14,665,595	7,509,803	14,804,623	15,309,638	644,043	4.39%
Employee Benefits	7,278,333.01	8,230,030	5,853,715	7,975,674	8,807,094	577,064	7.01%
Purchased Services	731,151.23	941,422	439,779	1,071,139	1,111,753	170,331	18.09%
Supplies	535,343.66	795,158	242,290	800,298	796,836	1,678	0.21%
Equipment	91,630.53	245,950	70,102	375,620	358,726	112,776	45.85%
Other	-	-	-	-	-	-	-
TOTAL POLICE	22,354,503.79	24,878,155	14,115,690	25,027,354	26,384,047	1,505,892	6.05%

MANCHESTER POLICE DEPARTMENT

Expenditures by Function	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Police Administration	4,590,990.54	5,187,946	4,474,464	5,356,190	5,658,971	471,025	9.08%
Police Patrol	11,307,923.63	12,025,101	6,033,065	12,225,246	12,550,044	524,943	4.37%
Training	590,896.49	640,056	285,206	652,431	683,585	43,529	6.80%
Animal Control	198,308.18	233,577	121,518	230,262	240,514	6,937	2.97%
Investigative Service	2,274,533.95	2,424,953	1,169,119	2,413,293	2,549,881	124,928	5.15%
Police Motor Vehicles & Equip	212,544.89	309,000	97,292	309,000	309,000	-	0.00%
Police Buildings & Grounds	198,725.42	225,589	240,355	352,826	234,382	8,793	3.90%
Records	829,283.94	997,782	350,603	931,689	1,172,292	174,510	17.49%
Communications	1,608,416.21	1,905,511	1,093,338	1,898,555	1,983,505	77,994	4.09%
East Central Narcotics	284,203.21	429,016	138,802	358,583	482,615	53,599	12.49%
Traffic Services	258,677.33	499,624	111,927	299,279	519,258	19,634	3.93%
TOTAL POLICE	22,354,503.79	24,878,155	14,115,690	25,027,354	26,384,047	1,505,892	6.05%

Cost Redistributions:

Initial Recommended	\$ 26,384,047
Centralize Defined Benefit pension costs to Employee Benefits	\$ (4,170,396)
Centralize fuel and motor vehicle repair costs in Fleet Services	\$ (292,000)
Move shared software costs to IT	\$ (21,800)
Redistribute Board of Education reimbursement of School Resource Officers costs to General Fund revenue	\$ 285,674
Adjusted Recommended	\$ 22,185,525

MANCHESTER POLICE DEPARTMENT

Personnel & Employee Benefits:

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

- Additional funding is provided for un-freezing one frozen Patrol Officer position, effective 1/1/25, in order to help address staffing shortages relating to turnover & recruitment issues.

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
<u>Police Administration</u>					
Chief of Police	1.00	1.00	1.00	1.00	1.00
Deputy Chief of Police	0.00	0.00	0.00	0.00	0.00
Captain	2.00	2.00	2.00	2.00	2.00
Lieutenant- Administration	1.00	1.00	1.00	1.00	1.00
Lieutenant- Internal Affairs	1.00	1.00	1.00	1.00	1.00
Accreditation Manager	0.50	0.50	0.50	0.50	0.50
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Subtotal:	6.50	6.50	6.50	6.50	6.50
<u>Police Training</u>					
Sergeant	1.00	1.00	1.00	1.00	1.00
Patrol Officer	2.00	2.00	2.00	2.00	2.00
Subtotal:	3.00	3.00	3.00	3.00	3.00
<u>Patrol</u>					
Captain	1.00	1.00	1.00	1.00	1.00
Lieutenant	4.00	4.00	4.00	4.00	4.00
Sergeant	15.00	15.00	15.00	15.00	15.00
Patrol Officer (6 frozen/unfunded 7/1/24; 1 re-funded 1/1/25)	74.00	74.00	67.00	74.00	67.50
Secretary	1.00	1.00	1.00	1.00	1.00
Police Service Aides	5.00	5.00	5.00	5.00	5.00
Subtotal:	100.00	100.00	93.00	100.00	93.50

MANCHESTER POLICE DEPARTMENT

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
<u>Animal Control</u>					
Animal Control Officer	1.00	2.00	2.00	2.00	2.00
Subtotal:	1.00	2.00	2.00	2.00	2.00
<u>Investigative Services</u>					
Lieutenant	1.00	1.00	1.00	1.00	1.00
Sergeant	3.00	3.00	3.00	3.00	3.00
Detective	12.00	12.00	12.00	12.00	12.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Subtotal:	17.00	17.00	17.00	17.00	17.00
<u>Maintenance</u>					
Janitor	2.00	2.00	2.00	2.00	2.00
Subtotal:	2.00	2.00	2.00	2.00	2.00
<u>Records</u>					
Account Clerk	1.00	1.00	1.00	1.00	1.00
Accreditation Manager	0.50	0.50	0.50	0.50	0.50
Data Operator (1 frozen/unfunded)	4.00	4.00	3.00	4.00	3.00
Admin. Records Supervisor	1.00	1.00	1.00	1.00	1.00
Subtotal:	6.50	6.50	5.50	6.50	5.50
<u>Communications</u>					
Supt. Of Communications	1.00	1.00	1.00	1.00	1.00
Dispatch Supervisor	0.00	1.00	1.00	1.00	1.00
Dispatcher (1 frozen)	19.00	18.00	17.00	18.00	17.00
Subtotal:	20.00	20.00	19.00	20.00	19.00
<u>East Central Narcotic</u>					
Lieutenant	1.00	1.00	1.00	1.00	1.00
Patrol Officer	2.00	2.00	2.00	2.00	2.00
Subtotal:	3.00	3.00	3.00	3.00	3.00
<u>Traffic Services</u>					
Sergeant	1.00	1.00	1.00	1.00	1.00
Patrol Officer	3.00	3.00	3.00	3.00	3.00
Subtotal:	4.00	4.00	4.00	4.00	4.00
<u>TOTAL REGULAR POSITIONS</u>					
Sworn Officers	124.00	124.00	117.00	124.00	117.50
Civilians	38.00	39.00	37.00	39.00	37.00
TOTAL POLICE FT STAFF	163.00	164.00	155.00	164.00	155.50

MANCHESTER POLICE DEPARTMENT

Part Time Positions	Budgeted		Budgeted		Change in FTE's
	Hours 2023/24	Full Time Equivalents	Hours 2024/25	Full Time Equivalents	
Accounts Payable Clerk	1,001	0.48	1,001	0.48	0.00
TOTAL POLICE ADMINISTRATION	1,001	0.48	1,001	0.48	0.00
School Crossing Guards (35)	19,215	9.24	19,215	9.24	0.00
Crossing Guard Supervisor	780	0.38	780	0.38	0.00
TOTAL POLICE PATROL PT STAFF	19,995	9.61	19,995	9.61	0.00
Data Entry Clerk	1,014	0.49	1,014	0.49	0.00
Evidence Technicians (2)	2,028	0.98	2,028	0.98	0.00
TOTAL POLICE RECORDS PT STAFF	3,042	1.46	3,042	1.46	0.00
TOTAL POLICE PART TIME STAFF	24,038	11.56	24,038	11.56	-

Purchased Services and Supplies:

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

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

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

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

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

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

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

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

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

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

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

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

MANCHESTER POLICE DEPARTMENT

Purchased Services and Supplies (cont'd):

The budget includes the following adjustments:

- An increase of \$110,476 within Police Administration for the annual purchase of four cruisers and associated equipment to outfit the vehicles (lights, radios, etc.). This reflects both a per-vehicle price increase and the removal of ARPA-funded offsets to those lines that was in place in FY24.
- A reduction of \$14,737 in the Quartermaster budget within Patrol—reflecting updated pricing for uniforms and supplies for new and existing officers.
- An increase of \$14,200 within the Training budget reflecting the training costs for two additional recruits, defensive tactics and de-escalation training, and first line supervisor training.
- An increase of \$155,519 within the Accident Records budget reflecting the full cost of the new body and cruiser cameras, which had been partially ARPA-funded in FY24.
- An increase of \$9,000 within the Communications budget to reflect the rising cost of radios and radio equipment, which impacts the replacement program for dispatch operations.

STATUS OF 2023/24 GOALS

1. **Increase efforts to identify, attract, and retain a diverse workforce of employees at the Manchester Police Department.** In Progress.
2. **Update the Verint Audiolog system to improve the quality of digital call and screen recording.** Completed.
3. **Implement the High Q public records request system for the Manchester Police Department Records Division.** In Progress.
4. **Implement a new training schedule (7 days) based around the new patrol schedule broken up into two 6-month bids.** Completed.
5. **Increase the polygraph unit to 3 trained polygraphers.** In Progress.
6. **Continue to get newer officers certain basic but necessary law enforcement trainings such as Crisis Intervention Training, ARIDE (Advanced Roadside Impaired Driving Enforcement), Interview and Interrogation, and Basic DUI training.** Ongoing.

MANCHESTER POLICE DEPARTMENT

7. Continue to seek to improve training of new and existing officers, particularly in areas involving public relations & interactions, de-escalation, community engagement, etc. Ongoing.
8. Explore solutions to challenges currently faced in the recruitment & retention of public safety dispatchers. Ongoing.

2024/25 GOALS

1. Continue efforts to identify, attract, and retain a diverse workforce of employees at the Manchester Police Department.
2. Hiring or promotion of a civilian supervisor in the Communication Center.
3. Implement the High Q public records request system for the Manchester Police Department Records Division.
4. Continue to explore solutions to challenges currently faced in the recruitment & retention of public safety dispatchers.
5. Increase the polygraph unit by adding one more trained polygrapher examiner.
6. Continue to get newer officer certain basic but necessary law enforcement trainings such as Crisis Intervention Training, ARIDE (Advanced Roadside Impaired Driving Enforcement), Interview and Interrogation, and Basic DUI training.
7. Continue to seek to improve training of new and existing officers, particularly in areas involving public relations & interactions, de-escalation, community engagement, etc.
8. Implement an online pistol permit software (Permitium) to help streamline the pistol permit application process.

MANCHESTER POLICE DEPARTMENT

WORKLOAD STATISTICS & PERFORMANCE MEASURES

	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Part I Crimes						
Murder	7	1	4	0	0	
Rape	15	30	21	31	20	
Robbery	29	30	32	30	24	
Aggravated Assault	24	36	58	39	51	
Burglary	123	130	124	110	108	
MV Theft	104	144	224	151	185	
Arson	0	3	5	3	4	
Larceny/Theft Subtotal	1,019	1,264	1,617	1,274	1,201	
Larceny (Pick Pocket)	1	0	1	0	0	
Larceny (Shoplifting)	404	452	684	366	511	
Larceny (From MV)	174	281	370	201	151	
Larceny (Theft of MV Parts)	84	96	200	357	164	
Larceny (Bicycles)	3	23	7	4	7	
Larceny (From Building)	189	136	118	137	149	
Larceny (All Other)	164	276	237	209	219	
Total Part I Crimes	1,321	1,638	2,085	1,638	1,593	
Calls for Service						
Suicide Attempt / Threat	345	275	208	192	38	
EDP Calls	957	839	884	861	1,088	
MV Stops	7,290	7,085	3,871	4,000	3,071	
MV Accidents with Injury	376	362	383	361	408	
MV Accidents without Injury	1,246	976	822	1,049	1,018	
MV Accidents Private Property	511	358	368	428	471	
Other	36,164	43,134	62,622	65,630	60,482	
Total Calls for Service	46,889	53,029	69,158	72,521	66,576	
% of Part I Crimes that are Larceny Related	77.1%	77.2%	77.6%	77.8%	75.4%	
% of Larcenies that are Shoplifting	39.6%	35.8%	42.3%	28.7%	42.5%	
Number of Cruiser Accidents	21	18	22	14	3	
Number of Officer at Fault Cruiser Accidents	15	9	15	5	1	

	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Arrests						
Part I Crimes	465	1,442	1,904	1,685	1,494	
DUI/DWI	219	199	171	199	223	
Narcotics	170	269	102	173	253	
Other	2,449	1,172	2,546	1,464	872	
Total Arrests	3,303	3,082	4,723	3,521	2,842	
Number of Juvenile Arrests	200	209	141	166	203	
Number of MV fatalities	1	5	2	6	1	
DUI						
# of Arrests During DUI Enforcement Efforts	55	30	76	31	40	
# of Arrests During DUI Enforcement Effort (Non-DUI)	204	165	67	13	26	
Value of Parking Tickets Issued	\$62,495	\$34,070	\$28,320	\$32,393	\$10,150	

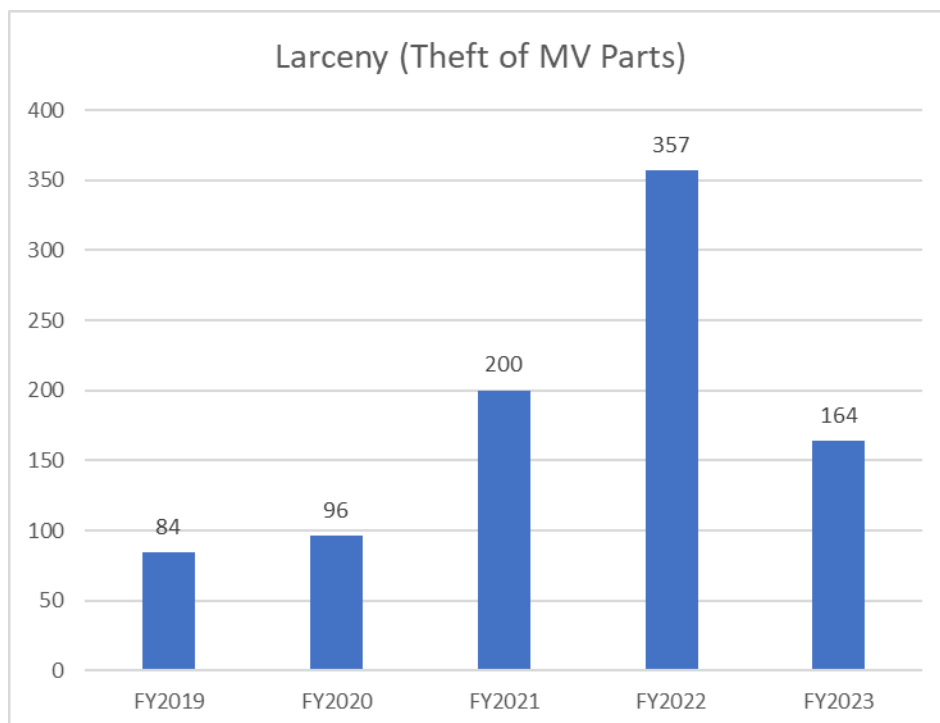
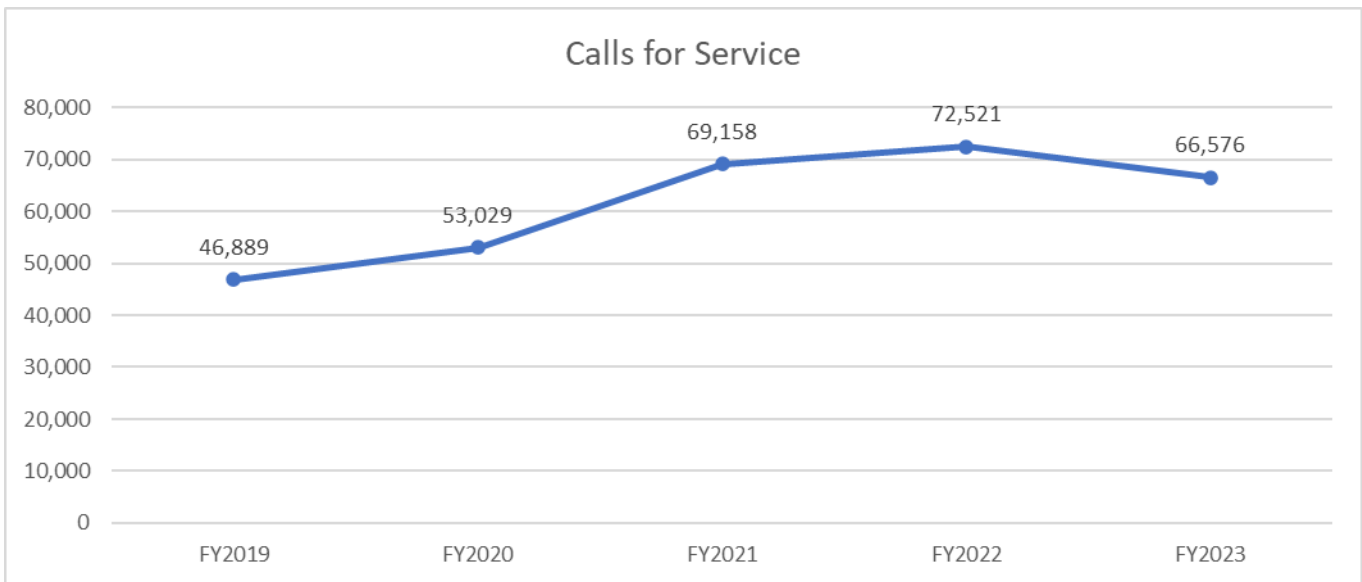
MANCHESTER POLICE DEPARTMENT

	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Animal Control						
# of Dog Bites Reported	60	61	91	67	53	
# of Animals Returned to Owners	142	126	106	127	106	
# of Dogs Impounded	256	229	174	209	217	
% of Dogs Adopted or Returned to Owner	85%	85%	75%	84%	84%	
# of Dogs Adopted	76	69	24	49	77	
# of Calls Returned for Animal Complaints	4,092	3,918	2,892	3,517	3,560	
# of Animals Euthanized	13	25	14	21	21	
# of CAD Calls	1,234	1,011	1,015	928	1,168	
Number of FTE - Sworn		114	113	110	105	
Avg. Calls for Service per FTE - Sworn		466	611	660	634	
Number of Traffic Stops Conducted During DWI Enforcement	1,795	1,372	1,689	1,483	988	
Number of Tickets while Conducting DWI Enforcement	879	830	565	513	498	
Number of Warnings During DWI Enforcement	657	636	462	124	184	
Communications - Number of Incoming Calls						
Fire	2,669	2,461	2,408	2,603	2,626	
Police	147,991	125,323	122,613	108,717	114,065	
Medical	7,417	7,772	6,988	8,778	9,772	
Total	158,077	135,556	132,009	120,098	126,463	
Number of Calls Resulting in Cases	12,600	11,811	15,284	11,105	10,678	
Average Number of FTEs	14	15	13	12	12	
Annual Call Volume per FTE	11,291	9,037	10,155	10,008	10,539	
Number of Officers In-Service Training	33	14	30	26	27	
Number of yearly recertification completed (NCIC)	1	0	12	4	0	
Number of yearly recertifications completed (MRT)	38	19	23	29	67	
Number of yearly recertifications completed (Other)	0	8	39	24	135	
Total yearly recertifications completed	72	41	104	83	229	
Hours of trainings conducted - In House	3,679	2,115	2,334	4,787	6,195	
Hours of trainings conducted - Other	5,059	1,097	2,542	4,143	3,636	
Hours of trainings conducted - Total	8,738	3,112	5,276	8,930	9,831	
Number of Sworn Personnel Trained	988	584	480	1,487	878	

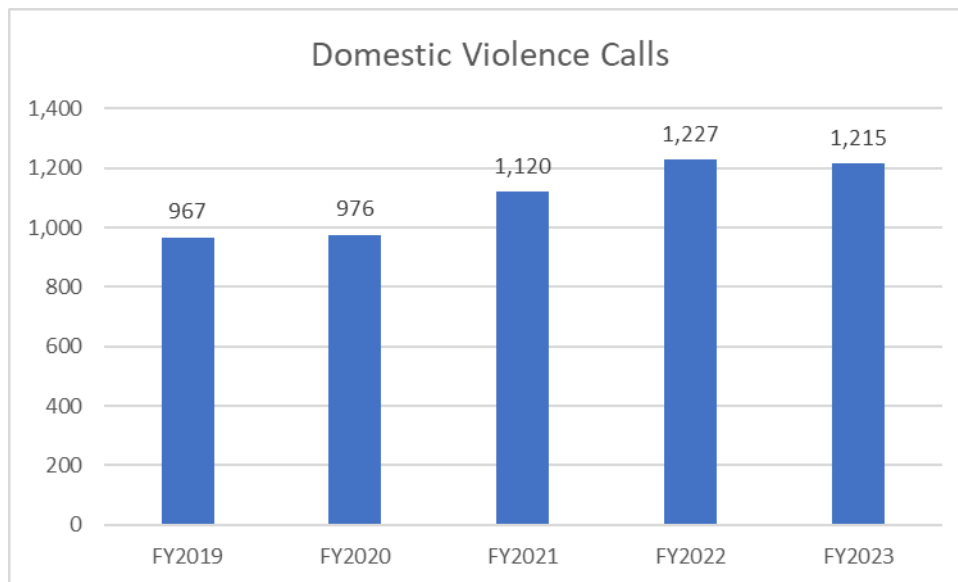
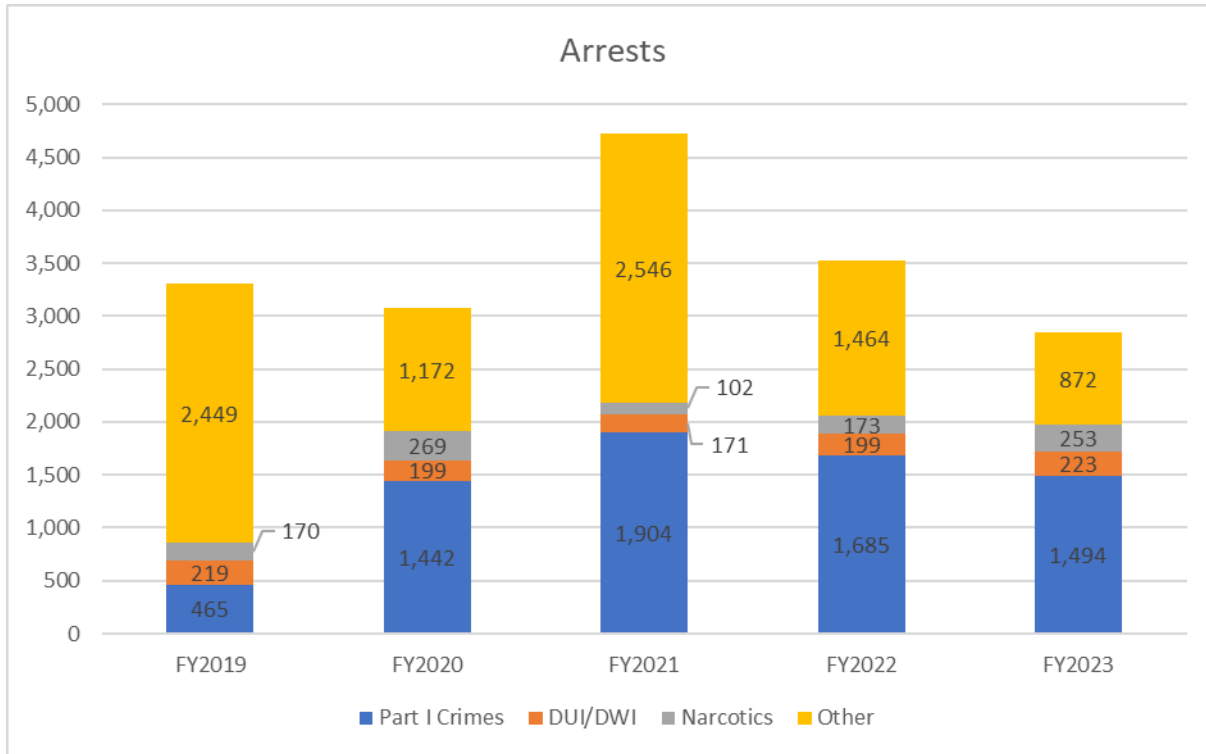
	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Records						
Number of new cases	19,715	67,037	69,869	75,120	66,867	
Number of new arrest records	3,481	2,369	2,386	2,238	2,273	
Number of new citation records	4,024	3,869	2,350	2,553	1,301	
Number of new accident records	1,946	2,160	2,437	2,245	2,252	
Number of warrant validations	0	0	0	0	0	
Number case reports/records checks other govt agency	4,026	3,098	4,434	3,383	4,122	
Number of criminal records checks provided	127	82	42	81	112	
Number of case reports provided to individuals	3,702	3,399	3,361	3,649	3,723	
Number of local pistol permits issued	230	151	721	420	315	
Number of licenses/permits issued	86	44	62	68	111	
Number of parking ticket payments	604	384	467	563	80	
Number of new parking tickets	3,411	1,324	1,219	1,355	453	
Number of parking ticket delinquency letters sent	621	1,155	535	535	365	
Number of Parking Ticket Waivers	695	366	247	136	26	
Revenue						
Case report fees	\$12,712	\$12,365	\$7,149	\$12,671	\$13,362	
Criminal record check fees	\$635	\$410	\$175	\$405	\$560	
Alarm registration	\$1,946	\$1,881	\$1,819	\$1,756	\$1,614	
Pistol permits	\$16,030	\$10,570	\$50,425	\$29,330	\$22,055	
Licenses/permits	\$5,675	\$2,115	\$4,585	\$4,475	\$10,256	
Total	\$36,998	\$27,341	\$64,153	\$48,637	\$47,847	

MANCHESTER POLICE DEPARTMENT

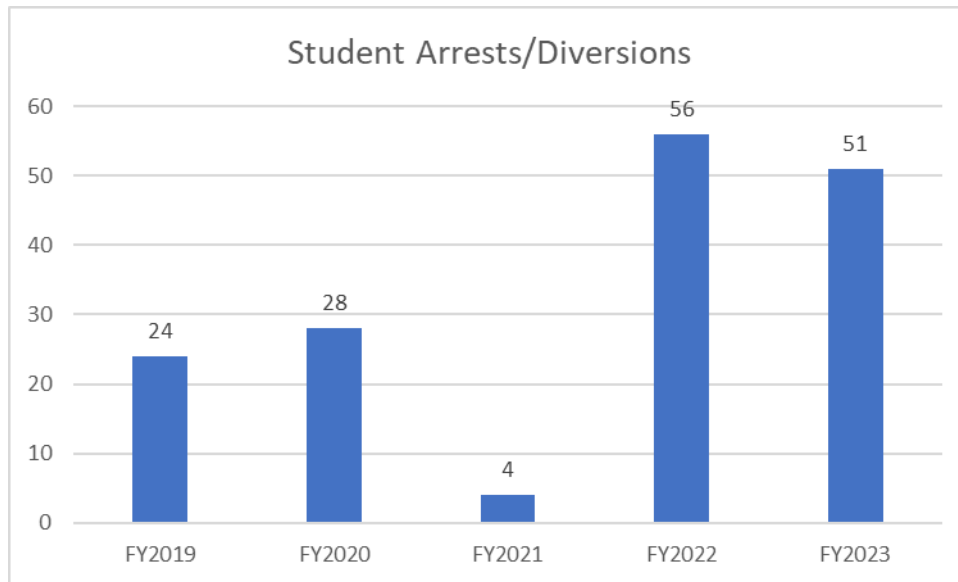
	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Domestic Violence						
Number of Domestic Violence Calls	967	976	1,120	1,227	1,215	
Number of New Domestic Violence Cases	80	171	150	225	179	
Number of New Clients	9	81	110	94	110	
Number of Continuing Clients	71	94	129	118	109	
Number of Student Arrests	24	28	4	56	51	
Number of Educational Events	93	51	63	95	92	
Number of Block Watch Neighborhoods	26	7	2	8	24	
Participants - Police Explorers	19	27	51	18	17	
Police Explorers Events	50	33	34	43	52	
Car Seat Installations	289	191	0	119	201	
New domestic violence cases generated	80	171	150	225	179	
Firearms seizures or confirm disposals	255	135	118	157	153	



MANCHESTER POLICE DEPARTMENT



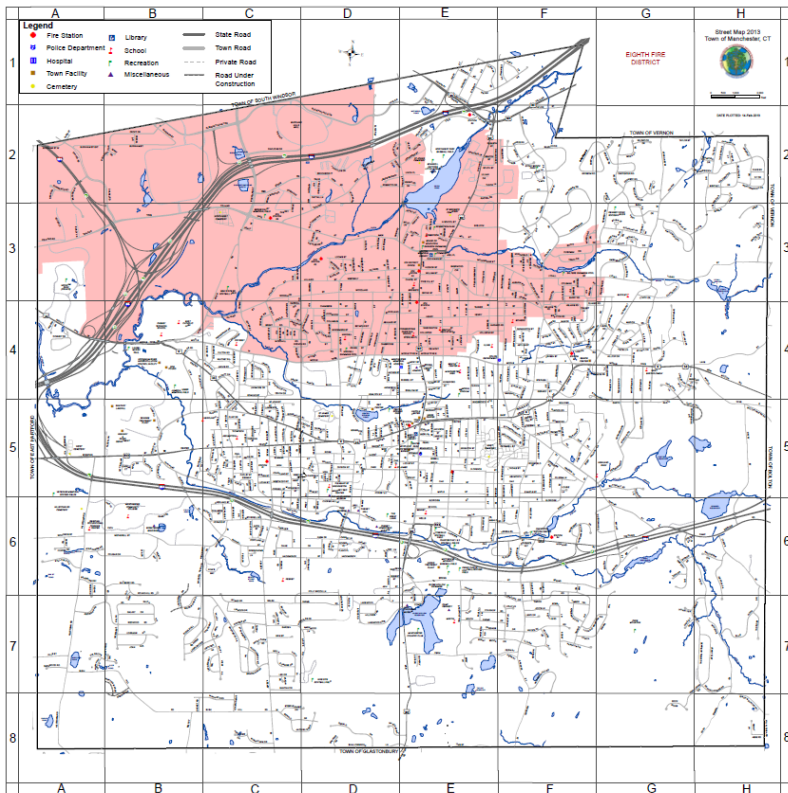
MANCHESTER POLICE DEPARTMENT



MANCHESTER FIRE DEPARTMENT

DESCRIPTION

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



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

The Department also serves as the base of operations for Emergency

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

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

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

MANCHESTER FIRE DEPARTMENT

Class A pumpers and one aerial truck. The reserve fleet currently consists of two Class A pumpers and a quint. Apparatus formerly owned by the 8th District are also now part of the main fleet.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	9,569,175.16	12,740,315	5,815,829	12,285,091	13,752,310	1,011,995	7.94%
Employee Benefits	5,486,527.00	6,023,264	2,767,092	5,513,640	6,347,243	323,979	5.38%
Purchased Services	1,742,734.52	2,275,235	1,407,684	2,329,728	2,516,475	241,240	10.60%
Supplies	370,581.19	718,590	168,596	715,940	780,030	61,440	8.55%
Equipment	67,241.11	147,100	16,965	147,100	174,700	27,600	18.76%
Interfund Transfers	1,123,456.00	-	-	-	-	-	N/A
Apparatus Payments & Capital	1,740,000.00	-	-	-	-	-	N/A
Debt Service	-	-	-	-	-	-	N/A
TOTAL FIRE	20,099,714.98	21,904,504	10,176,167	20,991,498	23,570,758	1,666,254	7.61%

Expenditures by Function	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Fire Administration	5,495,704.08	1,566,633	890,057	1,588,358	1,600,217	33,584	2.14%
Fire Fighting Service	8,963,801.60	14,099,923	6,872,082	13,540,517	15,334,848	1,234,925	8.76%
Alarms and Communications	445,735.88	467,678	5,625	467,678	480,206	12,528	2.68%
Fire Prevention	612,494.44	1,179,914	444,791	1,003,109	1,281,960	102,046	8.65%
Fire Training	201,404.58	279,846	82,452	251,741	277,611	(2,235)	-0.80%
Volunteer Division	-	182,788	79,794	205,739	321,452	138,664	75.86%
Apparatus Service	143,646.88	337,985	138,363	368,466	384,247	46,262	13.69%
Bldgs & Grounds Maintenance	186,212.28	166,600	38,415	166,854	167,944	1,344	0.81%
Paramedics	3,975,603.29	3,531,166	1,594,412	3,307,064	3,629,616	98,450	2.79%
Fire Equipment	26,577.95	31,000	1,849	31,000	31,000	-	0.00%
Emergency Management	48,534.00	60,971	28,326	60,971	61,657	686	1.13%
TOTAL FIRE	20,099,714.98	21,904,504	10,176,167	20,991,498	23,570,758	1,666,254	7.61%

Cost Redistributions:

Initial Recommended	\$ 23,570,758
Centralize Defined Benefit pension costs to Employee Benefits	\$ (3,597,112)
Fund full cost of annual financial audit in Board of Directors, and incorporate Enterprise Fund cost shares into interfund transfers	\$ (3,800)
Move support for Munis financial software to IT Department	\$ (11,562)
Centralize fuel and motor vehicle repair costs in Fleet Services	\$ (156,104)
Merge Firefighting, Paramedics, and Equipment into one subdivision	\$ -
Adjusted Recommended	\$ 19,802,180

Personnel & Employee Benefits:

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

- Funds are provided in Fire Administration & Paramedics to fund the frozen Assistant Chief position

MANCHESTER FIRE DEPARTMENT

- An additional \$50,000 is provided to allow for converting two part time Fire Inspector positions to one full-time Fire Inspector
- Increases in the Firefighting Division reflect Lieutenant promotions following the merger with the 8th Utilities District, as well as step increases for new & former 8th District firefighters.

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
<u>Fire Administration</u>					
Fire Chief	1.00	1.00	1.00	1.00	1.00
Assistant Fire Chief	1.50	1.50	1.00	1.50	1.50
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Battalion Chief	4.00	4.00	4.00	4.00	4.00
Subtotal:	7.50	7.50	7.00	7.50	7.50
<u>Volunteer Division</u>					
Deputy Chief	0.00	1.00	1.00	1.00	1.00
Subtotal:	0.00	1.00	1.00	1.00	1.00
<u>Firefighting Services</u>					
Battalion Chief	1.00	1.00	1.00	1.00	1.00
Lieutenant	20.00	28.00	28.00	28.00	28.00
Firefighter	34.00	54.00	54.00	54.00	54.00
Subtotal:	55.00	83.00	83.00	83.00	83.00
<u>Fire Prevention</u>					
Fire Marshal	1.00	1.00	1.00	1.00	1.00
Deputy Fire Marshal	1.00	1.00	1.00	1.00	1.00
Fire Inspector	1.00	1.00	1.00	2.00	2.00
Clerical Assistant	1.00	1.00	1.00	1.00	1.00
Subtotal:	4.00	4.00	4.00	5.00	5.00
<u>Fire Training</u>					
Training Haz. Mat. Safety Officer	1.00	1.00	1.00	1.00	1.00
Subtotal:	1.00	1.00	1.00	1.00	1.00
<u>Apparatus Services</u>					
Fire Department Master Mechanic	0.00	1.00	1.00	1.00	1.00
Subtotal:	0.00	1.00	1.00	1.00	1.00
<u>Paramedic Services</u>					
Assistant Fire Chief	0.50	0.50	0.00	0.50	0.50
Paramedics	18.00	18.00	17.00	18.00	17.00
Medical Officer/Emerg. Superv.	1.00	1.00	1.00	1.00	1.00
Subtotal:	19.50	19.50	18.00	19.50	18.50
TOTAL FIRE FT STAFF	87.00	115.00	113.00	116.00	115.00

MANCHESTER FIRE DEPARTMENT

Part Time Positions	Budgeted		Budgeted		Change in FTE's
	Hours 2023/24	Full Time Equivalents	Hours 2024/25	Full Time Equivalents	
Data Management Tech	1,000	0.48	1,000	0.48	0.00
Clerical Assistant	1,000	0.48	1,000	0.48	0.00
Fire Inspectors (reduce from 7 to 6)	7,280	3.50	6,240	3.00	-0.50
Deputy Fire Marshal	1,040	0.50	1,040	0.50	0.00
Emergency Management Tech	1,066	0.51	1,066	0.51	0.00
TOTAL FIRE PT STAFF	11,386	5.47	10,346	4.97	-0.50

Purchased Services and Supplies:

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

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

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

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

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

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

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

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

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

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

The budget includes the following adjustments:

- An increase of \$9,212 in Fire Administration to reflect the necessary professional development opportunities for the new Assistant Chief position.
- An increase of \$150,578 for water charges, reflecting the 8% rate increase

MANCHESTER FIRE DEPARTMENT

- An increase of \$94,795 to reflect the full funding of the Volunteer Division, which was partially funded by ARPA in FY24. These costs include pre- and post-employment physicals for volunteers, trainings, motor vehicle repairs, uniforms, and other miscellaneous supplies and equipment.

STATUS OF 2023/24 GOALS

1. **Development of Strategies for Attracting Potential Employees in Greater Numbers in Order to Meet Projected Vacancies**

For a variety of reasons including an increased demand for paramedics and a decrease in the number of paramedics entering the workforce, our applicant pool has been steadily declining. Conducted a truncated “Bridge Academy” in cooperation with the CT Fire Academy for hires who already held a certain level of certification. Hired “lateral transfers” from other departments who had already been through the Academy and expanded the hiring of EMTs. Will continue to increase social media presence and utilize personnel to aggressively recruit while in the field. Also running an EMT program for high School students in conjunction with the Manchester Early Learning Center as well as preparing to stand up a volunteer program.

2. **Continue Utilizing Strategic Planning to Meet the Expanding Needs of Manchester’s Fire, Rescue and Emergency Medical Services.**

A long-term plan will be created that will serve as the roadmap for the department’s growth, resource deployment and economic management for the next 8 to 10 years. The past year saw an enormous move forward in Manchester’s strategic planning goal for public safety. A major theme of the Town’s planning initiative was the coordination and consolidation of all fire, rescue and EMS resources, among them: training, operations, recruitment, and dispatch. The 2023 merger saw all goals met as we orchestrated a dovetailing of the two operations. While work remains to be done, in 2024-25 the new MFD will assess its current capabilities relative to Manchester’s needs and begin planning through a new lens.

3. **Establish a Data Quality Assurance and Analysis Process**

With MFRE’s new records management system software, ESO, in place, investments were made in training personnel and perfecting performance measures to capitalize on the consolidated program. We will seek to optimize the capture and use of data to streamline departmental functions and to predict future trends and demands for service. We have benefitted from the unified records management system in some ways, such as real time information sharing between the Fire Marshal’s Office and our operational personnel. Unfortunately, the workload related to the merger efforts for both Fire Department administrative personnel and the Town’s IT department were so steep that some of the advantages of ESO remain unrealized.

MANCHESTER FIRE DEPARTMENT

4. Pursue Expanded Training Opportunities for MFRE's Chief Officers in Relevant Command and Administrative Capabilities

Given the limited size of MFRE's administrative team, redundancy in capabilities becomes paramount. In FY '24 we will continue to pursue training that provides us with the administrative elasticity to weather the challenges that we face. This project delivers a breadth and depth of competencies to all Chief Officers in the core administrative and command functions required by our department. There has been some success, such as the completion of an online Public Information Officer course by all MFD Chief Officers, among other training accomplishments. However, progress was hampered by the workload associated with the merger. The past 10 months have been an "all hands" effort in expanding our staffing, training as many as 45 new employees, integrating operations and fleets, opening two new fire houses and more.

5. Pursue Funding Opportunities to Address Training and Experience Deficits Stemming from the Many Young Members MFRE is Hiring.

2022 and 2023 saw a large-scale departure of senior members. A full ¼ of the department retired in that time. to address the staffing issues stemming from these retirements, the department promoted half of our command staff, half of our company officers, and hired brand-new firefighters to fill the vacancies left behind in the wake of those departures.

Younger, New members may lack the practical and formal experience of departing older members. Manchester has been fortunate to receive several grants, many of which have been training related. In the fall of 2022, MFD members received grant-funded "train the trainer" certification in fire ground safety and survival, which they were able to bring back and provide to the entire department. This year we are seeking additional grant opportunities to provide our members with training in core rescue disciplines.

MANCHESTER FIRE DEPARTMENT

2024/25 GOALS

- 1. Attract Potential Employees in Greater Numbers in Order to Meet Projected Vacancies**
- 2. Continue to provide high quality education to MFD paramedics and EMTs increasing their knowledge and skills.**
- 3. MFD Will Put in Place a Volunteer Wing, Established to Recognize and Honor the Eighth Utilities District's History and Service to Manchester**
- 4. Establish a Data Quality Assurance and Analysis Process**
- 5. Pursue Expanded Training Opportunities for MFRE's Chief Officers in Relevant Command and Administrative Capabilities**
- 6. Pursue Funding Opportunities to Address Training and Experience Deficits Stemming from the Many Young Members MFRE is Hiring.**
- 7. The Fire Marshal's Office of Manchester Fire Will Seek to Improve Service by Digitizing it's Records.**
- 8. MFD Will Seek to Establish a Formal Fixed Training Grounds to Meet Departmental Needs**

MANCHESTER FIRE DEPARTMENT

WORKLOAD STATISTICS & PERFORMANCE MEASURES

	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Structure Fires	27	26	33	47	38	
Incident Types						
Medical/Rescue	7,095	6,259	5,921	6,855	7,501	
Fire	99	149	158	139	193	
Hazardous Conditions	323	310	349	291	325	
Public Service	316	336	268	374	471	
Good Intent/Investigations	624	602	478	732	916	
Fire Alarm/No Fire	579	509	447	472	562	
Total Incidents	9,036	8,165	7,621	8,863	9,968	
Mutual Aid - Provided To						
8th District (Provided To)	13	18	20	32	53	
Other (Provided To)	31	35	47	146	51	
Total	44	53	67	178	104	
Mutual Aid - Received From						
8th District (Rec'd From)	8	8	7	8	22	
Other (Rec'd From)	9	6	14	8	24	
Total	17	14	21	16	46	
EMS - Medical Calls						
Advanced Life Support	3,404	2,967	3,110	3,643	3,627	
Basic Life Support	2,540	2,004	1,702	1,994	2,351	
Refusals	854	925	737	789	944	
Deceased on scene	82	94	87	81	28	
Total	6,880	5,990	5,636	6,507	6,950	

	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Cardiac Arrest						
Resuscitations Attempted	50	52	50	52	59	
Return of Spontaneous Circulation Achieved	13	14	22	32	16	
% Return of Spontaneous Circulation Achieved	26.0%	26.9%	44.0%	61.5%	27.1%	
Resuscitations Attempted - Witnessed Events	24	22	16	24	17	
Return of Spontaneous Circulation Achieved - Witnessed Events	10	12	12	20	9	
% Return of Spontaneous Circulation Achieved - Witnessed Events	41.7%	54.5%	75.0%	83.3%	52.9%	
Advanced Life Support Fees						
Total Billed	\$3,193,128	\$3,015,234	\$3,084,833	\$3,585,712	\$3,436,304	
Total Collected	\$613,216	\$600,136	\$542,803	\$648,514	\$533,760	
% Collected	19.2%	19.9%	17.6%	18.1%	15.5%	
Community Relations						
Public Relations Events	16	22	10.5	16	33	
Public Education Events	43	49	5	5	24	
Hours - Public Relations Events	40	66	13.5	25	99.75	
Hours - Public Education Events	116	145	60	13.5	70.25	

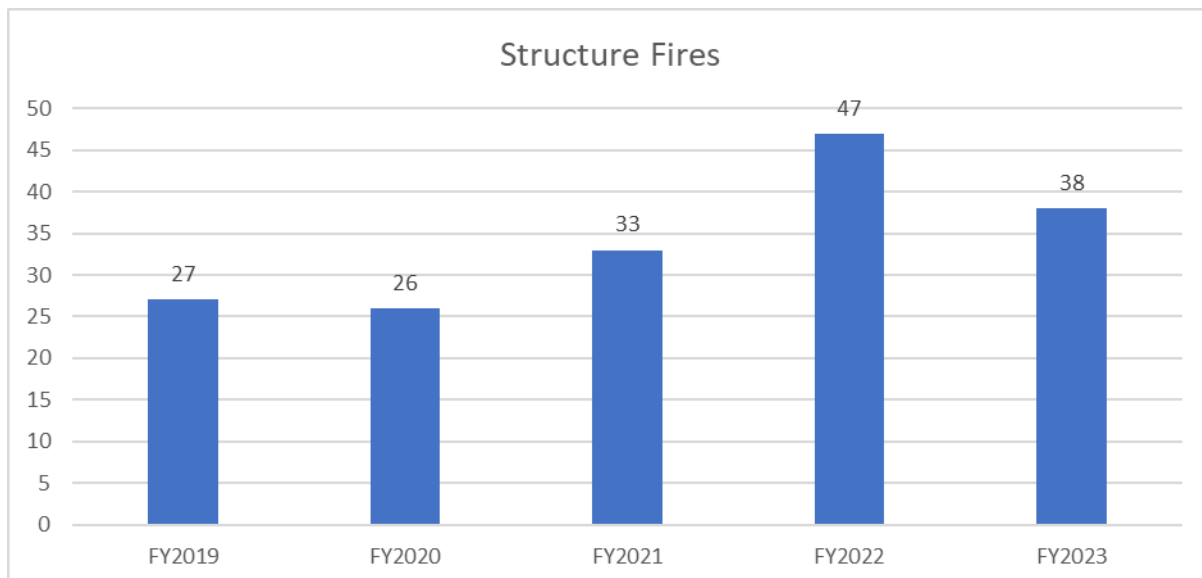
	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Fire Inspections						
Total Inspections Conducted	641	764	618	1,188	498	
Fire Code Violations					3,750	
Reinspections					430	

MANCHESTER FIRE DEPARTMENT

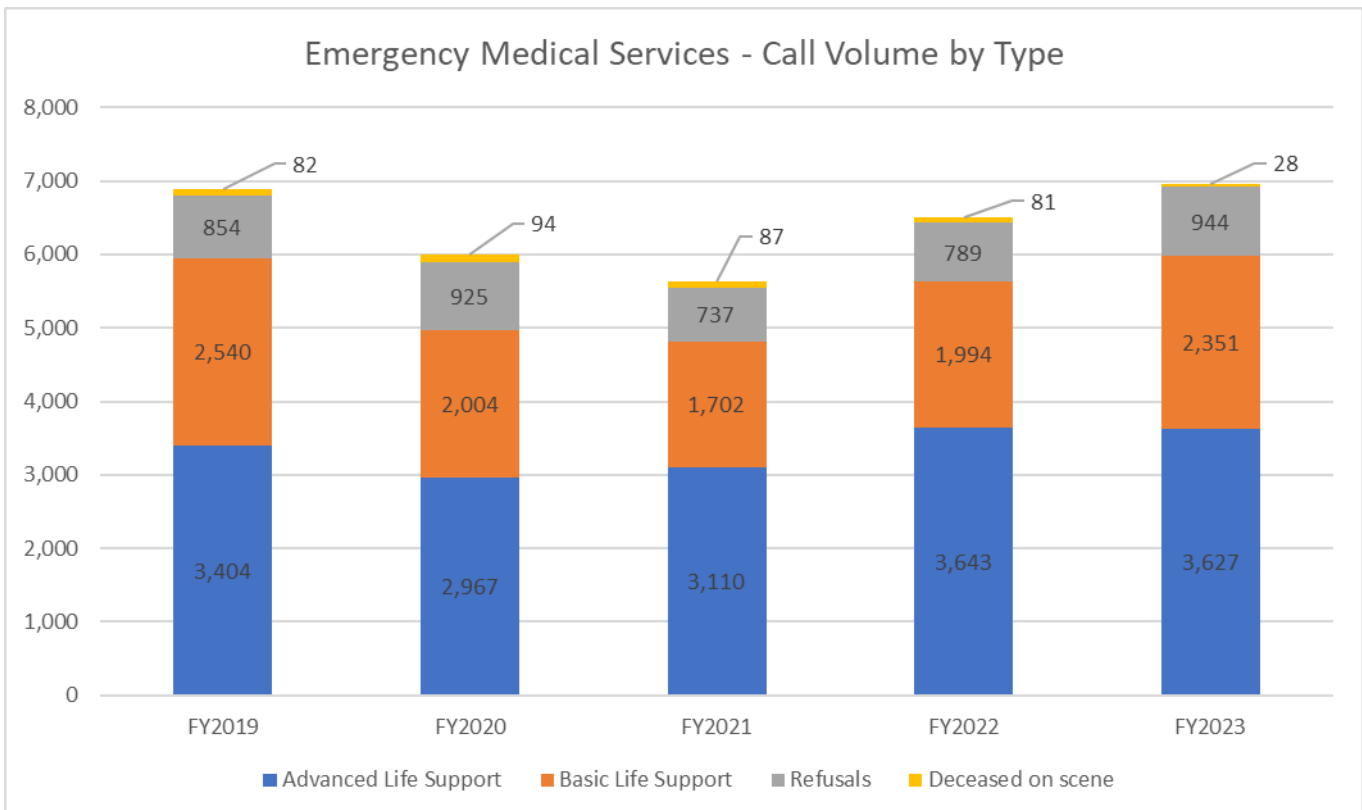
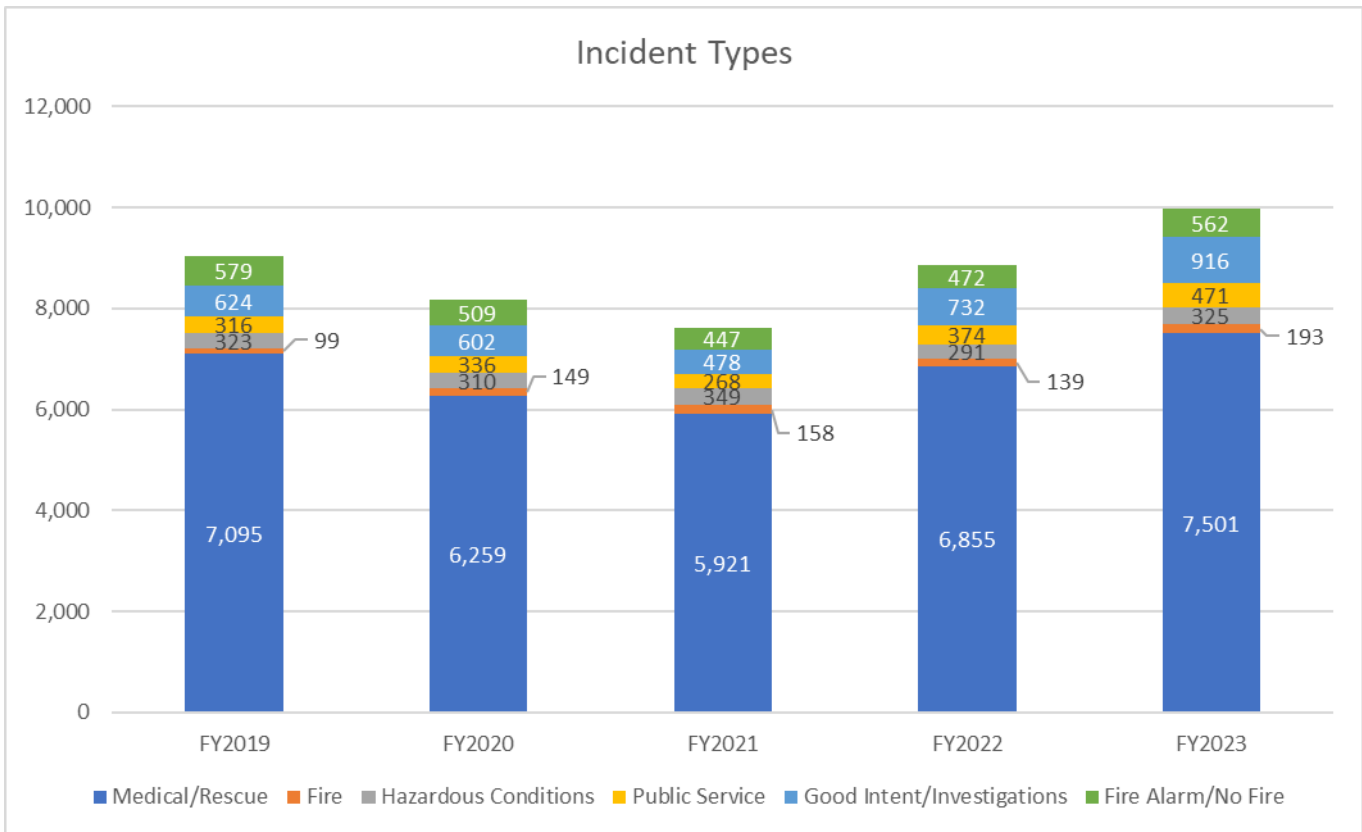
Turnout Times	FY22	FY23
0:00 - 0:29	13.1%	14.5%
0:30 - 0:59	13.8%	13.5%
1:00 - 1:29	24.4%	21.2%
1:30 - 1:59	21.6%	20.2%
2:00 - 2:59	19.8%	21.1%
3:00 - 4:59	6.0%	7.1%
5:00 - 9:59	1.2%	2.4%

Travel Times	FY22	FY23
0:00 - 3:59	62.21%	58.82%
4:00 - 7:59	32.14%	34.28%
8:00 - 11:59	4.09%	5.03%
12:00 - 15:59	1.00%	1.38%
16:00 - 29:59	0.54%	0.47%
30:00 - 1:29:59	0.02%	0.02%

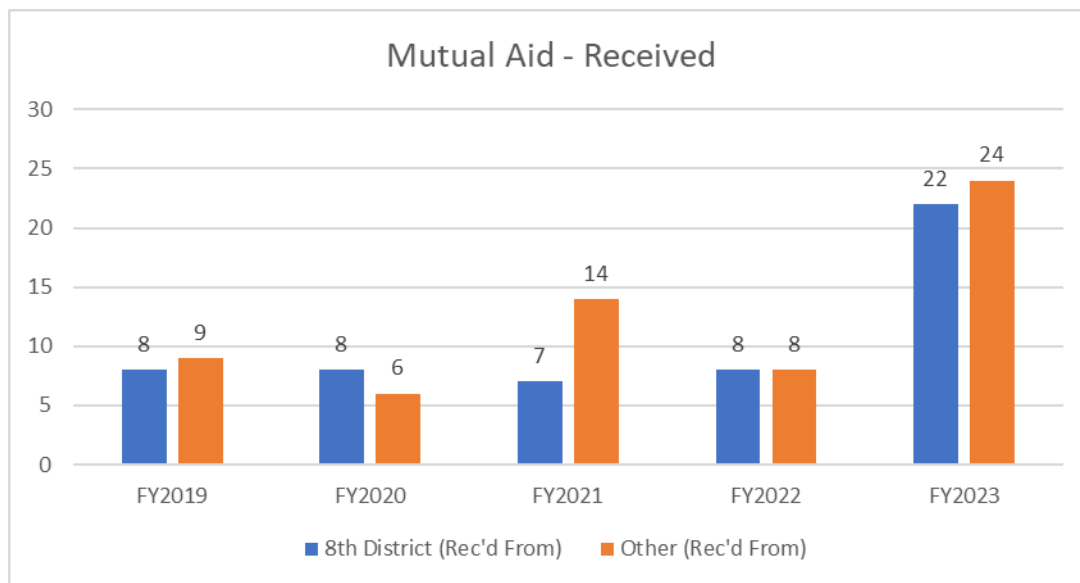
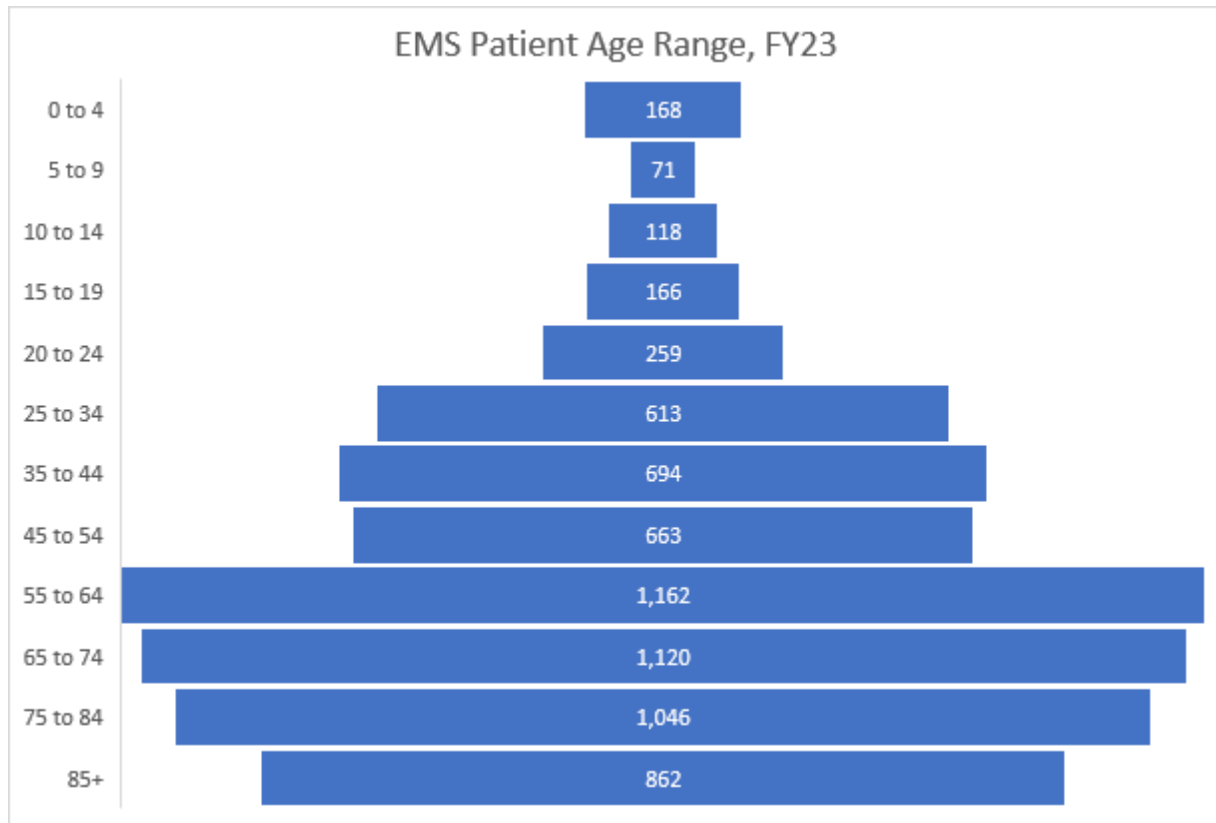
EMS Patient Age Range	FY23	% of Total
0 to 4	168	2.4%
5 to 9	71	1.0%
10 to 14	118	1.7%
15 to 19	166	2.4%
20 to 24	259	3.7%
25 to 34	613	8.8%
35 to 44	694	9.9%
45 to 54	663	9.5%
55 to 64	1,162	16.6%
65 to 74	1,120	16.0%
75 to 84	1,046	15.0%
85+	862	12.3%
UNK	54	0.8%
TOTAL	6,996	



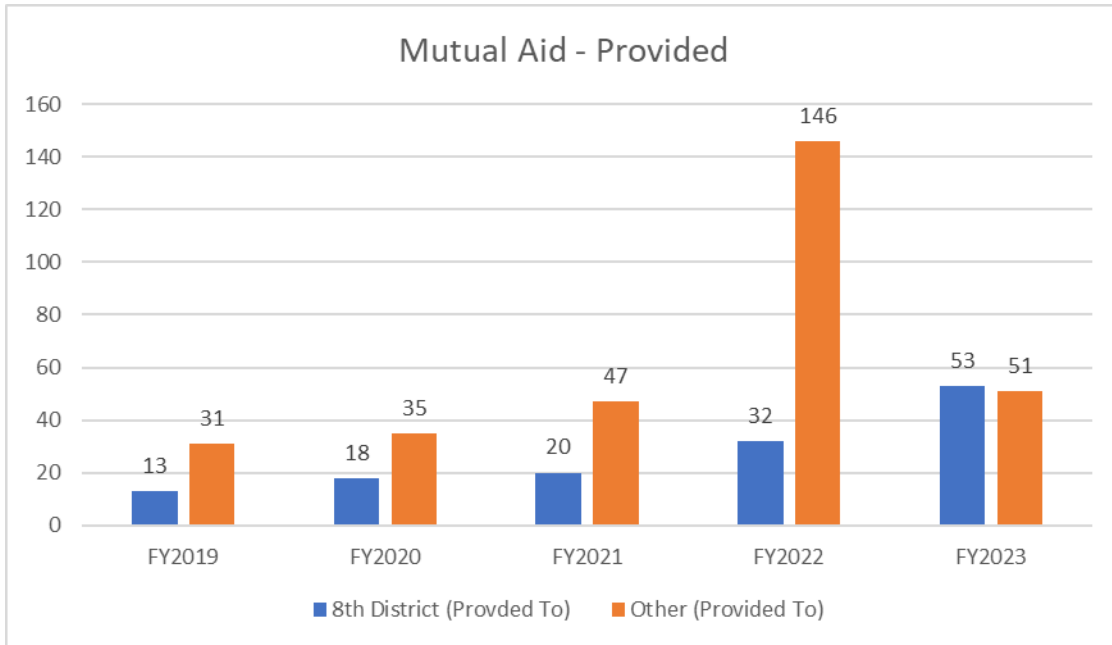
MANCHESTER FIRE DEPARTMENT



MANCHESTER FIRE DEPARTMENT



MANCHESTER FIRE DEPARTMENT





Recommended Budget

Town of Manchester,
Connecticut

FY 2024-25

Human Services



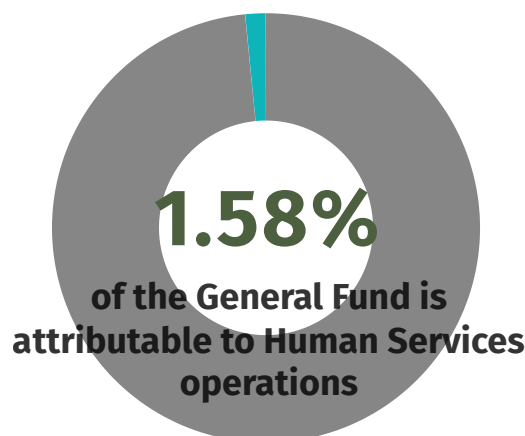
The Human Services section of the budget includes the administrative functions associated with overall planning and coordination of human service delivery, needs assessment, as well as provision of direct community health and social services through the Health, Senior, Adult and Family Services divisions,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

Summary of Department Budgets

	Expended 2022/23	Adopted 2023/24	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over Current Adopted	Percent Change
DEPARTMENT OF HUMAN SERVICES						
Human Services Administration	\$ 898,655.86	\$ 902,265	\$ 889,091	\$ 965,735	\$ 63,470	7.03%
Health	\$ 861,542.10	\$ 1,035,138	\$ 1,036,559	\$ 1,113,484	\$ 78,346	7.57%
Senior, Adult and Family Services	\$ 745,923.01	\$ 795,836	\$ 795,180	\$ 866,647	\$ 70,811	8.90%
Senior Center	\$ 785,773.57	\$ 856,394	\$ 831,675	\$ 906,136	\$ 49,742	5.81%
TOTAL	\$ 3,291,894.54	\$ 3,589,633	\$ 3,552,505	\$ 3,852,002	\$ 262,369	7.31%

Cost Redistributions

Initial Recommended	\$ 3,852,002
Human Services Admin- move support of Rebuilding Together, LIFE Scholarship and Transitional Living Center to Human Services	\$ 125,484
Health- move employee health costs to HR and vehicle costs to Fleet Services	\$ (39,450)
Senior Adult & Family Services- move software costs to IT and vehicle costs to Fleet Services	\$ (42,219)
Senior Center- move software costs to IT and vehicle costs to Fleet Services	\$ (26,500)
Adjusted Recommended	\$ 3,869,317



Total Budget
\$3,852,002



Increase
\$262,369



Percent Increase
7.31%

HUMAN SERVICES ADMINISTRATION

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	200,025.56	201,617	101,817	203,120	211,026	9,409	4.67%
Employee Benefits	65,672.02	66,540	33,186	66,863	70,388	3,848	5.78%
Purchased Services	7,548.97	8,015	1,648	8,015	7,920	(95)	-1.19%
Supplies	1,752.65	2,600	443	2,600	2,600	-	0.00%
Equipment	-	-	-	-	-	-	-
Community Agencies	623,656.66	623,493	316,643	608,493	673,801	50,308	8.07%
TOTAL HS ADMIN	898,655.86	902,265	453,737	889,091	965,735	63,470	7.03%

Cost Redistributions:

Initial Recommended	\$ 965,735
Move Rebuilding Together from Fixed Misc to Human Services	\$ 45,000
Move LIFE Scholarship from Fixed Misc to Human Services	\$ 5,000
Move funding for Transitional Living Center from Other Education to Human Services	\$ 75,484
Adjusted Recommended	\$ 1,091,219

Personnel & Employee Benefits:

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

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
Director of Human Services	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00
TOTAL HS ADMIN FT STAFF	2.00	2.00	2.00	2.00	2.00

HUMAN SERVICES ADMINISTRATION

Part Time Positions	Budgeted		Budgeted		Change in FTE's
	Hours 2023/24	Full Time Equivalents	Hours 2024/25	Full Time Equivalents	
School Readiness Nurse	240	0.12	240	0.12	0.00
Administrative Assistant	10	0.00	10	0.00	0.00
VITA Site Coordinator	100	0.05	100	0.05	0.00
VITA Support Staffer	20	0.01	20	0.01	0.00
Temp clerical	50	0.02	50	0.02	0.00
TOTAL HUMAN SERVICES ADMIN PT STAFF	420	0.20	420	0.20	0.00

Purchased Services and Supplies:

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

Community Agencies:

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

Community Agencies	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Comm. Child Guidance Clinic	113,465.00	119,138	59,569	119,138	130,052	10,914	9.16%
Visiting Nurse & Health Services	74,021.76	90,000	47,480	90,000	90,000	-	0.00%
ECHN STEPP Teen Parent Prog.	9,650.00	9,650	4,825	9,650	9,650	-	0.00%
Community Renewal Team	5,000.00	5,000	5,000	5,000	5,000	-	0.00%
MARC, Inc.	80,842.00	84,884	42,442	84,884	88,118	3,234	3.81%
HGL Health Collective	13,433.00	13,433	6,717	13,433	20,000	6,567	48.89%
YWCA- Sexual Assault Crisis Ctr.	6,000.00	6,000	3,000	6,000	6,000	-	0.00%
N. Central Mental Health Board	4,179.00	4,179	4,179	4,179	4,179	-	0.00%
UR Community Cares	16,500.00	15,000	7,500	15,000	20,000	5,000	33.33%
Manchester Early Learning Cent.	5,286.00	5,654	5,654	5,654	5,247	(407)	-7.20%
MACC	143,191.00	146,055	73,028	146,055	146,055	-	0.00%
MACC Outreach and Referral	45,000.00	45,000	22,500	45,000	65,000	20,000	44.44%
Police Activities League	28,000.00	29,500	14,750	29,500	29,500	-	0.00%
Journey Home	5,000.00	5,000	5,000	5,000	5,000	-	0.00%
Manchester Housing Auth. RSC	20,000.00	20,000	10,000	20,000	20,000	-	0.00%
Community Services	49,088.90	15,000	55,748	15,000	15,000	-	0.00%
Ctr. Congregational Food Pantry	-	10,000	5,000	10,000	15,000	5,000	50.00%
TOTAL COMMUNITY AGENCIES	618,656.66	623,493	372,392	623,493	673,801	50,308	8.07%

This budget includes an overall increase of \$50,308, representing increases provided per request of the agency and review by the Director of Human Services to account for changes in program costs and higher service needs in the community.

Beginning in FY25, the Human Services Community Agency budget will also include funding for Rebuilding Together, LIFE Scholarship, and Transitional Living Center (TLC), which were previously

HUMAN SERVICES ADMINISTRATION

budgeted in Fixed/Miscellaneous and Other Educational Expenditures. Please refer to the Cost Redistributions table on the preceding page for details.

STATUS OF 2023/24 GOALS

1. Continue to facilitate, develop, and promote partnerships, programs and services that seek to address basic needs in the Manchester area.

Human Services has continued to work with its local and state partners to develop, implement, and support Human Services in the town of Manchester. Human Services has once again partnered with Manchester Area Conference of Churches to facilitate the third year of winter warming shelter services for the unhoused. Additionally, Human Services played a role in several planning groups and efforts, including but not limited to: the Greater Harford Coordinated Access Leadership Planning, CT Age Well Collaborative, and the CRCOG Human Services Advisory Council. Additionally, Human Services Administration facilitates the efforts of the local Continuum of Care (CoC) and programs such as the Volunteer Income Tax Assistance Program.

2. Using the information contained in the completed Senior Center Needs Assessment, facilitate conversation and planning with leadership to chart the course forward.

Human Services Administration has continued to have dialogue with Town leadership regarding the development of plans for the future of the Manchester Senior Center. The town has continued to consider the needs of the Senior Center as it assesses repurposed facilities and other projects.

2024/25 GOALS

1. Continue to facilitate, develop, and promote partnerships, programs and services that seek to improve the well-being of the Manchester community, its residents, and businesses.
2. Continue to work with local and state partners to develop solutions and resources aimed at addressing housing insecurity and homelessness in the town of Manchester.
3. Human Services Administration will work with the Town Manager's Office to continue dialogue and plans regarding the Senior Center Facility Needs Assessment and the future of the Manchester Senior Center.

HEALTH DEPARTMENT

DESCRIPTION

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

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

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

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended	Adopted	Spent	Estimated	Manager's	Change Over	Percent Change
	2022/23	2023/24	Through 12/31/23	Expend. 2023/24	Recom. 2024/25	2023/24 Adopted	
Personnel Services	564,365.33	705,388	348,148	705,829	749,897	44,509	6.31%
Employee Benefits	233,701.24	270,620	133,290	271,461	287,867	17,247	6.37%
Purchased Services	54,713.51	50,195	26,053	49,603	64,385	14,190	28.27%
Supplies	8,762.02	8,935	7,391	9,666	11,335	2,400	26.86%
Equipment	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL HEALTH	861,542.10	1,035,138	514,883	1,036,559	1,113,484	78,346	7.57%

HEALTH DEPARTMENT

Expenditures by Function	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Community Health Services	383,202.46	479,450	243,034	484,086	509,573	30,123	6.28%
Environmental Health Services	442,524.52	508,878	245,375	505,524	555,301	46,423	9.12%
Clinic Service	35,815.12	46,810	26,474	46,949	48,610	1,800	3.85%
TOTAL HEALTH	861,542.10	1,035,138	514,883	1,036,559	1,113,484	78,346	7.57%

Cost Redistributions:

Initial Recommended	\$ 1,113,484
Move employee medical & testing services from Health Department to HR	\$ (38,200)
Centralize fuel and motor vehicle repair costs in Fleet Services	\$ (1,250)
Adjusted Recommended	\$ 1,074,034

Also, beginning in FY25, all Health Department subdivisions will be consolidated into one Health Department budgetary division.

Personnel & Employee Benefits:

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

- An increase of \$18,405 within the Environmental Health budget to extend the ARPA-funded Health Equity Worker position beyond the life of the grant.

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
<u>Community & Personnel Health</u>					
Director of Health	1.00	1.00	1.00	1.00	1.00
Community Health Nurse	1.00	1.00	1.00	1.00	1.00
Clerical Assistant	1.00	1.00	1.00	1.00	1.00
Health Equity Coordinator	1.00	1.00	1.00	1.00	1.00
Subtotal- Community & Personnel	4.00	4.00	4.00	4.00	4.00
<u>Environmental Health</u>					
Chief Sanitarian	1.00	1.00	1.00	1.00	1.00
Senior Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Environmental Health Inspector	3.00	3.00	3.00	3.00	3.00
Subtotal- Environmental Health	5.00	5.00	5.00	5.00	5.00
TOTAL HEALTH FT STAFF	9.00	9.00	9.00	9.00	9.00

Part Time Positions	Budgeted Hours 2023/24	Full Time Equivalents	Budgeted Hours 2024/25	Full Time Equivalents	Change in FTE's
Health Equity Worker	-	0.00	1,014	0.49	0.49
Clinic Nurse	1,014	0.49	1,014	0.49	0.00
TOTAL HEALTH PT STAFF	1,014	0.49	2,028	0.98	0.49

HEALTH DEPARTMENT

Purchased Services and Supplies:

Covers the following costs:

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

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

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

The budget includes the following adjustment over the current year:

- An increase of \$13,000 for the cost of pre-employment physicals and other testing services. While historically budgeted in the Community & Personnel Health section, this cost will be moved to the Human Resources budget.

STATUS OF 2023/24 GOALS

1. **The Health Department will continue to prioritize Health Equity by developing strategies, programs, and initiatives to promote equitable health outcomes for all Manchester residents.**

The Health Equity Team reviewed existing practices and strategies geared towards micro systems changes so that our work aligns with our mission. We then created an internal Health Equity Skills Assessment, which was distributed to all Human Services employees. The purpose of the skills assessment was to allow for us to assess feedback from our employees, who service Manchester residents daily and strategize future initiatives that can promote equitable outcomes that serve as a driver for a healthier Manchester.

The Maternal Health Initiative facilitated by Health Equity Team to improve maternal health outcomes in Town of Manchester. The goal of this program is to provide a maternal care package that can ease postpartum stressors that often lead to disparate health outcomes for new mothers, infants, and families. This program is funded through the ARPA grant.

The Health Equity Team regularly attends town-wide committees such as Town Equity Group, Change Collaborative, and Manchester Early Childhood Collaborative. Health Equity Specialist sits on Family Development Center Advisory Group as well as Connecticut Racial Equity Network Advisory Board.

HEALTH DEPARTMENT

- 2. The Health Department will continue to develop, implement, and strategize programs, services, and partnerships to address and mitigate the effects of the opioid crisis and other substance abuse/misuse in the community.**

In partnership with Connecticut Harm Reduction, naloxone kits and fentanyl test strips were distributed at several events across town including MACC and Farmers Markets. Funding was received through an Opioid Prevention Grant as part of collaborative regional effort with the North Central Health District Health Department and the Eastern Highlands Health District. Additional opioid and substance abuse/misuse programming opportunities are being plan in the community soon either directly by the department or through community partnerships.

- 3. The Health Department will continue to review department record management practices and file system organization while analyzing historical records for the purpose of efficiency and access.**

The Health Department began the process of reviewing records. Due to the nature and volume of the records, this process will continue in FY 24/25.

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

The Health Department has been implementing the newly adopted FDA Food Code while collaborating with our local food establishments to provide the necessary tools to ensure a thorough food safety program. Other ordinances and policies are currently being reviewed for potential updates and revisions as necessary.

2024/25 GOALS

1. The Health Department will strive to expand our Health Equity initiatives, both internally and externally, with our community partners through responsible and essential programming including the maternal health “baby box” program and community health events.
2. The Health Department will conduct a Rapid Community Assessment (RCA) per the requirements of the Centers for Disease Control and for the purposes of assessing Public Health indicators in the Town of Manchester.
3. The Health Department will assess current ordinances and policies for potential updates and revisions as necessary to ensure the best possible standards and practices are being implemented for our residents and business owners.
4. The Health Department will investigate more streamline processes and permitting, in collaboration with other town departments, to better serve our community and operate more efficiently.

HEALTH DEPARTMENT

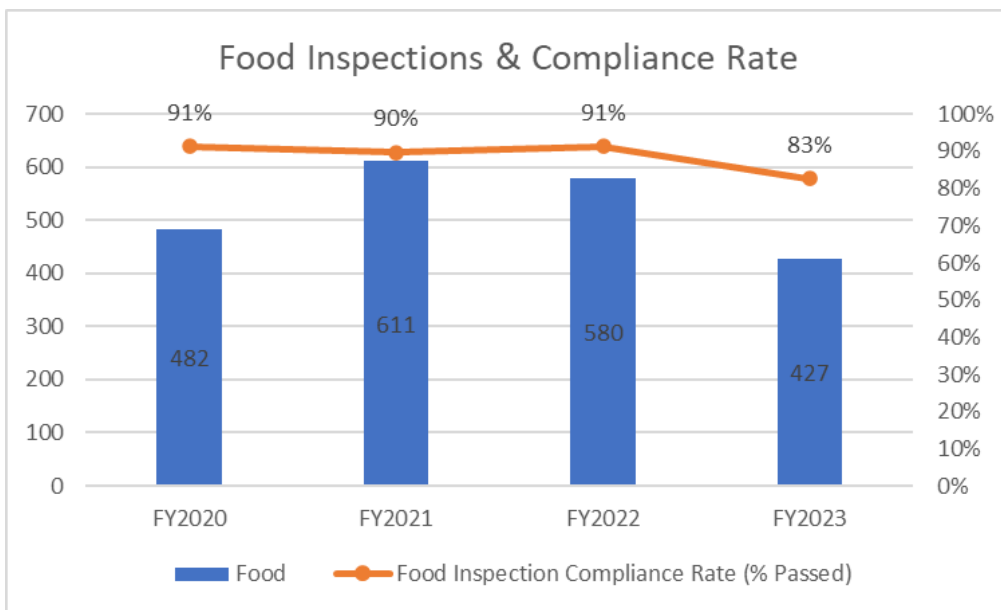
WORKLOAD STATISTICS

	FY2020	FY2021	FY2022	FY2023	Trend
Inspections					
Food	482	611	580	427	
New Septic	5	10	14	10	
Repair Septic	68	43	65	89	
Cosmetology	38	26	53	92	
Massage Therapy	30	24	33	27	
Pool	32	47	53	45	
Complaint	291	242	229	189	
Other	265	329	286	150	
Total	1211	1332	1313	1029	
Re-inspections required for Food establishments	96	74	106	101	
Failed Restaurants	42	63	50	74	
Food Inspection Compliance Rate (% Passed)	91%	90%	91%	83%	
Complaints					
Foodservice	99	123	58	64	
Cosmetology	1	2	3	3	
Housing/Garbage/Hoarding	50	34	41	21	
Insects/Rodents	45	24	49	45	
Other (Lead/Wells/Septic, ETC.)	70	66	35	56	
COVID Complaints	NA	NA	39	0	
Total New Complaints	265	249	225	189	
Complaints Closed	237	247	197	151	
% Complaints Closed	89%	99%	88%	80%	

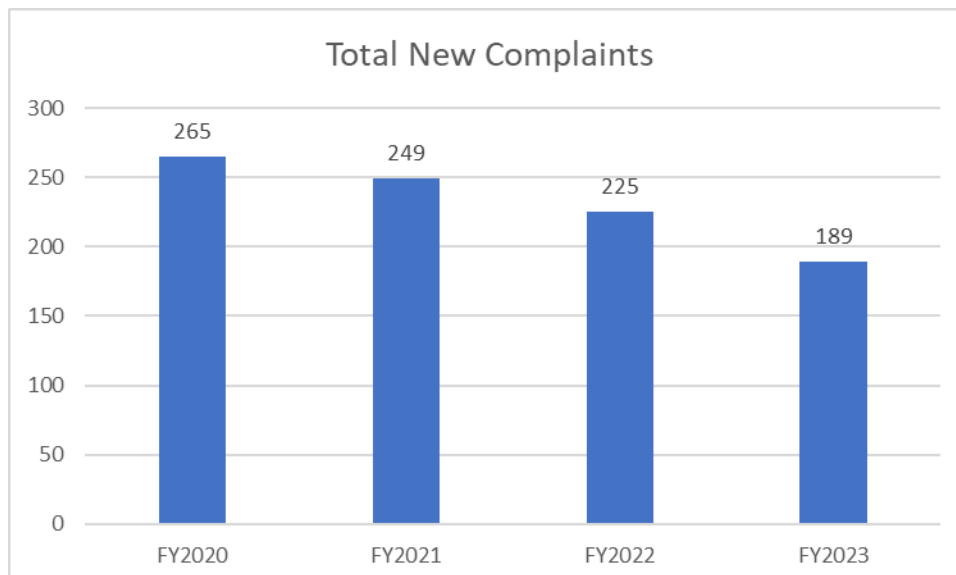
	FY2020	FY2021	FY2022	FY2023	Trend
Plan Reviews and Approvals					
New Septic System Plan Review/Approvals	4	4	4	1	
Repair Septic System Plan Review/Approvals	44	20	32	45	
Building Permit Review/Approvals	2,347	2,266	2,100	2,842	
B-100A Plan Review/Approvals	33	41	24	46	
Food Plan Review/Approval	48	40	38	101	
Lead Abatement Plan Review/Approvals	1	8	6	27	
Total	2,477	2,379	2,204	3,062	
Licensing & Permitting					
Food	308	284	281	286	
Itinerant	15	15	13	12	
Temp.	98	61	102	140	
Licenses Issued - Total	421	360	396	438	
Board of Ed Temp Events Processed	60	3	2	24	
Phone/Office Consults - Temp.	120	50	103	201	
Number of Letters Sent for Upcoming Expirations	254	301	286	289	
Disease Surveillance					
New Venous lead reports: 5-19 µg/dl	23	9	7	13	
New Venous lead reports: 20+ µg/dl	3	0	0	6	
New Capillary lead reports: 5-19 µg/dl	8	14	16	55	
New Capillary lead reports: 20+ µg/dl	5	0	2	3	
Follow up Venous lead: 5-19 µg/dl contacts	191	103	91	83	
Follow up Venous lead: 20+ µg/dl contacts	1	0	0	59	
Follow up Capillary lead: 5-19 µg/dl contacts	22	43	116	113	
Follow up Capillary lead: 20+ µg/dl contacts	1	0	1	2	
Total Open Child Lead Cases (Year End)	31	37	26	25	
Reportable Diseases	1,724	3,276	3,778	3,626	
STDs (included in reportable Diseases)	358	362	219	302	
Enteric Diseases (included in reportable Diseases)	29	18	18	23	

HEALTH DEPARTMENT

	FY2020	FY2021	FY2022	FY2023	Trend
Health Education & Promotional Programs					
Screenings Provided	46	10	64	24	
Participants at Screenings	1366	76	774	262	
Senior Health Education Programs	16	0	12	10	
Participants at Senior Health Education Programs	264	0	313	48	
Awareness Campaigns/Materials Provided	327	0	184	247	
Community Health Programs	6	18	2	4	
Participants at Community Health Programs	72	3245	22	26	
Employee Wellness Programs	1	0	6	10	
Participants at Wellness Programs	56	0	193	201	
Employee Health Screenings	21	0	8	24	
Employees at Health Screenings	223	0	56	115	

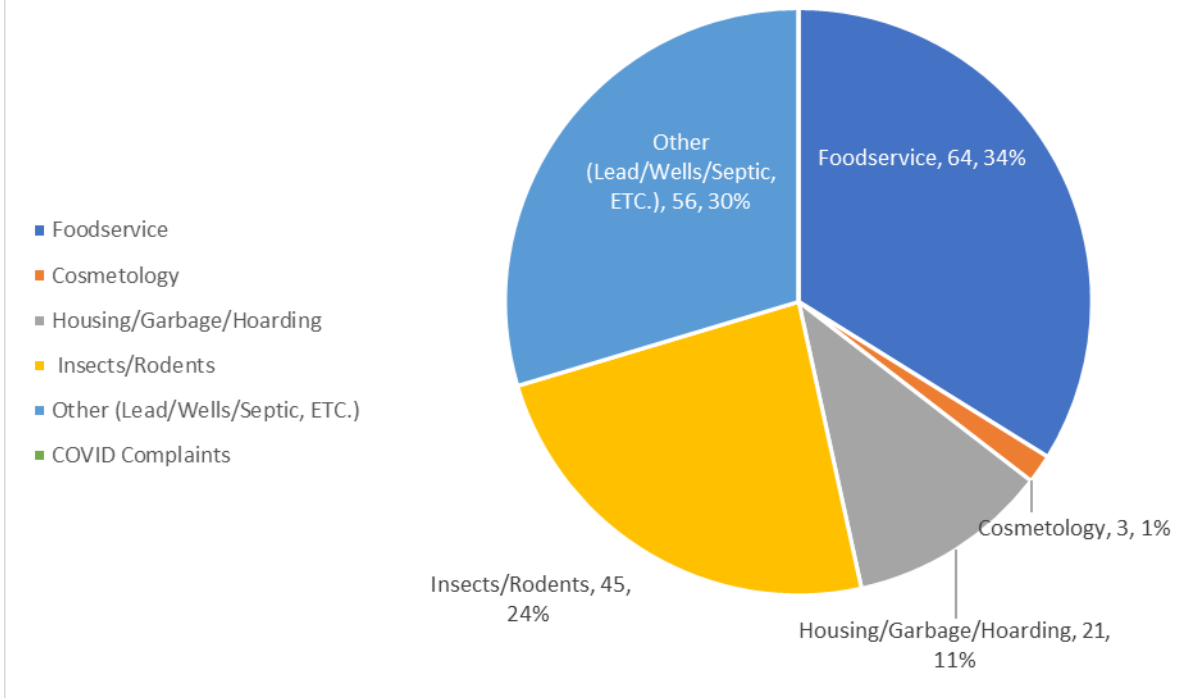


The FY23 figure reflects the implementation of the new FDA Food Code in Manchester, which resulted in a slightly lower compliance rate. This does not mean that more restaurants “failed” or were forced to close, as under the new code the vast majority of violations are rectified on-site immediately, in many instances before the inspector even leaves the property.



HEALTH DEPARTMENT

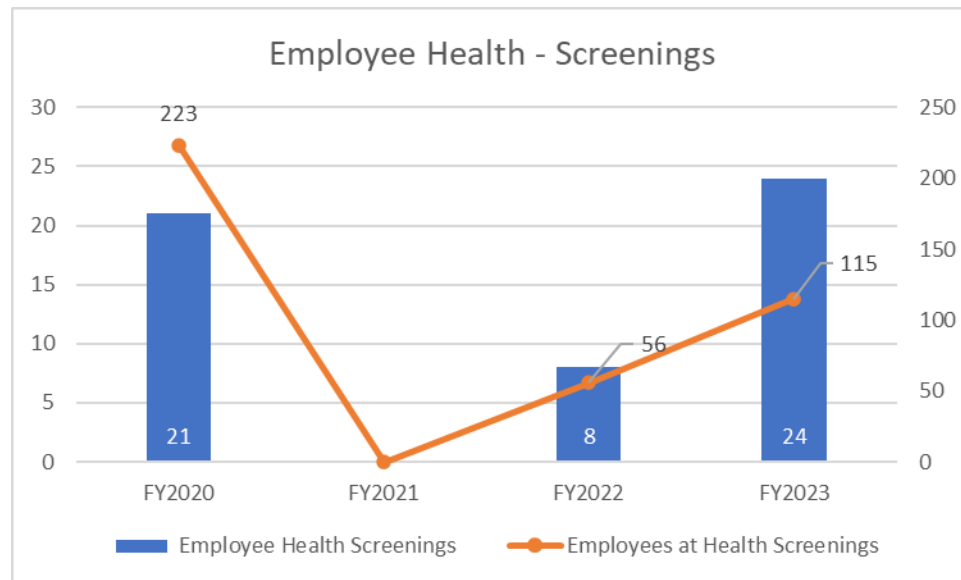
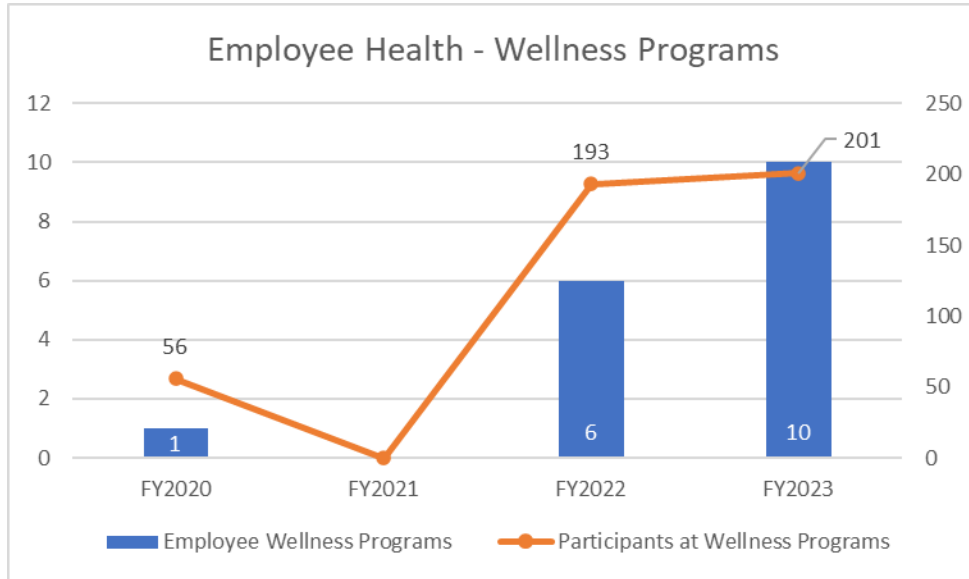
FY23 Complaints by Type



Licenses Issued



HEALTH DEPARTMENT



SENIOR ADULT & FAMILY SERVICES

DESCRIPTION

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	545,129.92	584,884	288,260	580,484	609,282	24,398	4.17%
Employee Benefits	179,356.11	187,702	92,396	188,757	198,846	11,144	5.94%
Purchased Services	8,956.41	13,250	3,287	16,059	49,019	35,769	269.95%
Supplies	12,480.57	10,000	1,592	9,880	9,500	(500)	-5.00%
Equipment	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL SAFS	745,923.01	795,836	385,535	795,180	866,647	70,811	8.90%

Cost Redistributions:

Initial Recommended	\$ 866,647
Move Apricot and ServTracker software maintenance fees to IT budget	\$ (41,269)
Centralize fuel and motor vehicle repair costs in Fleet Services	\$ (950)
Adjusted Recommended	\$ 824,428

Personnel & Employee Benefits:

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

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
Social Worker	4.00	4.00	4.00	4.00	4.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Case Management Supervisor	1.00	1.00	1.00	1.00	1.00
TOTAL SAFS FT STAFF	6.00	6.00	6.00	6.00	6.00

SENIOR ADULT & FAMILY SERVICES

Part Time Positions	Budgeted		Budgeted		Change in FTE's
	Hours 2023/24	Full Time Equivalents	Hours 2024/25	Full Time Equivalents	
Social Workers (4)	4,836	2.33	4,836	2.33	0.00
TOTAL SENIOR ADULT & FAM PT STAFF	4,836	2.33	4,836	2.33	0.00

Purchased Services and Supplies:

Covers office administrative expenses for the Senior Adult & Family office, case management software, and emergency needs funding, with the following adjustment:

- An increase of \$33,769 for the continued funding of the Apricot case management software program. The initial purchase and implementation of Apricot was funded via ARPA in FY24, with the cost in FY25 representing the annual licensing fee and access for fifteen users and two administrators. These costs will be redistributed to the IT budget in FY25.

STATUS OF 2023/24 GOALS

1. Increase the visibility of Senior, Adult, and Family Services and the services it provides through community outreach. (Target: 10 presentations):

SAFS conducted presentations and/or shared information about programs and services during eleven outreach events.

- Residential Care Home staff (3)
- MFRE Lieutenants (2)
- Skilled Nursing Home staff (2)
- Faith-based community social engagement groups (2)
- MSCS Membership (1)
- Community Care Team members (1)
- Manchester Housing Authority Behavioral Health Wellness Fair (1)
- National Night Out event (1)

2. Ensure that lower-income residents have access to permanent, stable housing by providing security deposit and back rent assistance. (Target: 50 households, \$100,000)

SAFS accessed \$533,002 in housing assistance funds on behalf of 243 households.

3. Ensure that Manchester's Senior & Disabled residents, regardless of means, have full access to opportunities and services by providing customized transportation to points of interest within greater Manchester. (Target: 25,000 trips, 400 riders)

SENIOR ADULT & FAMILY SERVICES

SAFS, through its administration of the Manchester Dial-a-Ride program and through distribution of free ADA Transportation bus passes and CT Transit bus passes, accessed 9902 trips on behalf of 375 residents. These numbers are lower than the target goals because the ADA Transportation program offered free rides during most of the year.

4. **Ensure that all eligible Manchester residents receive available and appropriate Federal, State, local and private financial assistance by educating residents about the programs, screening potential applicants, and processing applications in a courteous and timely manner. (Target: 2,500 households, \$2mil)**

SAFS accessed more than \$2.2M in financial assistance on behalf of 1742 residents.

5. **Facilitate the transition to safe, affordable, and permanent housing for residents who are homeless as a result of fire or building code violations. (Target: An average dislocation of less than 45 days, percentage returned within 60 days 90%+)**

SAFS provided relocation assistance to 76 households with 95% of the households being returned to permanent housing within 60 days of the displacement.

2024/25 GOALS

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

SENIOR ADULT & FAMILY SERVICES

WORKLOAD STATISTICS

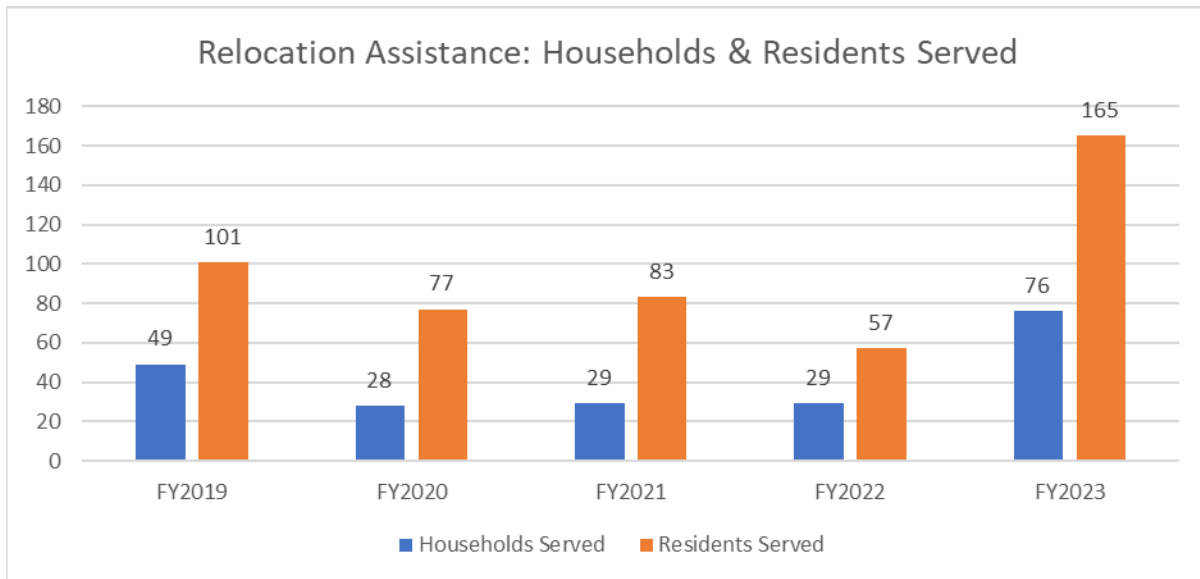
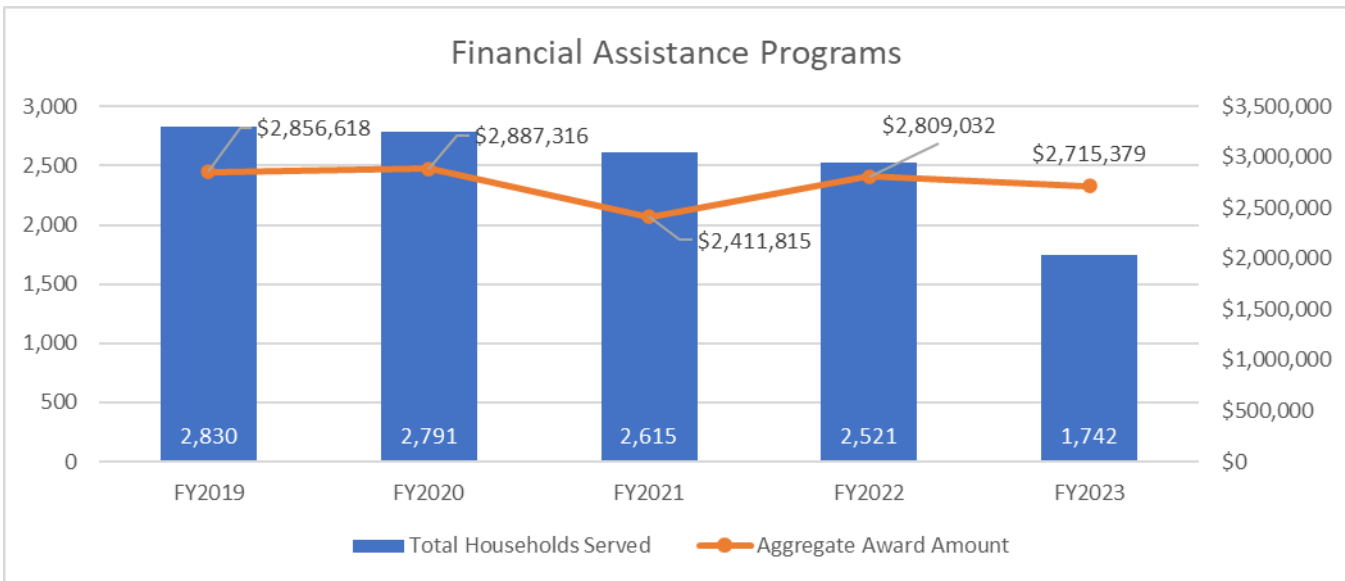
	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Financial Assistance						
Total Households Served	2,830	2,791	2,615	2,521	1,742	
Aggregate Award Amount	\$2,856,618	\$2,887,316	\$2,411,815	\$2,809,032	\$2,715,379	
Median Recipient Household Income	\$17,350	\$17,521	\$16,897	\$18,802	\$20,520	
% Income Paid Towards Rent/Utilities (Avg.)	58%	55%	57%	64%	57%	
Median Award Amount	\$1,005	\$1,034	\$949	\$1,109	\$1,127	
Change in Aggregate Award Amount	\$117,810	\$30,698	-\$475,501	\$397,217	-\$93,653	
Average Income Increase due to Financial Assistance	6%	6%	6%	6%	5%	

	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Relocation Assistance						
Avg. Days Between Dislocating Event and First SAFS Contact	1	1	1	1	2	
Avg. Dislocation Period (Days)	40	11	28	31	12	
Median Dislocation Period (Days)	38	5	10	10	5	
Households Served	49	28	29	29	76	
Residents Served	101	77	83	57	165	
Households Connected to Permanent Housing	86%	96%	86%	100%	NA	
Households Connected to Temporary Housing	4%	4%	14%	0%	NA	
Permanent Displacement					27%	
Temp. Displacement					73%	
Cause of Dislocation - Fire	38%	50%	52%	75%	61%	
Cause of Dislocation - Other Code Violation	62%	50%	48%	25%	39%	
Cost (Town Assistance)	\$27,644	\$12,770	\$21,939	\$28,971	\$57,644	
Cost (Per Household)	\$564	\$456	\$756	\$999	\$758	
Initial Contact with Dislocated Households Within Two Days of Event	100%	100%	100%	100%	95%	
Returned to Permanent, Affordable Housing within 60 Days of Dislocating Event	50%	93%	83%	90%	95%	
Dislocated Households are Connected to Secondary Services	61%	33%	21%	49%	46%	

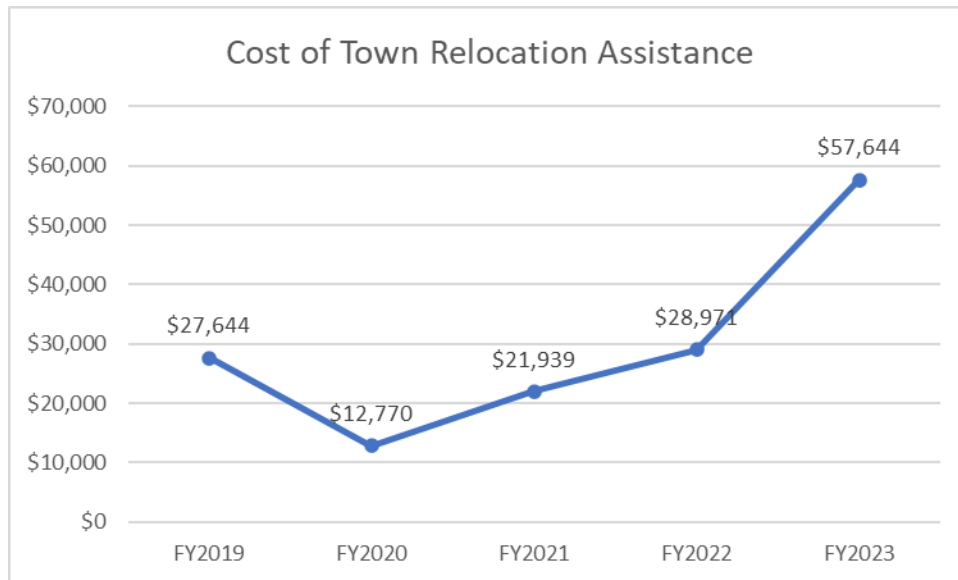
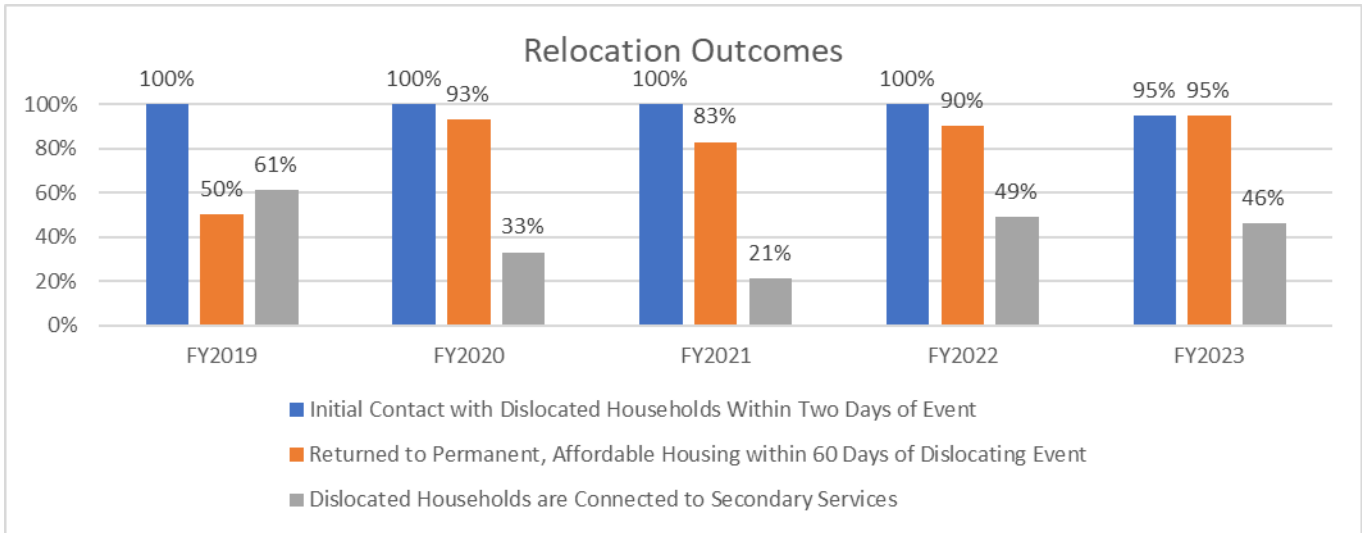
	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Conservator						
Conserved of Person Only	24%	31%	23%	13%	14%	
Conserved of Estate Only	34%	22%	34%	34%	36%	
Conserved of Person & Estate	42%	47%	43%	53%	50%	
Total Clients Conserved	50	50	45	33	42	
Youngest Client	31	18	34	42	19	
Oldest Client	100	101	102	103	104	
Median/Avg Age	64	64	65	64	64	
% of Clients Over 60	60%	56%	58%	61%	66%	
Clients Living in Community	48%	52%	42%	52%	57%	
Clients Living in Skilled Nursing Facility	38%	34%	36%	24%	21%	
Clients Living in Residential Care Home/Group Home	14%	14%	22%	24%	21%	
Clients Living in psychiatric hospital	0%	0%	0%	0%	0%	
Clients with Profound Mental Illness/Addiction	92%	92%	91%	91%	88%	
Clients with Physical Disabilities	20%	26%	24%	21%	19%	
Clients with Dementia/Cognitive Impairments	32%	32%	31%	27%	38%	
New Clients	5	5	1	0	7	
Discharged Clients	2	5	6	12	5	
Clients Involuntarily Conserved	58%	60%	56%	42%	63%	
Clients Receiving an Appropriate Level of Care	100%	100%	100%	100%	100%	
Clients with Stable Finances	100%	100%	100%	100%	100%	
Clients with Stable Housing	100%	100%	100%	100%	100%	
Clients Linked with State and Community Support Services	100%	100%	100%	100%	100%	

SENIOR ADULT & FAMILY SERVICES

	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Transportation						
Unduplicated Riders	515	465	328	362	325	
Trips Provided - Total	27,484	22,044	14,045	11,134	9,902	
Trips Provided - HVCC	8,514	4,834	2,855	3,954	3,872	
Trips Provided - ADA	18,970	17,210	11,190	7180*	6,030	
Cost Per Trip - Total	\$7.71	\$8.19	\$12.55	\$15.17	\$21.40	
Cost Per Trip - HVCC	\$20.00	\$27.53	\$50.80	\$37.43	\$37.44	
Cost Per Trip - ADA	\$2.80	\$2.80	\$2.80	\$2.80	\$2.80	
% Cancellations	15%	15%	15%	14%	12%	
% No-Shows	3%	3%	2%	2%	2%	
Total Operating Costs	\$212,000	\$183,826	\$203,120	\$216,763	\$212,000	



SENIOR ADULT & FAMILY SERVICES



SENIOR CENTER

DESCRIPTION

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

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

Senior Center programming is concentrated in three major areas:

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	460,657.17	485,828	224,438	453,016	524,769	38,941	8.02%
Employee Benefits	152,030.94	155,418	76,045	153,003	166,219	10,801	6.95%
Purchased Services	30,636.02	66,080	11,517	76,588	66,080	-	0.00%
Supplies	139,376.44	146,568	64,485	146,568	146,568	-	0.00%
Equipment	3,073.00	2,500	2,498	2,500	2,500	-	0.00%
Other	-	-	-	-	-	-	-
TOTAL SENIOR CENTER	785,773.57	856,394	378,984	831,675	906,136	49,742	5.81%

Cost Redistributions:

Initial Recommended	\$ 906,136
Move funding support for RecTrac Software to IT budget	\$ (1,500)
Centralize fuel and motor vehicle repair costs in Fleet Services	\$ (25,000)
Adjusted Recommended	\$ 879,636

SENIOR CENTER

Personnel & Employee Benefits:

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

- The Center’s Bilingual Program Assistant was ARPA-funded and hired in August 2023. An increase of \$11,661 is included to continue this position.
- A new Program Assistant position would provide flexibility for the Senior Center Director and Recreation Supervisor, and allow more time for program planning, design, and implementation. An increase of \$15,210 is included for this position.

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
Senior Center Director	1.00	1.00	1.00	1.00	1.00
Senior Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Clerical Assistant	1.00	1.00	1.00	1.00	1.00
Recreation Supervisor	1.00	1.00	1.00	1.00	1.00
Custodian/Bus Driver	1.00	1.00	1.00	1.00	1.00
TOTAL SENIOR CENTER FT STAFF	5.00	5.00	5.00	5.00	5.00

Part Time Positions	Budgeted Hours 2023/24	Full Time Equivalents	Budgeted Hours 2024/25	Full Time Equivalents	Change in FTE's
Bilingual Program Assistant	-	0.00	975	0.47	0.47
Program Assistants	975	0.47	1,950	0.94	0.47
Senior Bus Driver	2,250	1.08	2,250	1.08	0.00
Kitchen Tech	975	0.47	975	0.47	0.00
Kitchen Assistant	975	0.47	975	0.47	0.00
Therapeutic Recreation	-	0.00	-	0.00	0.00
Fitness Instructor	650	0.31	650	0.31	0.00
Instructor	450	0.22	450	0.22	0.00
TOTAL SENIOR CENTER PT STAFF	6,275	3.02	8,225	3.95	0.94

Purchased Services and Supplies:

Covers the office & maintenance expenses associated with operating the Senior Center facility, programming costs, instructor fees, food provision for the Senior Meals Program, and operating expenses for the transportation program, with no significant adjustments.

SENIOR CENTER

STATUS OF 2023/24 GOALS

- 1. Renew emphasis on bringing health and wellness programming that was severely curtailed during the COVID-19 pandemic back to the Senior Center with the goal of increasing participation levels.**

During FY23/24 The Senior Center worked in partnership with the Health Department to increase participation in Health programs with an eye towards bringing them back to pre-pandemic levels. We have achieved great success with the restoration of the weekly blood pressure clinics conducted by the Community Health nurse as numbers of visits have continued to increase particularly through the 2nd quarter of the fiscal year.

In October, the Health Department added a service to the Foot Care program offered at the Senior Center. In addition to the previous program that offered footcare services provided by a specialized RN, the Center now offers appointments with a Podiatrist once a month. This allows patients to receive care for other issues not considered to be routine care.

- 2. Develop and implement programs, resources, and opportunities to encourage participation by older adult community residents who speak languages other than English.**

In August, the Senior Center hired a Spanish language Bi-Lingual Program Assistant to assist with efforts to bring more translation services and recreational programming to the Center. The Program Assistant has been developing interest surveys and working with the Recreation Supervisor to incorporate ideas into Spanish programming for a Spring 2024 start. The Program Assistant has provided valuable translation services to Senior Center Social Workers, most notably during the Medicare Open Enrollment period.

- 3. Working in partnership with the entire Manchester community to preserve and incorporate the stories, experiences, and memories of its older adults into the celebration of Manchester's Bicentennial Year: 1823-2023.**

The following events were held at the Senior Center to commemorate the Bicentennial:

- May 18th: The Bicentennial Breakfast included exhibits on the history of the senior center, green school, and the time capsule project. Susan Barlow also gave a presentation on the history of Manchester.
- May – August: We had the 175th time capsule exhibit on display in the library, along with historical class photos from Green School
- September 12th & October 10th: History of Manchester bus rides with Susan Barlow, we visited all the stops on her Bicentennial Hiking List. Great for folks who were not able to attend the hikes throughout the year.
- October 5th: Let's Have a Ball Bicentennial Picnic at Northwest Park
- "Preserve Your Story" held workshops with seniors throughout the year at the Senior Center to help them get their stories included in Manchester's history.

SENIOR CENTER

2024/25 GOALS

1. The Senior Center will make efforts to reach underserved populations through outreach and programming based on interest and demonstrated need.
2. The Senior Center will work with residents to evaluate current programming for the purposes of adding/subtracting programs based on interest and need, with an emphasis on creating and maintaining inclusive and modern programming.

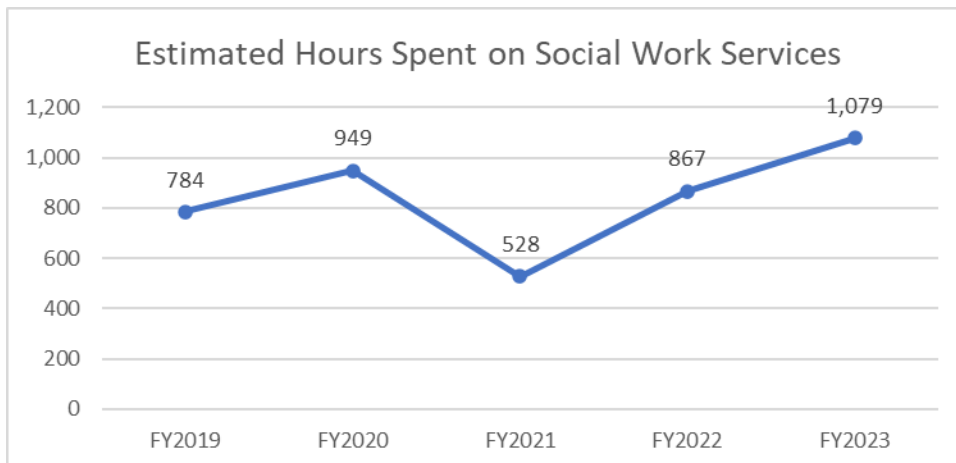
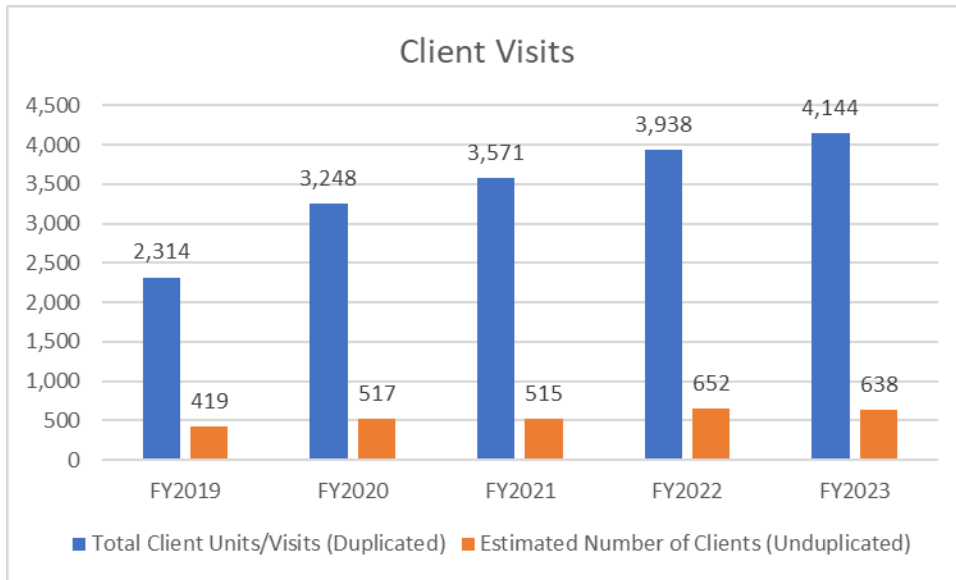
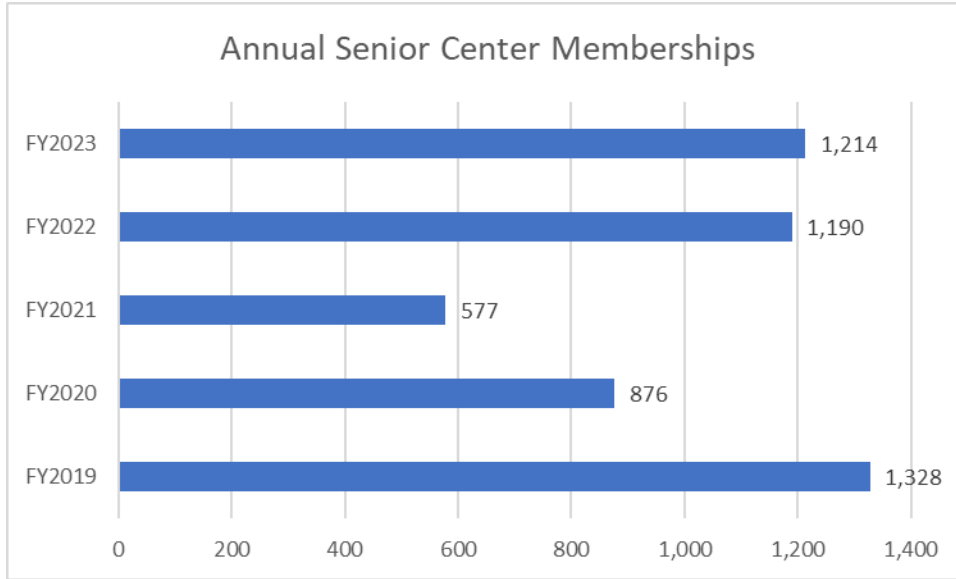
SENIOR CENTER

WORKLOAD STATISTICS

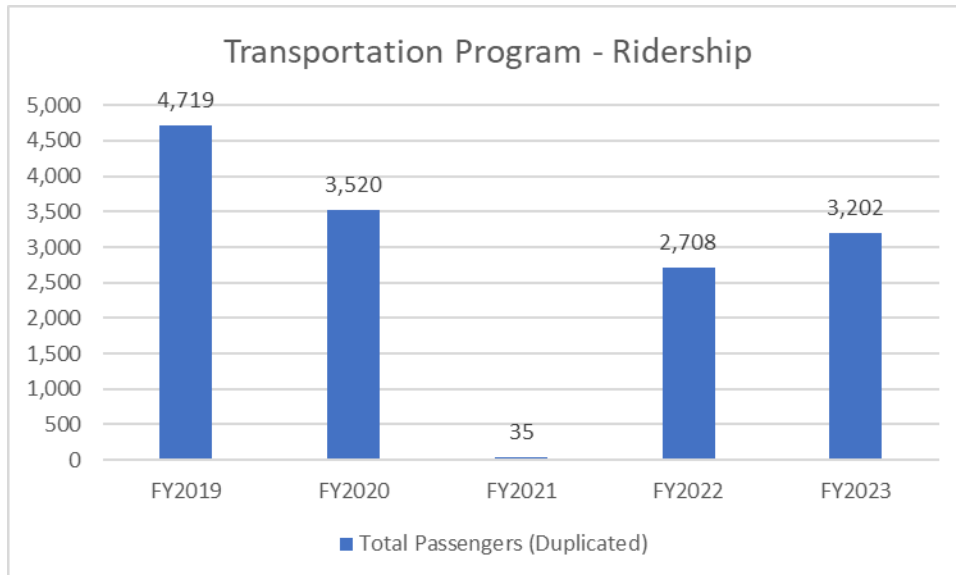
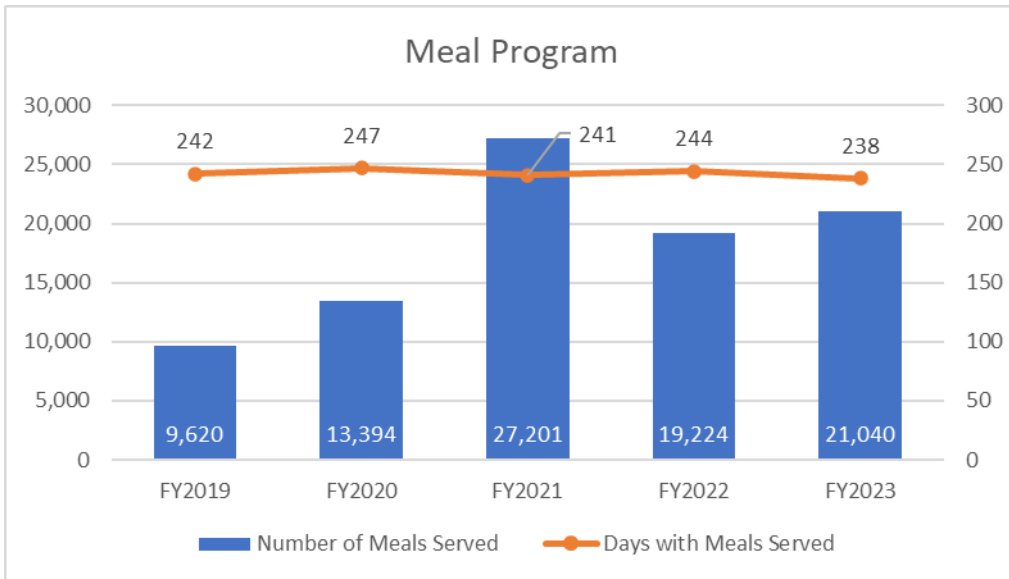
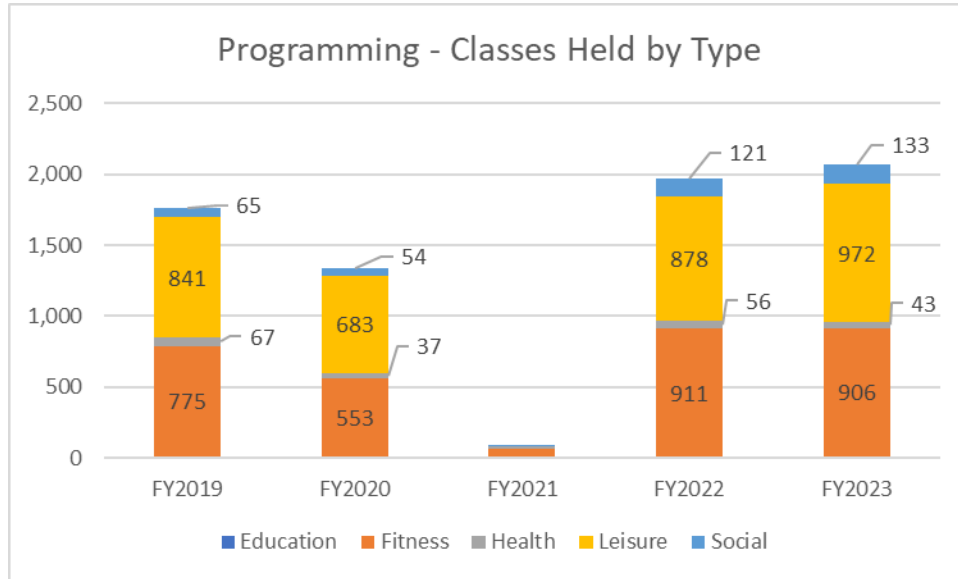
	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Number of Classes Held						
Education	11	10	0	1	11	
Fitness	775	553	67	911	906	
Health	67	37	10	56	43	
Leisure	841	683	2	878	972	
Social	65	54	1	121	133	
Total	1,759	1,337	80	1,967	2,065	
Average Attendance by Class Type						
Education				3	30	/
Fitness				45	51	/
Health				38	3	/
Leisure				25	29	/
Social				15	23	/
Clinics						
Served @ Blood Pressure Clinic	1,771	937	0	470	158	
Served @ Foot Care Clinic	402	286	76	175	253	
Information & Referral						
Total Client Units/Visits (Duplicated)	2,314	3,248	3,571	3,938	4,144	
Estimated Number of Clients (Unduplicated)	419	517	515	652	638	
Estimated Hours Spent on Social Work Services	784	949	528	867	1,079	
Senior Center Members	1,328	876	577	1,190	1,214	

	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Meal Program						
Number of Meals Served	9,620	13,394	27,201	19,224	21,040	
Days with Meals Served	242	247	241	244	238	
Transportation Program						
Total Passengers (Duplicated)	4,719	3,520	35	2,708	3,202	
One Way Trips	8,237	6,281	0	4,907	5,630	
Shopping Trips	1,267	748	0	28	0	
Nutrition Trips	1,906	2,999	0	4,879	5,630	
Days in Operation	245	245	242	245	239	
Miles Traveled	19,888	14,843	7,345	12,538	14,245	
Avg. Number of One Way Trips/Day				20	23	/

SENIOR CENTER



SENIOR CENTER





Recommended Budget

Town of Manchester,
Connecticut

FY 2024-25

Leisure Services



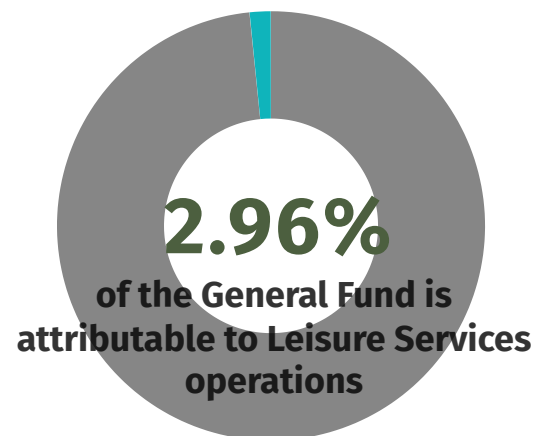
The Leisure Services section of the budget includes all functions of the Recreation Department, Office of Neighborhood and Families, and Youth Services Bureau, as well as the services of the Mary Cheney Library, Whiton Library and Bookmobile Program.

Summary of Department Budgets

	Expended 2022/23	Adopted 2023/24	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over Current Adopted	Percent Change
LEISURE SERVICES						
Recreation	\$ 2,041,428.46	\$ 2,294,084	\$ 2,312,805	\$ 2,430,627	\$ 136,543	5.95%
Neighborhood & Families	\$ 177,522.97	\$ 237,567	\$ 197,568	\$ 237,780	\$ 213	0.09%
Youth Services Bureau	\$ 701,581.39	\$ 779,573	\$ 770,204	\$ 910,101	\$ 130,528	16.74%
Library	\$ 3,273,724.41	\$ 3,479,674	\$ 3,462,121	\$ 3,623,679	\$ 144,005	4.14%
TOTAL	\$ 6,194,257.23	\$ 6,790,898	\$ 6,742,698	\$ 7,202,187	\$ 411,289	6.06%

Cost Redistributions

Initial Recommended	\$ 7,202,187
Recreation- move software costs to IT and vehicle costs to Fleet Services; move Community Events from Fixed/Misc to Recreation	\$ 154,285
Youth Services- move Youth Service Commission budget from Fixed/Misc to YSB; reclassify Board of Ed support of Early Childhood position as revenue	\$ 67,484
Library- move vehicle costs to Fleet Services; move support of Lutz Museum from Fixed/Misc to Library	\$ 38,142
Adjusted Recommended	\$ 7,462,098



Total Budget
\$7,202,187



Increase
\$411,289



Percent Increase
6.06%

LEISURE & FAMILY SERVICES - RECREATION

DESCRIPTION

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

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	1,347,279.35	1,433,665	814,100	1,418,955	1,498,005	64,340	4.49%
Employee Benefits	291,402.51	308,816	170,007	313,247	326,019	17,203	5.57%
Purchased Services	343,937.94	472,253	177,263	501,253	522,253	50,000	10.59%
Supplies	58,808.66	79,350	18,246	79,350	84,350	5,000	6.30%
Equipment	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL RECREATION	2,041,428.46	2,294,084	1,179,616	2,312,805	2,430,627	136,543	5.95%

Expenditures by Function	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Recreation Administration	1,088,769.35	1,191,199	602,437	1,195,300	1,251,055	59,856	5.02%
Recreation Facilities	450,236.66	464,916	208,317	462,165	484,184	19,268	4.14%
Aquatics	284,681.89	287,181	178,116	304,553	334,290	47,109	16.40%
Camp Kennedy	4,874.11	10,356	5,385	10,356	10,519	163	1.57%
Summer Camp Program	208,832.89	282,332	184,189	282,332	292,479	10,147	3.59%
IOH Pool	4,033.56	58,100	1,173	58,100	58,100	-	0.00%
TOTAL RECREATION	2,041,428.46	2,294,084	1,179,616	2,312,805	2,430,627	136,543	5.95%

LEISURE & FAMILY SERVICES - RECREATION

Cost Redistributions:

Initial Recommended	\$ 2,430,627
Move funding support for RecTrac Software to IT budget	\$ (9,500)
Centralize fuel and motor vehicle repair costs in Fleet Services	\$ (1,500)
Move Community Events from Fixed/Misc to Recreation	\$ 165,285
Adjusted Recommended	\$ 2,584,912

Personnel & Employee Benefits:

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

- Overall part time employee staffing is increased to reflect the increase in minimum wage.

Full Time Positions	Authorized	Authorized	Funded	Authorized	Funded
	2022/23	2023/24	2023/24	2024/25	2024/25
Director of Leisure, Families and Rec.	1.00	1.00	1.00	1.00	1.00
Assistant Director of Recreation	0.00	0.00	0.00	0.00	0.00
Recreation Supervisor	3.00	3.00	3.00	3.00	3.00
Senior Recreation Supervisor	2.00	2.00	2.00	2.00	2.00
IT Tech Office Associate	0.00	0.00	0.00	1.00	1.00
Senior Administrative Secretary	1.00	1.00	1.00	0.00	0.00
Administrative Secretary	2.00	2.00	1.00	2.00	1.00
TOTAL RECREATION FT STAFF	9.00	9.00	8.00	9.00	8.00

Part Time Positions	Budgeted	Full Time	Budgeted	Full Time	Change in FTE's
	Hours 2023/24	Equivalents	Hours 2024/25	Equivalents	
Facilities - Mahoney	7,123	3.42	7,123	3.42	0.00
Facilities - Community Y	8,494	4.08	8,494	4.08	0.00
Facilities - Nathan Hale	4,890	2.35	4,890	2.35	0.00
Facilities- Rec on the Run	336	0.16	336	0.16	0.00
Aquatics - Indoor	2,256	1.08	2,256	1.08	0.00
Acquatics - Outdoor	10,871	5.23	10,871	5.23	0.00
Summer Camps	9,840	4.73	9,840	4.73	0.00
Camp Kennedy	264	0.13	264	0.13	0.00
TOTAL RECREATION PT STAFF	44,074	21.19	44,074	21.19	0.00

Purchased Services and Supplies:

Covers the cost of the following:

Recreation Administration: office administrative expenses for the Leisure & Family Services main office, irrigation costs for some of the athletic fields, printing of promotional material & program catalogs, rec

LEISURE & FAMILY SERVICES - RECREATION

equipment repairs, program registration software, ACH fees for debit card transactions, and maintenance of staff vehicles & the Rec on the Run van.

Recreation Facilities: custodial expenses for the rec centers, program supplies, and water utilities.

Aquatics: electricity & water utilities for the pools, cleaning, lifeguard training, and program supplies.

Camp Kennedy: transportation costs & program supplies.

Summer Camp: activity fees, transportation, food & supplies for camp programs.

IOH Pool: utility costs, custodial maintenance, pool treatment chemicals, cleaning and repair.

These budgets include the following adjustments:

- Increases to Recreation Administration (\$12,000) and Recreation Aquatics (\$30,000) for water utility, bringing those budgets in line with historical usage and to reflect the construction of the splash pad on Olcott Street.
- A \$5,000 increase in the Recreation Facilities budget for supplies for the Town's rec centers, youth sports, camps, fitness classes, fitness equipment ball fields, courts, etc.

STATUS OF 2023/24 GOALS

- 1. Work collaboratively with department divisions along with other town departments, education, community partners and residents to provide a comprehensive schedule of opportunities to celebrate our city's bicentennial.**

Complete. In conjunction with the Bicentennial Working Group, a year-long celebration of the Bicentennial was planned to Reflect on the Past, to Celebrate the Present, and to Dream of the Future. More than 150 events, special projects, and grant funded community events were held over the course of 2023.

- 2. In response to the growing trends in adult sports such as kickball, pickleball, etc., the department will focus on creating both formal and informal opportunities for participation.**

In the Spring of 2024, an adult kickball league will be held at Charter Oak Park. Anticipated between 6-10 teams with over 100 players registered. Pickleball leagues continue to be investigated as the LFR seeks input from resident pickleball players.

- 3. Increase the number of outreach workers from one (1) to six (6) to help contend with behavior interventions at each camp location.**

Complete. LFR received funding for and hired five (5) additional Youth Outreach Workers to support each youth camp site. There was a major decrease in incident/accident reporting as a direct result of early intervention by the Youth Outreach Workers. Each Outreach Worker was a Board of Education trained Behavioral Tech, many of whom already had connections with campers and their families.

LEISURE & FAMILY SERVICES - RECREATION

- 4. Reexamine current communication and marketing practices. Look to how the town's Marketing and Communications office is evolving and determine if there are opportunities for collective growth and/or collaboration.**

Currently working on investigating collaborations with the town's Communication Department to see how partnerships may work and if there is room for collective growth in regard to the Better Manchester Magazine. Will work in collaboration with the communications department to assess the impact of the new brand on existing branded materials, signage, buildings, parks, etc. Consider hiring an auditor to review current LFR communications, engagements, and marketing practices to evaluate for improvements or changes based on ever changing technology.

2024/25 GOALS

1. Investigate adding youth drop-in basketball times, collaboratively with the Board of Education, by utilizing the cone gymnasium at Bennet Middle School. This would accommodate recent growth in attendance at both Leisure Labs and the Community Y Recreation Centers.
2. Explore transitioning the summer Teen Camp into a trip-based summer camp experience offering trips three times a week. The goal in moving to a trip-based site would be to improve team building, encourage everlasting experiences, offer opportunities for teens to move out of their comfort zone and minimize screen time. The hope is to expose teens to opportunities locally and in surrounding towns.
3. Continue to improve and build out program areas at the Mahoney Leisure Labs with improvements to include replacing the forty-five (45) year old basketball hoops in the gymnasium and creation of the music lab/sound studio. Emphasis to be given to program assessment and development for middle and high school aged students.
4. Working with local law enforcement and Fire/EMS, to create emergency action plans for our facilities and camps that will be used for training staff and will allow for quick and safe response, should an emergency arise.
5. Develop an open house program for Summer Camp families to meet and greet with staff and visit camp sites prior to the start of the summer camp season. This will allow families and children the opportunity to meet staff and become familiar with the program before the first day easing any fears and/or anxieties that can often come when attending a new program.

LEISURE & FAMILY SERVICES - RECREATION

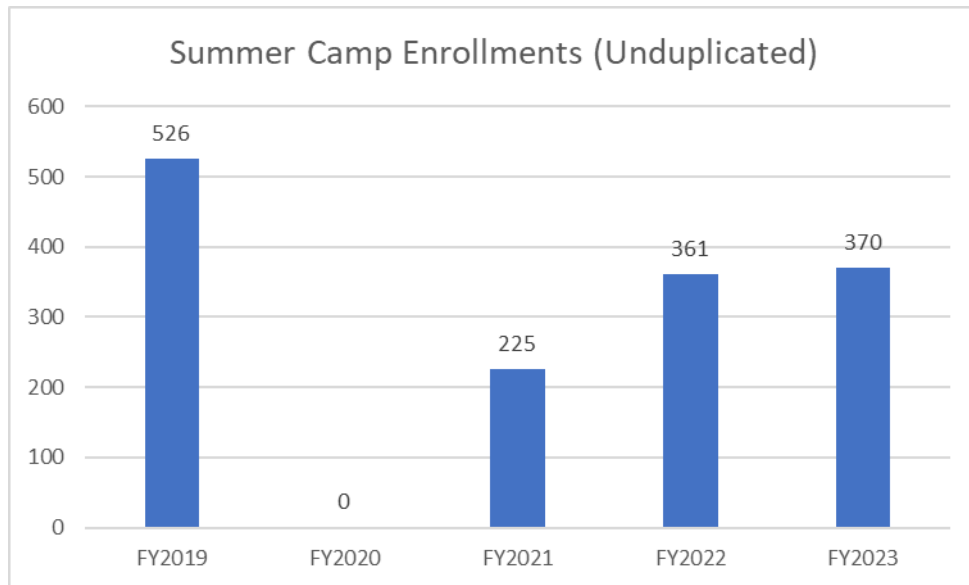
WORKLOAD STATISTICS & PERFORMANCE MEASURES

	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Youth Indoor Basketball						
Number of Teams	28	28	28	24	24	
Number of Players	280	280	280	280	260	
Revenue Collected	\$8,400	\$8,400	\$8,400	\$8,400	\$8,400	
Youth Indoor Soccer						
Number of Teams	8	8	8	8	8	
Number of Players	85	85	85	85	85	
Revenue Collected	\$2,550	\$0	\$0	\$2,940	\$2,940	
Youth Indoor Swim Lessons						
Number of Programs	81	78	0	82	82	
Spring Swim Lessons	306	340	0	353	350	
Fall Swim Lessons	346	359	0	304	320	
Total Participants	652	699	0	657	670	
MHS Registrants	220	288	0	229	245	
IOH Registrants	432	411	0	428	430	
Fees Collected	\$16,931	\$12,751	\$0	\$8,911	\$9,550	

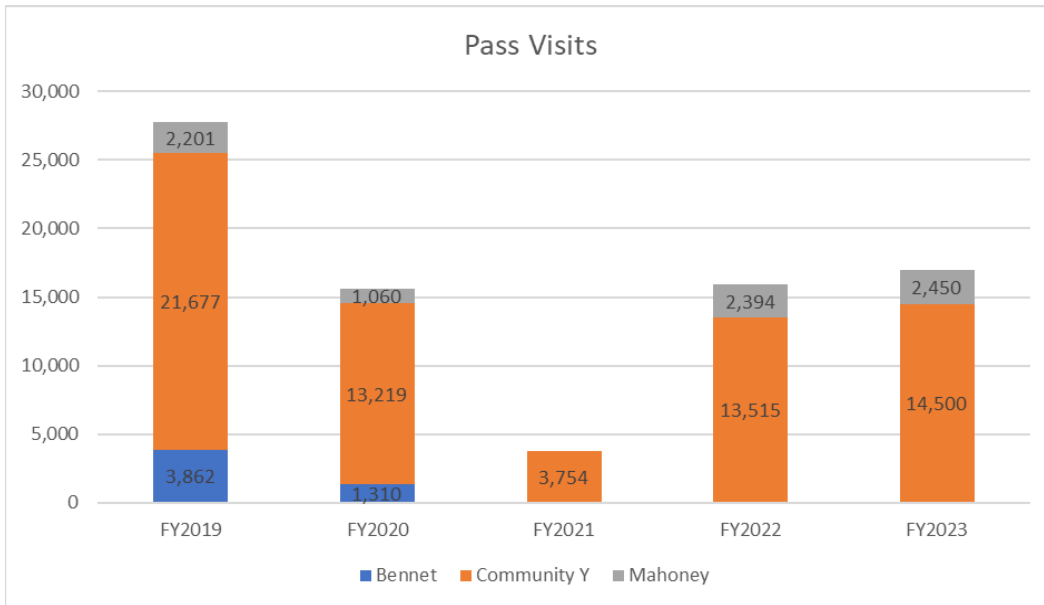
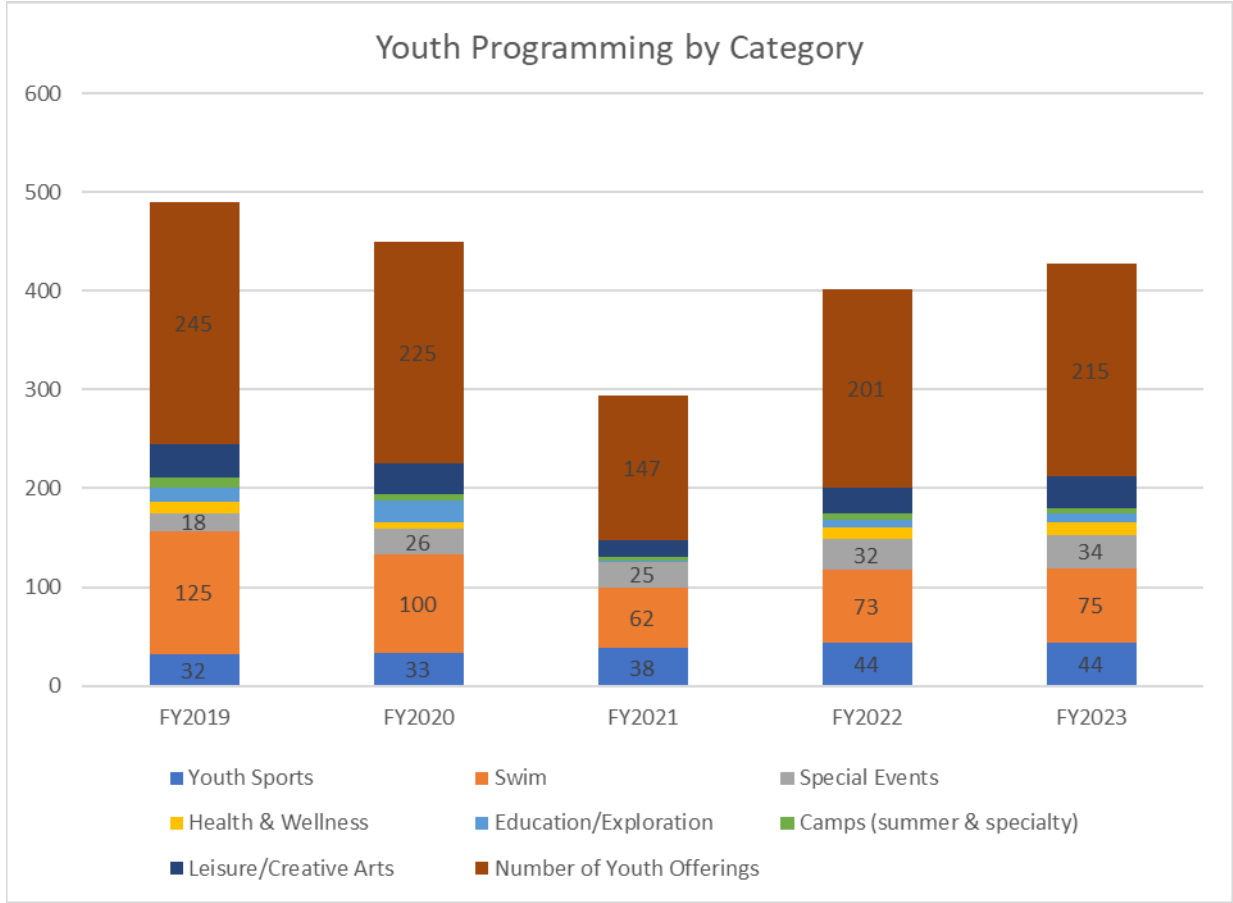
	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Youth Outdoor Swim Lessons						
Number of Programs	182	170	0	135	171	
Total Participants	1,199	1,238	0	778	1,267	
Globe Hollow	265	252	0	159	393	
Salters	204	208	0	165	206	
Swanson	341	375	0	138		
West Side	389	403	0	316	518	
Fees Collected	\$30,180	\$31,347	\$0	\$17,450	\$31,640	
Outdoor Pool Attendance (Average Weekday)						
Globe Hollow	230	150	86	105	101	
Salters	97	85	91	89	93	
Swanson/Waddell	101	125	73	80	85	
Waddell	169	85	NA	NA	83	
West Side	95	105	80	143	128	
Outdoor Pool Attendance (Average Weekend)						
Globe Hollow	94	22	113	44	52	
Salters	38	40	80	50	66	
Swanson/Waddell	30	30	74	58	68	
Waddell	30	27	NA	NA	21	
West Side	62	50	84	102	86	

LEISURE & FAMILY SERVICES - RECREATION

	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Summer Camp						
Number of Camp Sites Operated	6	0	5	5	5	↘
Number of People Enrolled (Unduplicated)	526	0	225	361	370	↘
Number of Days in Operation	30	0	30	34	31	↘
Number of Scholarships Provided	58	0	21	39	35	↘
\$ of Scholarships Provided	\$26,180	\$0	\$8,990	\$17,902	\$16,450	↘
Camp Kennedy Special Needs Camp						
Number of People Enrolled (Unduplicated)	25	0	16	25	25	↘
Number of Scholarships Provided	0	0	2	0	0	↘
\$ of Scholarships Provided	\$0	\$0	\$60	\$0	\$0	↘
Youth Programming (General)						
Youth Sports	32	33	38	44	44	↘
Swim	125	100	62	73	75	↘
Special Events	18	26	25	32	34	↘
Health & Wellness	11	6	0	11	13	↘
Education/Exploration	14	22	2	8	8	↘
Camps (summer & specialty)	11	7	4	6	6	↘
Leisure/Creative Arts	34	31	16	27	32	↘
Number of Youth Offerings	245	225	147	201	215	↘
Number of Youth Participants	6,040	5,740	2,843	5,143	5,563	↘
Pass Daily Visits						
Bennet	3,862	1,310	0	0	0	↘
Community Y	21,677	13,219	3,754	13,515	14,500	↘
Mahoney	2,201	1,060	0	2,394	2,450	↘
Total	27,740	15,589	3,754	15,909	16,950	↘



LEISURE & FAMILY SERVICES - RECREATION



LEISURE & FAMILY SERVICES - YOUTH SERVICES

DESCRIPTION

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	463,593.09	540,173	296,236	526,569	629,314	89,141	16.50%
Employee Benefits	193,305.43	192,208	100,806	196,443	233,595	41,387	21.53%
Purchased Services	26,177.61	31,736	10,721	31,736	31,736	-	0.00%
Supplies	18,505.26	15,456	5,682	15,456	15,456	-	0.00%
Equipment	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL YOUTH SERVICES	701,581.39	779,573	413,445	770,204	910,101	130,528	16.74%

Cost Redistributions:

Initial Recommended	\$ 910,101
Move Youth Services Commission budget from Fixed Misc to Youth Services	\$ 15,000
Reclassify Board of Education support for 50% of Early Childhood position as a General Fund revenue	\$ 52,484
Adjusted Recommended	\$ 977,585

Personnel & Employee Benefits:

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

- The Senior Administrative Secretary position is reclassified to Technical Office Associate, resulting in an increase of \$1,685.
- The addition of one full time Early Childhood Community Engagement Specialist. This position was funded via ARPA in FY24.

LEISURE & FAMILY SERVICES - YOUTH SERVICES

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
Youth Services Director	1.00	1.00	1.00	1.00	1.00
Youth Services Coordinator	4.00	4.00	4.00	4.00	4.00
Early Childhood Specialist	0.50	0.50	0.50	0.50	0.50
Early Childhood Engagement Specialist	0.00	0.00	0.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
TOTAL YOUTH SERVICES FT STAFF	6.50	6.50	6.50	7.50	7.50

Part Time Positions	Budgeted		Budgeted		Change in FTE's
	Hours 2023/24	Full Time Equivalents	Hours 2024/25	Full Time Equivalents	
Youth Workers (2)	3,042	1.46	3,042	1.46	0.00
Summer Outreach Workers	1,436	0.69	1,436	0.69	0.00
TOTAL YSB PT STAFF	4,478	2.15	4,478	2.15	0.00

Purchased Services and Supplies:

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

STATUS OF 2023/24 GOALS

1. Personal and professional development.

With shifting roles at the YSB, staff will be offered opportunities to support their work and to stay attuned to current trends in youth development.

- a. All staff attended the annual CYSA Conference.
- b. Diversion team is investigating Juvenile Justice conferences.
- c. LFR Director, YSB Director, and a Senior Recreation Supervisor are requesting to attend the BOOST (Out of School Time National Conference).

2. Strengthen school collaboration and communication.

To continue our 2023 work with MPS, we will develop a consistent communication strategy to ensure the schools are aware of programs and services the YSB offers.

- a. The YSB has facilitated staff training and student events for MHS.
- b. We are collaborating with MRA to provide parent workshops.
- c. We are consistently providing promotional materials to MPS.
- d. The YSB is facilitating groups in Martin Elementary School, MMA, Bently, and MHS.

3. Increase YSB's community exposure.

We will work with LFR's marketing talent and the Town's communications director to expand the YSB's community exposure through various media outlets.

- a. We are utilizing our media outlets including the communications submission, Better Manchester online, Meta, and have plans to utilize Instagram.

LEISURE & FAMILY SERVICES - YOUTH SERVICES

4. **Develop a truancy intervention plan. By state statute, the YSB is required to work with truant youth.**
 - a. Plan is implemented.
 - b. Need to continue to work with MPS ensuring proper referral process.
5. **Goal: Launch the Unaccompanied Homeless Minors Pilot.**
 - a. A Youth Service Coordinator has been assigned to manage the pilot.

2024/25 GOALS

1. Compete for the Drug-Free Communities Grant and develop a backup plan. The grant application is due in early April and if funded, funding will begin at the end of September 2024. We are in our final year of our prevention grant, and we are primed to be a top competitor of a 10-year federal grant to sustain our work. Success will be measured by completing the grant and working closely Human Services' Opioid Settlement Funds to create backup funding in case we are not awarded the DFC Grant.
2. Continue to work on the teen center space to add furniture, technology, and art. Success will be measured by completing the project.
3. Work with building maintenance to refinish wood floor and paint walls in the program room. Add art and professional grade photographs throughout. Success will be measured by completing the project.
4. Coordinate with Repurpose Schools Committee and the Town of Manchester to secure a community accessible and larger space to meet the ever-growing capacity the community demands. Success will be measured by creating a plan.
5. Publish a policy and procedures manual. Currently there is not a complete manual to use as a guide for staff. Success will be measured by a completed document.

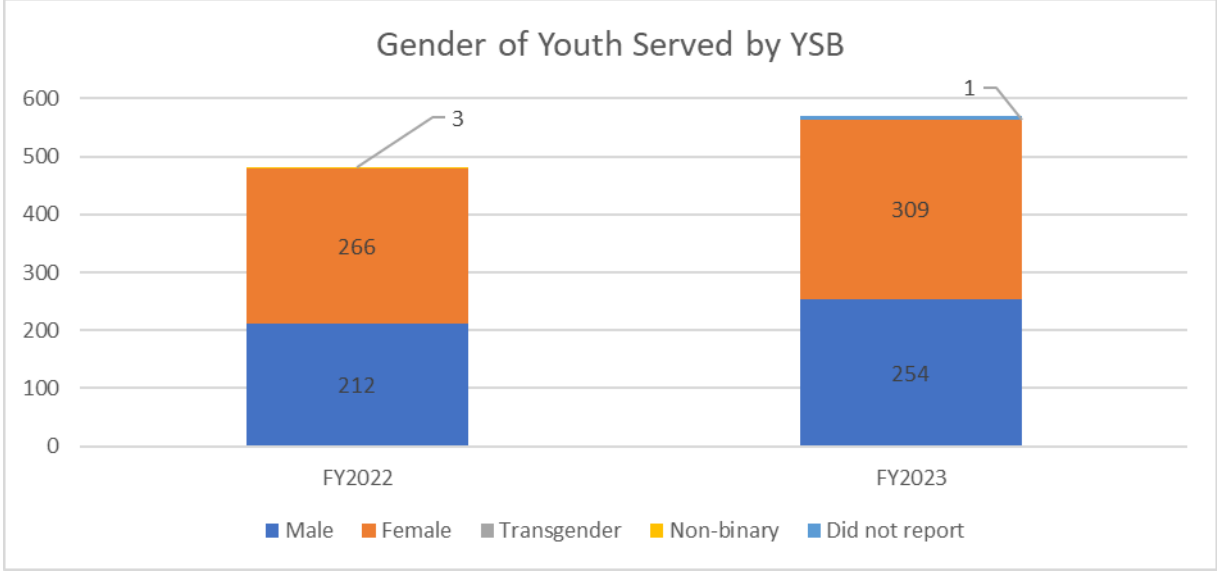
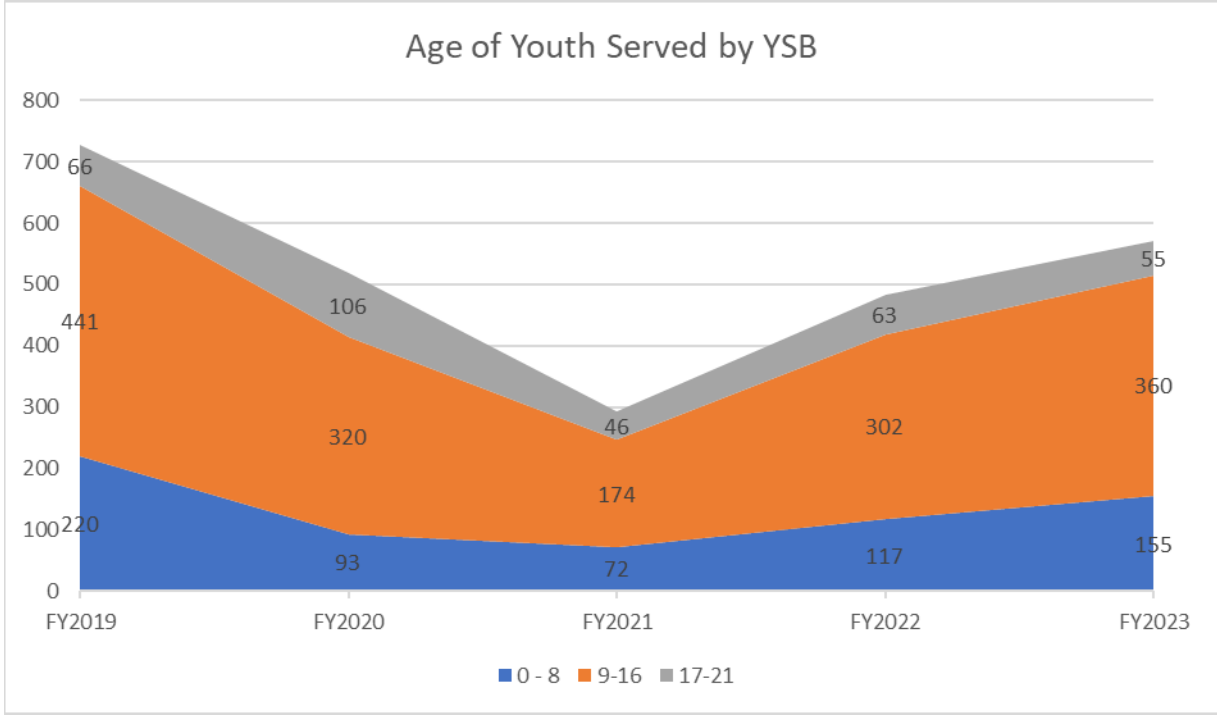
LEISURE & FAMILY SERVICES - YOUTH SERVICES

WORKLOAD STATISTICS

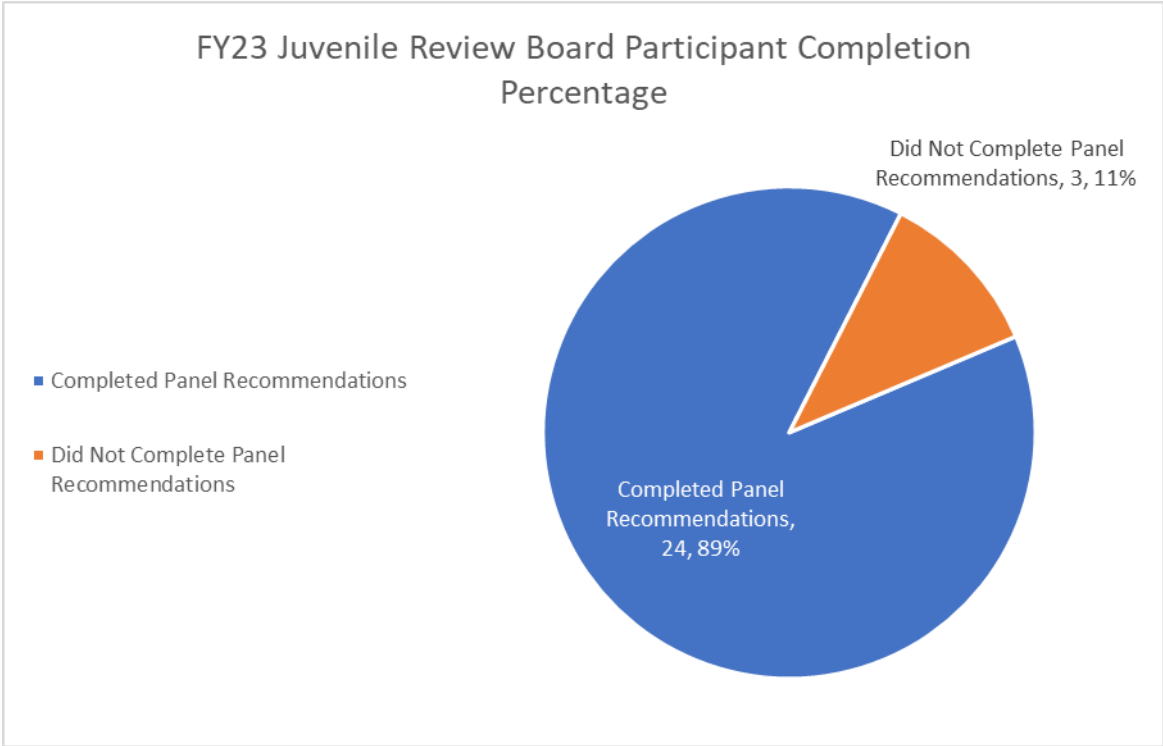
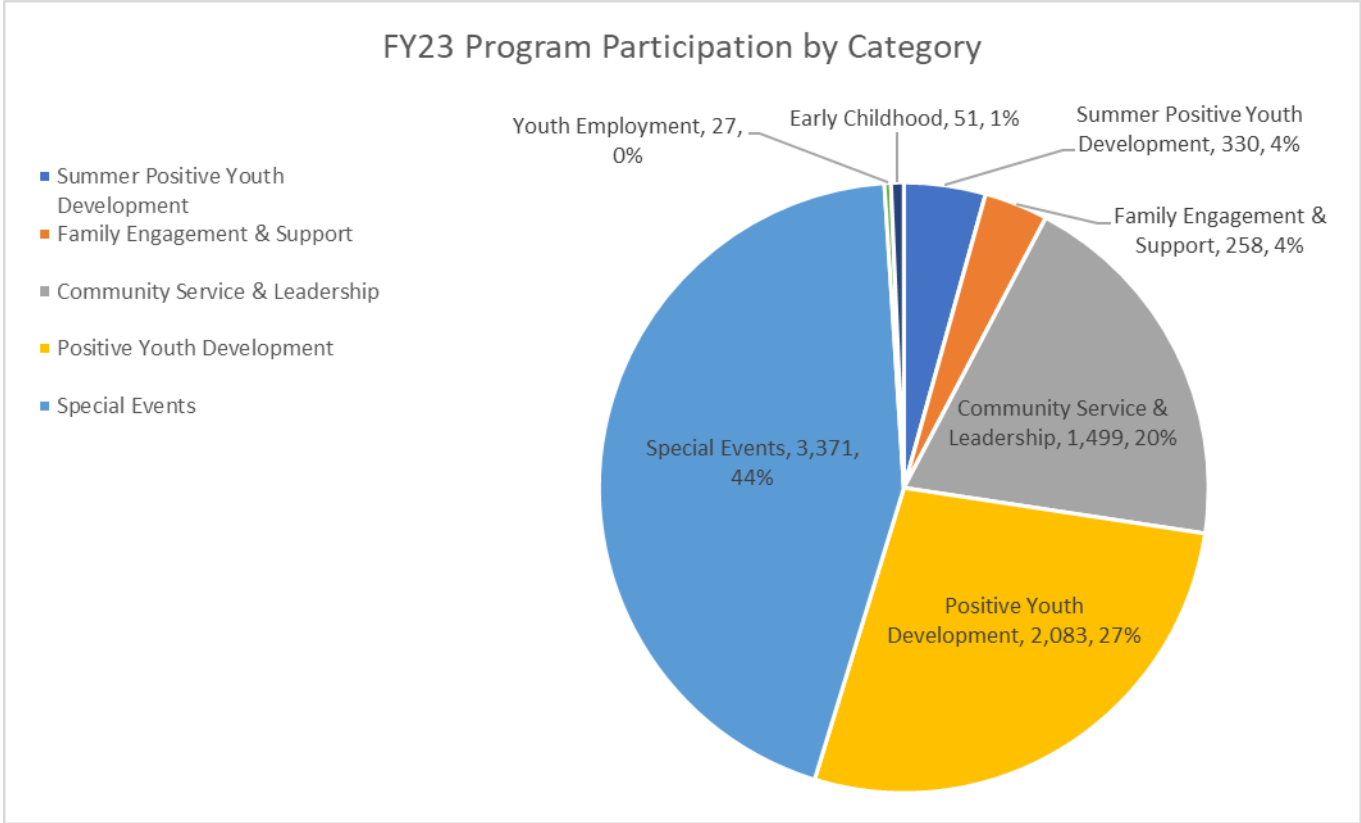
	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Referral by Source						
Police	56	60	33	77	75	
School	170	165	27	99	133	
Parent/Guardian	270	210	79	248	224	
DCF	0	0	2	2	1	
Superior Court/Juvenile Matters	0	0	0	0	12	
Social Service Agency	7	2	12	6	0	
Juvenile Review Board	0	0	0	0	0	
Self	53	18	9	21	75	
Other	171	106	129	28	50	
Total	727	561	291	481	570	
Program Participation by Category						
Summer Positive Youth Development				513	330	
Family Engagement & Support				367	258	
Community Service & Leadership				1,201	1,499	
Positive Youth Development				554	2,083	
Special Events				1,590	3,371	
Youth Employment				26	27	
Early Childhood				55	51	
Grant Funding for Youth Programming						
Grants Awarded (#)	13	11	10	19	16	
Grants Awarded (\$)	\$1,472,276	\$1,442,870	\$641,796	\$856,963	\$872,765	
Adopted Budget	\$731,946	\$704,986	\$717,978	\$740,795	\$734,688	
Grants Leveraged/\$ GF	\$2.01	\$2.05	\$0.89	\$1.16	\$1.19	
Number of Juvenile Arrests						
	200	209	141	166	203	

	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Gender of Youth Served						
Male				212	254	
Female				266	309	
Transgender				0	0	
Non-binary				3	1	
Did not report				0	6	
Number of Youth Served						
Birth to Eight	220	93	72	117	155	
9-16	441	320	174	302	360	
17-21	66	106	46	63	55	
Total	727	519	292	482	570	

LEISURE & FAMILY SERVICES - YOUTH SERVICES



LEISURE & FAMILY SERVICES - YOUTH SERVICES



LEISURE & FAMILY SERVICES - NEIGHBORHOODS & FAMILIES

DESCRIPTION

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	130,360.63	172,953	46,452	144,023	172,138	(815)	-0.47%
Employee Benefits	33,930.81	37,444	7,656	26,375	38,472	1,028	2.75%
Purchased Services	9,691.30	21,320	5,304	21,320	21,320	-	0.00%
Supplies	3,540.23	5,850	303	5,850	5,850	-	0.00%
Equipment	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL ONF	177,522.97	237,567	59,715	197,568	237,780	213	0.09%

Personnel & Employee Benefits:

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

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
Recreation Supervisor	1.00	1.00	1.00	1.00	1.00
TOTAL ONF FT STAFF	1.00	1.00	1.00	1.00	1.00

Part Time Positions	Budgeted Hours 2023/24	Full Time Equivalents	Budgeted Hours 2024/25	Full Time Equivalents	Change in FTE's
ERC Facility Director (LFR3)	1,404	0.68	1,404	0.68	0.00
Market Coordinator (LFR3)	1,300	0.63	1,300	0.63	0.00
Market Rec Leader (LFR1)	204	0.10	204	0.10	0.00
Garden Coordinator (LFR3)	840	0.40	840	0.40	0.00
Diversity & Equity Coordinator (LFR4)	1,300	0.63	1,300	0.63	0.00
TOTAL ONF PT STAFF	5,048	2.43	5,048	2.43	0.00

LEISURE & FAMILY SERVICES - NEIGHBORHOODS & FAMILIES

Purchased Services and Supplies:

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

STATUS OF 2023/24 GOALS

- 1. Continue to promote market growth and visibility by programming 10 complimentary market day events that encourage multi-generational patronage and engagement with local vendors and interdepartmental initiatives.**

The Spruce Street and Northwest Park Farmers Market each maintained weekly themes with complimentary market day events, highlighted by offerings such as Pride Night, Manchester Day, and National Farmers Market week. In addition, the division partnered with the Youth Service Bureau on the CT Grown for CT Kids Grant to establish food justice initiatives and support multi-generational patronage among local families.

- 2. Expand the audience and readership of Better Manchester Magazine by incorporating multi-media resources such as recorded interviews, short format video, and digital image stories into the bi-weekly publication.**

After further consideration into the effectiveness and scope of digital content, the Neighborhoods and Families Division has refocused Better Manchester Magazine efforts to feature monthly featured content, department-based newsletters, and submissions from partnering town and community organizations.

- 3. Utilize existing relationships with area partners to increase the ease of participation and number of recreational opportunities for individuals with physical and developmental disabilities.**

Annual programming such as Camp Kennedy was modified to further serve individuals with physical and developmental disabilities, including raising the total number of campers enrolled from 20 to 25 and through the addition of sensory-friendly movie screenings and all-abilities recreational offerings. Programming to continue to evolve in FY25 to support these communities through continued collaboration with area partners.

- 4. Work collaboratively with department divisions along with other town departments, education, community partners and resident to provide a comprehensive schedule of opportunities to celebrate our city's bicentennial.**

Assisted the Department of Leisure, Family and Recreation at large with the planning and implementation of special projects and collaborated with local partners and organizations to offer free, community-oriented events to celebrate the Town of Manchester's Bicentennial.

LEISURE & FAMILY SERVICES - NEIGHBORHOODS & FAMILIES

2024/25 GOALS

1. Revise special event processes and expand network of partnering organizations through the Community Project/Event Fund, an initiative that empowers local organizers and supports their cultural projects, expands the scope and quantity of cultural/special events, and alleviates the level of commitment from Town staff.
2. Continue to grow supplemental and nutrition-based programs offered in collaboration with the farmers market series that encourage families to shop locally, sustainably and farm-to-table, including through the expansion of the Power of Produce (P.O.P.) program to provide vouchers for senior citizen market attendees. Success will be measured by total reimbursements in the market series nutrition-based programs, including Double SNAP and Power of Produce (P.O.P.) redemptions, among other incentive programs.
3. Expand the scope of low-to-no-cost programs offered at the Eastside Neighborhood Resource Center and Nathan Hale Recreation Center, including through the addition of monthly Family Fun Nights (1st Fridays, Winter/Spring & Fall programming seasons), Nathan Hale Movie Nights (3rd Fridays, Winter/Spring & Fall programming seasons) and garden and sustainability learn shops throughout the growing season.
4. Facility improvements to the Eastside Neighborhood Resource Center's first floor Community Room, including replacing the room's carpeting and updating the community workstation, among other general facility improvements.

WORKLOAD STATISTICS

The market **served a record-high 10,627 customers** across its three market locations.

- This includes a record high weekly average for both the Spruce Street Farmers Market (462 customers) and the Northwest Park Farmers Market (448 customers).

The Double SNAP program, now in its 5th season with the market, also experienced record high reimbursements.

- \$2,896.00 in Double SNAP reimbursements were utilized, **representing a 102% increase over the 2021-2022 season.**

In addition to Double SNAP reimbursements, the Neighborhoods & Families Division partnered with the Manchester Early Learning Center (MELC) on the Power of Produce program at all outdoor markets.

- Over the course of the Spruce Street & Northwest Park Farmers Market season, **the Power of Produce program provided \$1,508 worth of fresh fruits and vegetables.**

MANCHESTER PUBLIC LIBRARY

DESCRIPTION

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

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	2,043,487.66	2,171,686	1,046,311	2,155,408	2,245,597	73,911	3.40%
Employee Benefits	694,050.98	729,890	357,904	728,615	789,309	59,419	8.14%
Purchased Services	210,485.10	247,498	119,722	247,498	256,573	9,075	3.67%
Supplies	325,700.67	330,600	141,558	330,600	332,200	1,600	0.48%
Equipment	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL LIBRARY	3,273,724.41	3,479,674	1,665,495	3,462,121	3,623,679	144,005	4.14%

Cost Redistributions:

Initial Recommended	\$ 3,623,679
Centralize fuel and motor vehicle repair costs in Fleet Services	\$ (900)
Move support of Lutz Museum from Fixed/Misc to Library budget	\$ 39,042
Adjusted Recommended	\$ 3,661,821

MANCHESTER PUBLIC LIBRARY

Personnel & Employee Benefits:

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

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
Library Director	1.00	1.00	1.00	1.00	1.00
Library Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Assistant Library Director	1.00	1.00	1.00	1.00	1.00
Librarian II	3.00	3.00	3.00	3.00	3.00
Librarian I	9.00	9.00	9.00	9.00	9.00
Library Paraprofessional	1.00	1.00	0.00	1.00	0.00
Library Technician II	2.00	2.00	2.00	2.00	2.00
Library Technician I	10.00	10.00	8.00	10.00	8.00
TOTAL LIBRARY FT STAFF	28.00	28.00	25.00	28.00	25.00

Part Time Positions	Budgeted Hours 2023/24	Full Time Equivalents	Budgeted Hours 2024/25	Full Time Equivalents	Change in FTE's
Library Pages (17)	12,710	6.11	12,710	6.11	0.00
Library Assistants (13)	3,679	1.77	3,679	1.77	0.00
Part Time Librarian I's (10)	736	0.35	736	0.35	0.00
TOTAL LIBRARY PT STAFF	17,125	8.23	17,125	8.23	0.00

Purchased Services and Supplies:

Covers the cost of operating and maintaining the two branch libraries, book purchases, programming supplies and expenses, book cataloguing and processing technology, vehicle expenses for the Bookmobile, phone line charges, membership fees for the CT Library System, building security services, and professional development and affiliations for librarians, with the following adjustments:

- An increase of \$7,000 for Adult, Teen, and Children’s programming and outreach.

STATUS OF 2023/24 GOALS

- 1. Staff will actively support the public input process and initial architectural planning for a new main library facility, as well as planning and preparing for the eventual move of the collection of books and other materials.**

Successful efforts to engage and inform the public have been underway all fiscal year and will continue through the completion of the building. Significant support has been given to the Library Building Committee first during its selection of architectural firms and a construction manager followed by ongoing project oversight. Detailed information regarding the collection of

MANCHESTER PUBLIC LIBRARY

materials and anticipated programmatic changes is being steadily provided to the architectural firms involved. The entire collection of materials is being reviewed by library staff as several sections (Spanish language; large-print, etc) begin to grow for the anticipated FY 26 move to the new facility.

- 2. Monitor the progress of adding diverse titles to the book and media collections at both library buildings. Continuing Education opportunities, especially for staff involved with public programming events, can expand the staff's ability to seamlessly incorporate diversity and inclusion throughout library services.**

Software purchased by the regional computer consortium showed that Manchester is first among the 32 Greater Hartford area public libraries for the number of diverse items in its book collection. Total Manchester-owned books identified as fitting one of twelve DEI categories increased during the twelve months from October 2022 to October 2023 by 4,014 items, or 13%, to 34,655 books. Staff also took advantage of multiple opportunities for cultural competency training. Library-sponsored public events during the year included programs focused on Black History Month, Ramadan, Diwali, Hispanic Heritage Month, Dealing With Autism, International Mother Language Day and many others, including the inclusion of numerous books by diverse authors in the book discussion groups and in children's programming arranged by the library.

2024/25 GOALS

1. Support the 12-member Library Building Committee as it works with the architects and construction manager.
2. Work with architect and others to calculate the probable number of staff positions needed, anticipated software/hardware support costs, and other increased expenses in the new substantially larger facility so that appropriate planning can begin for the FY 26 budget year.
3. In the Youth Services area, begin increasing the current small collection of materials to better support families seeking supplemental educational materials as well as homeschooling families.
4. Ensure that the main library's older, existing collection of materials is fully converted to be able to use an RFID (radio frequency identification) checkout system in the new building.

MANCHESTER PUBLIC LIBRARY

WORKLOAD STATISTICS & PERFORMANCE MEASURES

	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Cheney Attendance	204,454	153,742	107,489	125,280	136,576	
Number of Materials in Collection						
Video	16,588	12,888	13,382	13,413	13,524	
Books (Adult)	124,000	123,511	128,101	131,569	131,670	
Magazines (Adult)	5,751	5,729	5,635	5,663	5,662	
Other Materials	9,029	8,485	9,172	8,970	9,589	
Teen Items	5,392	5,456	5,825	5,719	6,648	
Teen Magazines	116	40	34	31	55	
Children's Items	60,787	60,756	63,323	62,868	63,521	
Total	221,663	216,865	225,472	228,233	230,669	
Number of New Materials Added						
Video	1,577	1,509	1,016	1,146	914	
Print (Adult)	9,764	9,776	10,823	10,044	11,949	
Other Materials	909	645	834	575	696	
Teen	591	626	921	959	1,061	
Children	7,432	7,942	7,255	6,044	6,662	
Total	20,273	20,498	20,849	18,768	21,282	
Number of Items Checked Out						
Video (Adult)	135,150	120,584	99,620	83,235	75,712	
Print (Adult)	224,133	190,637	211,983	200,900	212,049	
Other Material (Adult)	55,206	46,800	43,737	44,915	49,828	
Teen	19,355	18,230	21,105	23,441	24,073	
Children	295,397	252,794	247,385	248,651	269,359	
Total	729,241	629,045	623,830	601,142	631,021	
Circulation (Cheney)						
Video (Adult)	110,314	100,507	82,989	68,651	64,108	
Print (Adult)	162,526	152,730	169,490	160,440	171,545	
Other Material (Adult)	50,558	43,925	41,549	42,968	48,082	
Teen	17,213	16,283	19,337	22,175	22,185	
Children	236,760	204,809	204,144	208,270	228,441	
Total	577,371	518,254	517,509	502,504	534,361	

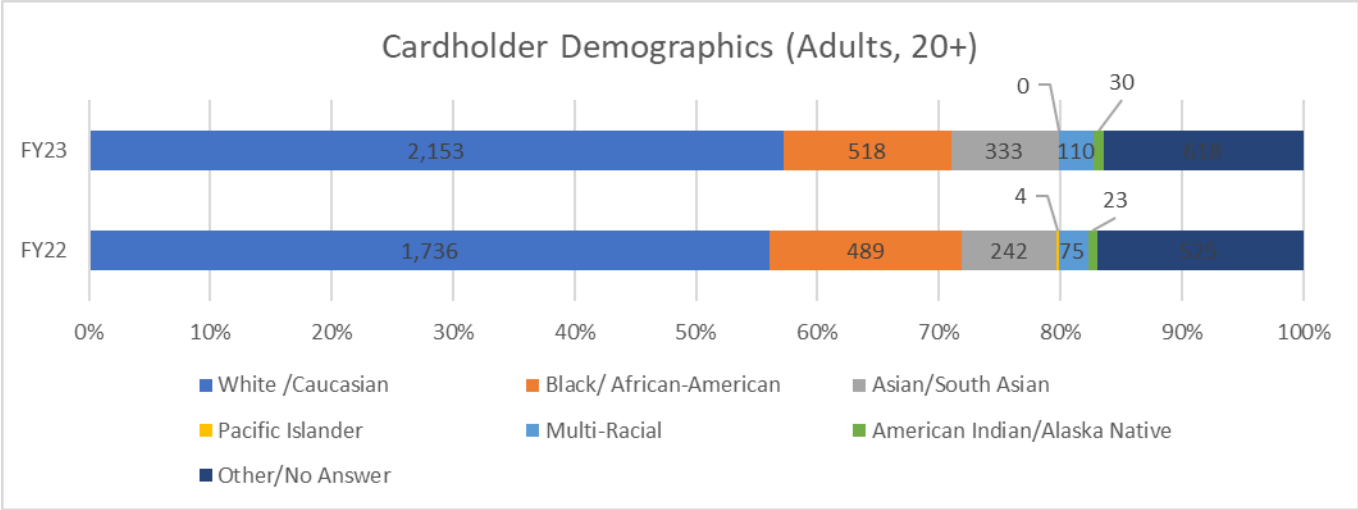
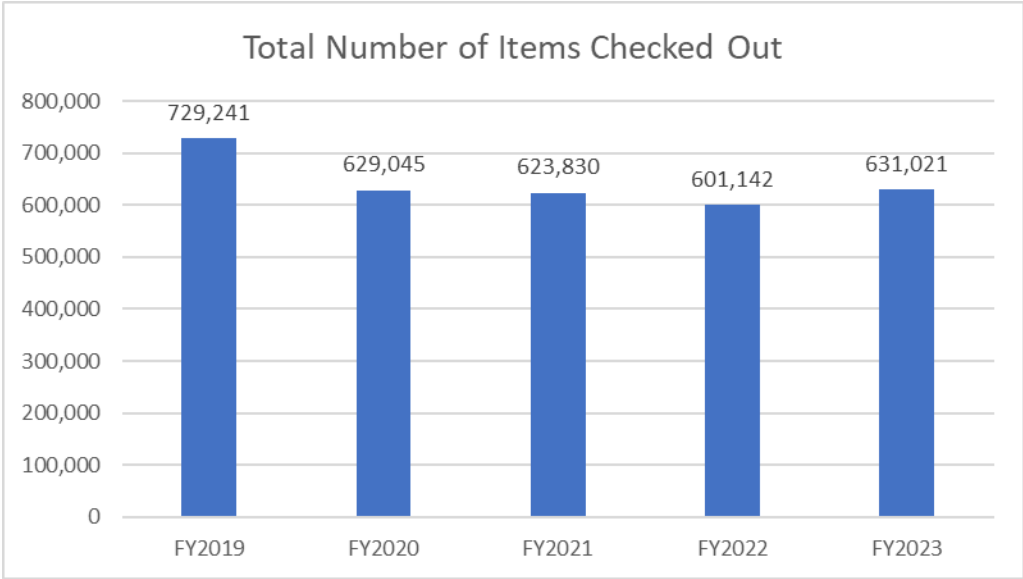
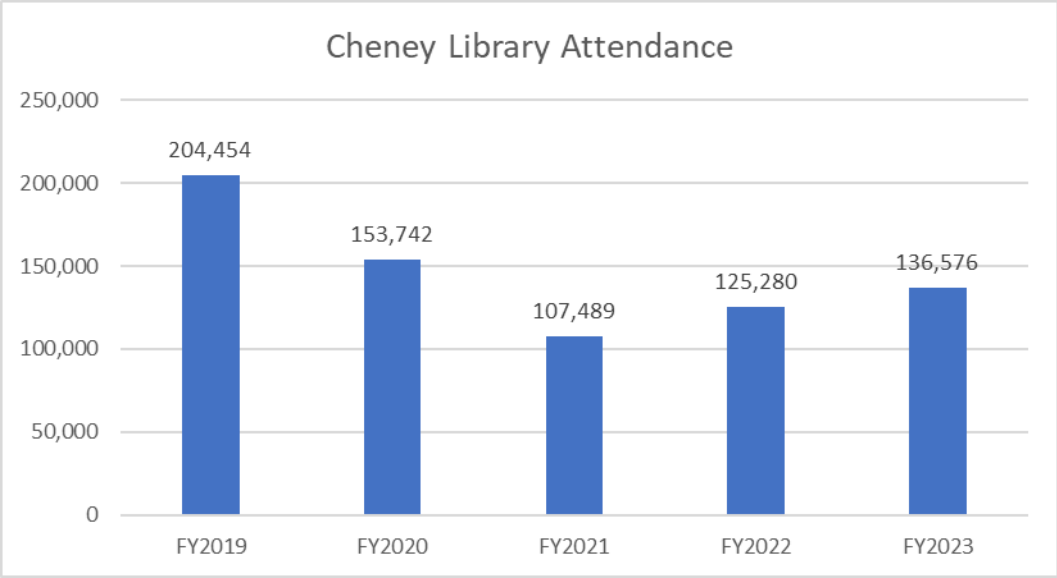
	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Circulation (Whiton)						
Video (Adult)	24,836	20,077	16,631	14,584	11,604	
Print (Adult)	48,985	37,907	42,483	40,460	40,504	
Other Material (Adult)	4,649	2,875	2,188	1,947	1,746	
Teen	2,142	1,947	1,768	1,266	1,888	
Children	58,637	47,985	43,231	40,381	40,918	
Total	139,249	110,791	106,301	98,638	96,660	
Electronic Borrowing						
Ebooks (All Types/Ages)	29,320	34,275	39,465	32,685	29,602	
Downloadable Magazines	1,847	2,011	2,305	4,183	4,597	
Downloadable Movies	3,770	5,041	3,916	2,999	3,075	
Downloadable Audiobooks	16,979	21,792	22,886	26,162	30,509	
Downloadable Music Albums	1,857	1,589	1,189	1,023	961	
Total	53,773	64,708	69,761	67,052	68,744	
Bookmobile Stops	446	396	439	455	456	
Items Reported as Missing/Mis-shelved	821	1,097	490	417	582	
Number of Materials Processed per FTE	10,841	10,961	11,149	10,036	11,381	

MANCHESTER PUBLIC LIBRARY

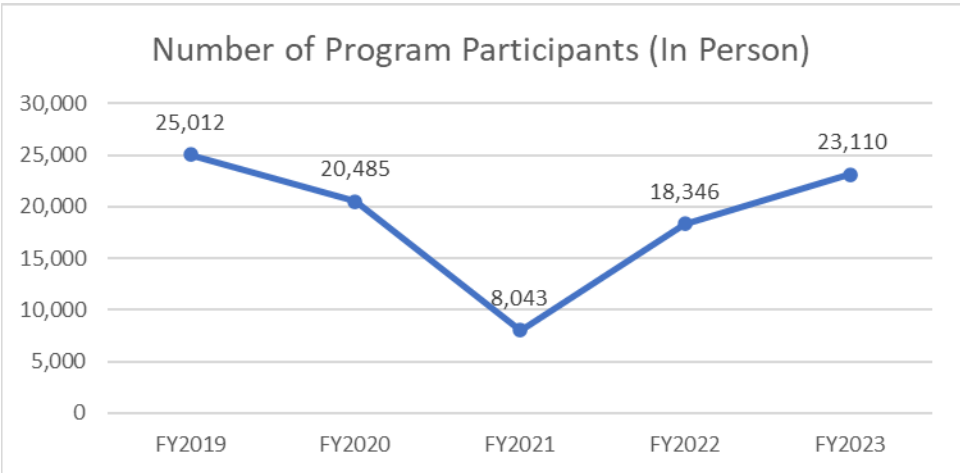
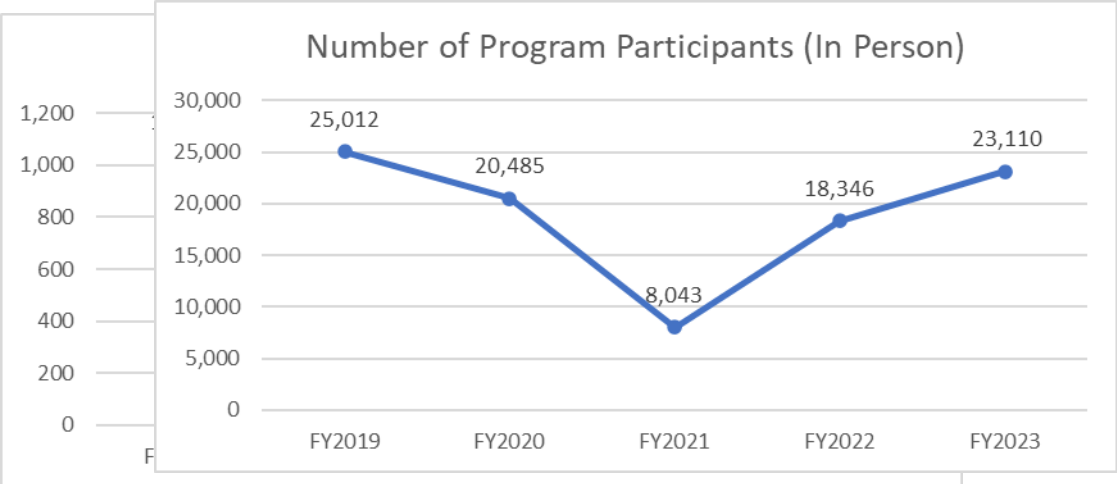
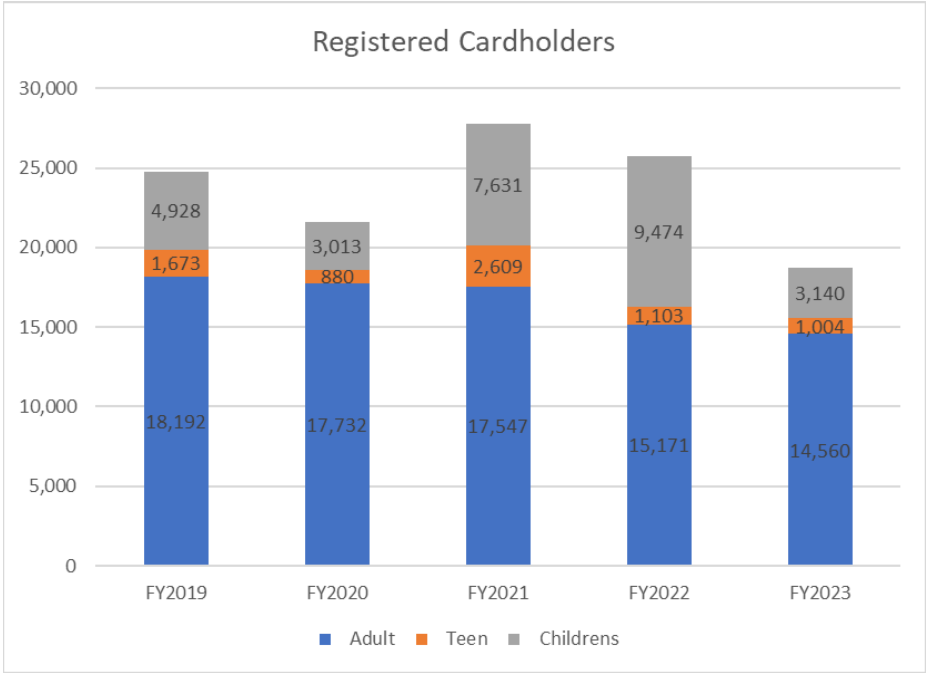
	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Change in the Number of New Materials Added						
Video (Adult)	-26%	-4%	-33%	13%	-20%	
Print (Adult)	1%	0%	11%	-7%	19%	
Other	5%	-29%	29%	-31%	21%	
Teen	21%	6%	47%	4%	11%	
Children	-6%	7%	-9%	-17%	10%	
Total	-4%	1%	2%	-10%	13%	
Change in Total Cheney Attendance						
	-7%	-25%	-30%	17%	9%	
Change in the Number of Materials Checked Out						
Video (Adult)	-15%	-11%	-17%	-16%	-9%	
Print (Adult)	19%	-15%	11%	-5%	6%	
Other	13%	-15%	-7%	3%	11%	
Teen	36%	-6%	16%	11%	3%	
Children	20%	-14%	-2%	1%	8%	
Total	11%	-14%	-1%	-4%	5%	
Number of Registered Cardholders						
Adult	18,192	17,732	17,547	15,171	14,560	
Teen	1,673	880	2,609	1,103	1,004	
Childrens	4,928	3,013	7,631	9,474	3,140	
Total	24,793	21,625	27,787	25,748	18,704	
Number of Programs Offered (In Person)						
Adult	198	169	103	154	156	
Teen	114	70	34	50	34	
Childrens 0-2	239	161	0	0	68	
Childrens 3-5	91	81	2	57	59	
Childrens 6-14	129	49	8	10	46	
Childrens (General)	268	239	56	256	302	
Total	1,039	769	203	527	665	

	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Number of Programs Offered (Virtually)						
Adult	NA	NA	39	1	0	
Teen	NA	NA	0	0	0	
Childrens 0-2	NA	NA	0	7	0	
Childrens 3-5	NA	NA	0	4	0	
Childrens 6-14	NA	NA	5	0	0	
Childrens (General)	NA	NA	91	36	20	
Total	NA	NA	135	48	20	
Number of Program Participants (In Person)						
	25,012	20,485	8,043	18,346	23,110	
Number of Program Participants (Virtual)						
	NA	NA	3,665	2,733	1,476	
Number of Inquiries Received						
At Counter	37,770	30,838	32,223	32,054	37,824	
Electronically	414	86	366	2,851	4,176	
By Phone	3,114	2,822	3,658	3,496	3,067	
By Mail	3	0	0	0	0	
Total	41,301	33,746	36,247	38,401	45,067	
Number Internet Workstation Customers						
	39,494	25,804	14,234	16,080	17,983	
Number Pages Printed by Customers						
	71,913	51,709	56,216	52,962	54,576	

MANCHESTER PUBLIC LIBRARY



MANCHESTER PUBLIC LIBRARY





Recommended Budget

Town of Manchester,
Connecticut

FY 2024-25

Education



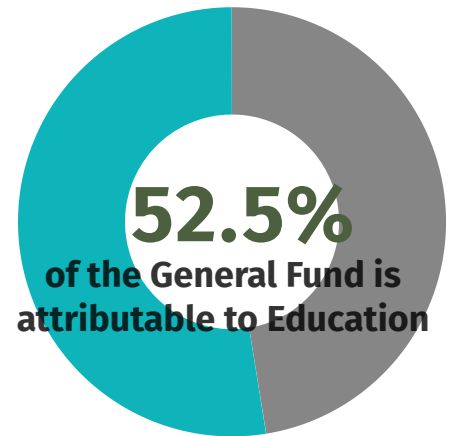
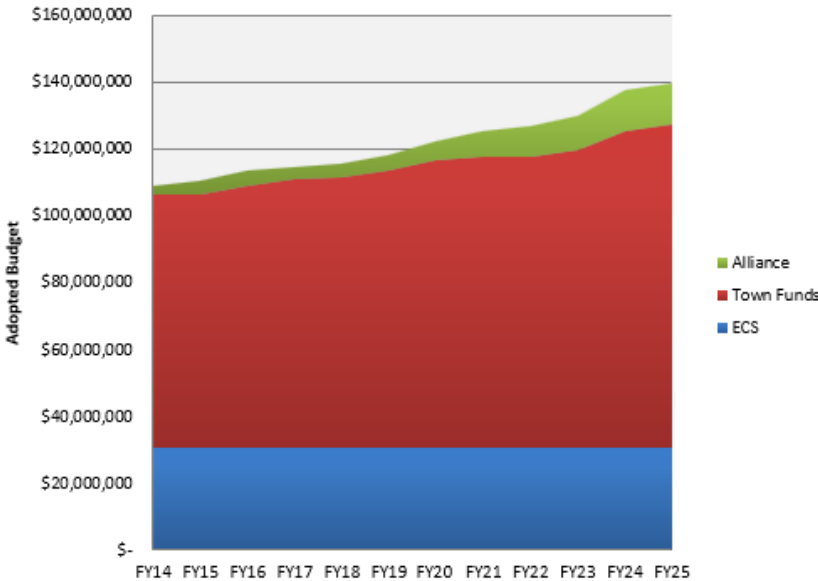
The Board of Education is funded out of the General Fund but operates as a separate governing body. Their budget proposal is detailed in a separate document, available at mpspride.org

Summary of Department Budgets

	Expended 2022/23	Adopted 2023/24	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over Current Adopted	Percent Change
EDUCATION						
Board of Education	\$ 116,281,237.00	\$ 122,683,512	\$ 117,774,174	\$ 127,461,316	\$ 4,777,804	3.89%
Priv. Sch. Health & Welfare	\$ 410,182.56	\$ 434,928.00	\$ 426,145.00	\$ 434,928.00	\$ -	0.00%
Transitional Living Center	\$ 188,821.00	\$ 68,622.00	\$ 68,622.00	\$ 75,484.00	\$ 6,862	10.00%
TOTAL	\$ 116,880,240.56	\$ 123,187,062	\$ 118,268,941	\$ 127,971,728	\$ 4,784,666	3.88%

Note- in the adjusted budget, Transitional Living Center will be moved to the Human Services Administration budget

Manchester Education Funding- 10 Year History



Total Budget

\$127,971,728



Increase

\$4,784,666



Percent Increase

3.88%



Recommended Budget

Town of Manchester,
Connecticut

FY 2024-25

Administrative Services



(Formerly Fixed Miscellaneous)

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

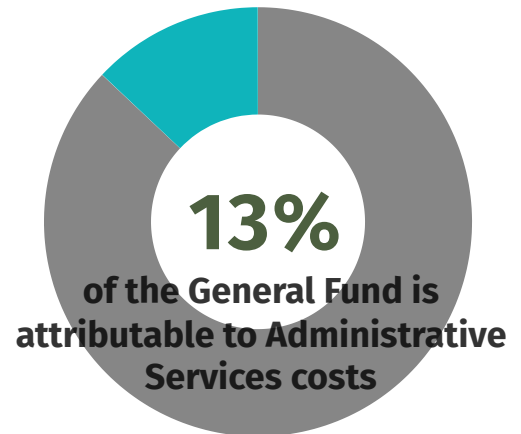
Summary of Department Budgets

	Expended 2022/23	Adopted 2023/24	Expended Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over Current Adopted	Percent Change
FIXED COSTS AND MISCELLANEOUS							
Retired Employee Benefits	\$ 4,955,360.13	\$ 6,317,757	\$ 6,114,479	\$ 6,327,436	\$ 7,423,793	\$ 1,106,036	17.51%
Interfund Transfers*	\$ 4,992,345.00	\$ 5,957,743	\$ 7,607,511	\$ 6,313,243	\$ 7,213,771	\$ 1,256,028	21.08%
Miscellaneous	\$ 310,503.31	\$ 555,074	\$ 246,271	\$ 353,090	\$ 641,919	\$ 86,845	15.65%
Debt Service	\$ 13,892,664.61	\$ 14,416,038	\$ 8,179,586	\$ 14,416,038	\$ 16,317,134	\$ 1,901,096	13.19%
TOTAL	\$ 24,150,873.05	\$ 27,246,612	\$ 22,147,847.23	\$ 27,409,808	\$ 31,596,617	\$ 4,350,005	15.97%

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

Cost Redistributions

Initial Recommended	\$ 31,596,617
Employee Benefits- move all defined benefit pension costs to Employee Benefits	\$ 7,786,168
Miscellaneous- move all costs except Contingency to other departments & cost centers	\$ (441,919)
Interfund Transfers- move all shared software costs to IT fund and budget General Fund support of software in Transfer to IT; reclassify insurance fund support of HR admin staff as reduction in General Fund transfer to MSIP	\$ 6,577
Adjusted Recommended	\$ 38,947,443



Total Budget

\$31,596,617



Increase

\$4,350,005



Percent Increase

15.97%

ADMINISTRATIVE SERVICES (FORMERLY FIXED MISC)

RETIREE BENEFITS

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Retirees Medical Insurance	3,370,745.00	4,219,548	4,219,548	4,219,548	5,264,308	1,044,760	24.76%
Defined Benefit Pension	1,316,059.00	1,613,257	1,613,257	1,613,257	1,658,533	45,276	2.81%
Unemployment Comp.	4,063.50	16,800	25,778	25,778	16,800	-	0.00%
Termination Benefits	221,216.51	425,000	232,734	425,000	425,000	-	0.00%
Social Security	15,529.68	15,300	16,001	16,001	15,300	-	0.00%
Prof & Tech Services	26,986.48	26,352	6,844	26,352	26,352	-	0.00%
Retiree Life Insurance	759.96	1,500	317	1,500	17,500	16,000	1066.67%
TOTAL RETIREE BENEFITS	4,955,360.13	6,317,757	6,114,479	6,327,436	7,423,793	1,106,036	17.51%

Cost Redistributions:

Initial Recommended	\$ 7,423,793
Move all DB Pension costs to Employee Benefits	\$ 7,786,168
Adjusted Recommended	\$15,209,961

Retirees Medical Insurance: reflects the actuarially-determined costs of health coverage for current retirees net of reimbursements paid by retirees to the Town. The increase includes a shift in the actuarial assessment of the retiree population (over and under 65) and funding levels needed to cover projected claims liabilities in the Town's self-insurance fund.

Defined Benefit Pension: reflects the contribution necessary to maintain adequate funding levels for defined benefit pension plan. Beginning in FY25, all General Fund DB pension related costs will be budgeted in this account.

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

Termination Benefits: The Termination Benefits account covers the cost to the Town for accumulated leave payout to employees who retire in the upcoming year or to retirees who are scheduled to receive an installment on a leave payout that is spread out over three years.

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

Professional & Technical Services: consists of a fee for the investment management review of the defined contribution plan.

Retirees Life Insurance: based on the adjusted actual rates for retiree life insurance policies plus any changes in the number of retirees insured. Change reflects fully-funding the liability fund associated with retiree life insurance benefits based on claims experience.

ADMINISTRATIVE SERVICES (FORMERLY FIXED MISC)

MISCELLANEOUS

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Community Services	60,151.21	61,092	55,748	61,092	61,092	-	0.00%
Lutz Museum	36,150.00	39,042	19,521	39,042	39,042	-	0.00%
Contingency	-	200,000	-	-	200,000	-	0.00%
Central Costs	91,988.33	107,700	37,225	107,700	161,500	53,800	49.95%
Youth Commission	10,000.00	10,000	5,373	10,000	15,000	5,000	50.00%
Community Events	62,062.56	137,240	128,404	135,256	165,285	28,045	20.44%
Vacancy Salary Savings	-	-	-	-	-	-	-
TOTAL MISCELLANEOUS	260,352.10	555,074	246,271	353,090	641,919	86,845	15.65%

Cost Redistributions:

Initial Recommended	\$ 641,919
Move Town Hall Concierge & Security Services to Facilities	\$ (142,840)
Move miscellaneous wage & salary adjustments to Employee Benefits- pension	\$ (18,660)
Move Rebuilding Together to Human Services Administration	\$ (45,000)
Move LIFE Scholarship to Human Services Administration	\$ (5,000)
Move Lutz Museum to Library budget	\$ (39,042)
Move North Central Conservation District & Greater Hartford Transit District annual fees to Planning & Economic Development budget	\$ (11,092)
Move Youth Commission budget to Youth Services Bureau	\$ (15,000)
Move Community Events to Recreation	\$ (165,285)
Adjusted Recommended	\$ 200,000

All costs except Contingency will be redistributed to other cost centers, as detailed above, beginning in FY25.

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

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

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

Central Costs: this includes funding for building security services and concierge services for Town Hall. The increase reflects funding of concierge services, which was previously funded with operating surplus in the Recreation Department.

Community Events: Various departments provide support in the form of overtime staffing and direct contributions to the Memorial Day, Pride in Manchester, Cruisin' On Main and Thanksgiving Day Road Race events and celebrations. Cost increases reflect inflation of actual costs for Fireworks and Memorial Day Parade.

Youth Commission: The Youth Commission and the Youth Commission Philanthropy Program are funded at a total of \$15,000, an increase of \$5,000 over the current year.

ADMINISTRATIVE SERVICES (FORMERLY FIXED MISC)

INTERFUND TRANSFERS

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Transfer to Special Grants	279,815.00	275,500	284,172	280,500	279,172	3,672	1.33%
Transfer to Work_Space	-	-	-	-	80,000	80,000	
Transfer to Capital Reserve	1,978,000.00	1,827,000	2,177,000	2,177,000	2,912,000	1,085,000	59.39%
Transfer to IT Fund	1,241,179.00	1,356,027	1,979,122	1,356,027	1,667,703	311,676	22.98%
Transfer to MSIP	1,493,351.00	2,499,216	3,167,217	2,499,716	2,274,896	(224,320)	-8.98%
TOTAL INTERFUND TRANSFERS	4,992,345.00	5,957,743	7,607,511	6,313,243	7,213,771	1,256,028	21.08%

Initial Recommended	\$ 7,213,771
Move shared software costs to IT and fund via Interfund Transfer to IT Fund	\$ 167,737
Fund Deputy Director of HR in General Fund and decrease Transfer to MSIP	\$ (161,160)
Adjusted Recommended	\$ 7,220,348

Transfer to Manchester Self-Insurance Program (MSIP) Fund: The MSIP contribution is based on the actuarial study completed in FY18, the results of which are being phased-in over a 5 year period.

Transfer to Capital Reserve: An increase of \$1,085,000 reflects transitioning from using ARPA for ongoing capital needs to funding infrastructure needs more sustainably through the General Fund. Details regarding the capital budget can be found in the Capital Improvement Plan portion of this document.

Transfer to Special Grants: consists of the following components:

- \$153,672 is the total cost of the Dial-A-Ride and shared van program in the upcoming fiscal year.
- \$45,000 to support the Downtown Arts & Culture Grant Program, an increase of \$15,000 over the current year to reflect increased demand for grant funding & programming.
- \$50,000 to fund an employee student loan assistance program, per collective bargaining agreement
- \$20,000 to support the operating expenses of Channel 16, Manchester's Public Access television station
- \$7,500 to support the Hockanum River Committee
- \$3,000 to support the Manchester Arts Commission.

Transfer to Work_Space: The General Fund provides an operating subsidy of \$80,000 to the Work_Space co-working facility operating fund, which includes a \$15,000 support for the arts gallery (previously in Transfer to Special Grants), plus a \$65,000 operating subsidy which was funded using ARPA grant funds in the current year.

Transfer to Information Technology (formerly Information Systems): The General Fund contribution to Information Systems, to cover technical support services for all Town departments. The increase includes fully funding the MS365 operating system, which has been subsidized with ARPA grant funds for the past two fiscal years, plus the addition of a new human resources software platform. Further details are available in the Information Technology section of the budget book.

ADMINISTRATIVE SERVICES (FORMERLY FIXED MISC)

GENERAL FUND DEBT SERVICE

Debt Service Budget:

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Principal	9,403,081.25	9,590,000	5,730,000	9,590,000	10,850,000	1,260,000	13.14%
Interest	4,489,583.36	4,826,038	2,449,586	4,826,038	5,427,134	601,096	12.46%
CHEFA Loan	-	-	-	-	40,000	40,000	N/A
TOTAL DEBT SERVICE	13,892,664.61	14,416,038	8,179,586	14,416,038	16,317,134	1,901,096	13.19%

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

- Year 1 payments on a 2024 general purpose bond issue for the new library and public works
- Maintains \$1.8M use of anticipated & existing debt premium receipts to offset debt costs
- Retirement of old & refinanced debt
- Includes \$40,000 annual payment on a CHEFA loan in support of the Head Start Facility, per an agreement with the Town; this has previously been budgeted in Human Services and was paid out of net operating results in recent years; showing this cost in Debt Service is per the advisement of the financial auditors.

Debt Issuances & Authorizations:

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

Referendum Date	Project	Amount Authorized
11/8/2011	Public Works- Roads, Sidewalks, Drainage, Bridges, Ctr Springs Pk Ext	12,000,000
11/6/2012	School Repairs	4,900,000
11/5/2013	Public Works- Roads, Sidewalks, Charter Oak Park, Pedestrian/bike Improv.	10,000,000
11/4/2014	School Construction (SMARTR1)	37,600,000
11/3/2015	Public Works- Roads, Sidewalks, Ctr Springs Pond, Drainage, Traffic Signals	12,000,000
11/7/2017	Public Works- Roads, Sidewalks, Parking Lots, Union Pond Dam, Ctr Springs Pond	13,000,000
11/7/2017	Land Acquisition & Historic Property Investment	4,000,000
6/4/2019	School Construction (SMARTR2)	47,000,000
11/5/2019	Public Works- Roads, Sidewalks, Union Pond Dam, Traffic Signals	16,500,000
11/2/2021	Public Works- Roads, Sidewalks, Union Pond Dam	17,250,000
11/8/2022	New Library	39,000,000
11/7/2023	Public Works- Roads, Case Mtn Dam, Tolland Tpke, Traffic Signals	19,000,000

ADMINISTRATIVE SERVICES (FORMERLY FIXED MISC)

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

	Amount	Bond Issue Date												
		Authorized	2011	2012	2013	2014	2016	2017	2018	2019	2020	2021	2022	2023
GENERAL FUND (TOWN)														
Public Works 2023/24	\$ 19,000,000													
Library 2022/23	\$ 39,000,000													
Public Works 2021/22	\$ 17,250,000													
Public Works 2019/20	\$ 16,500,000													
Public Works 2017/18	\$ 13,000,000													
Land Acq. & Historical Property 2017/18	\$ 4,000,000													
Public Works 2015/16	\$ 12,000,000													
Broad Street Redevelopment 2010	\$ 8,000,000													
Public Works 2013/14	\$ 10,000,000													
Public Works 2011/12	\$ 12,000,000													
Land Acquisition 2004/05	\$ 3,000,000													
Public Works 2009/10	\$ 8,000,000													
Public Works 2007/08	\$ 5,890,000													
GENERAL FUND (SCHOOL)														
School Construction 2019 (SMARTR 2)	\$ 47,000,000													
School Construction 2014 (SMARTR I)	\$ 37,600,000													
School Repairs 2012	\$ 4,900,000													
Highland Park School	\$ 13,100,000													

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

Authorized/ Unissued Debt:

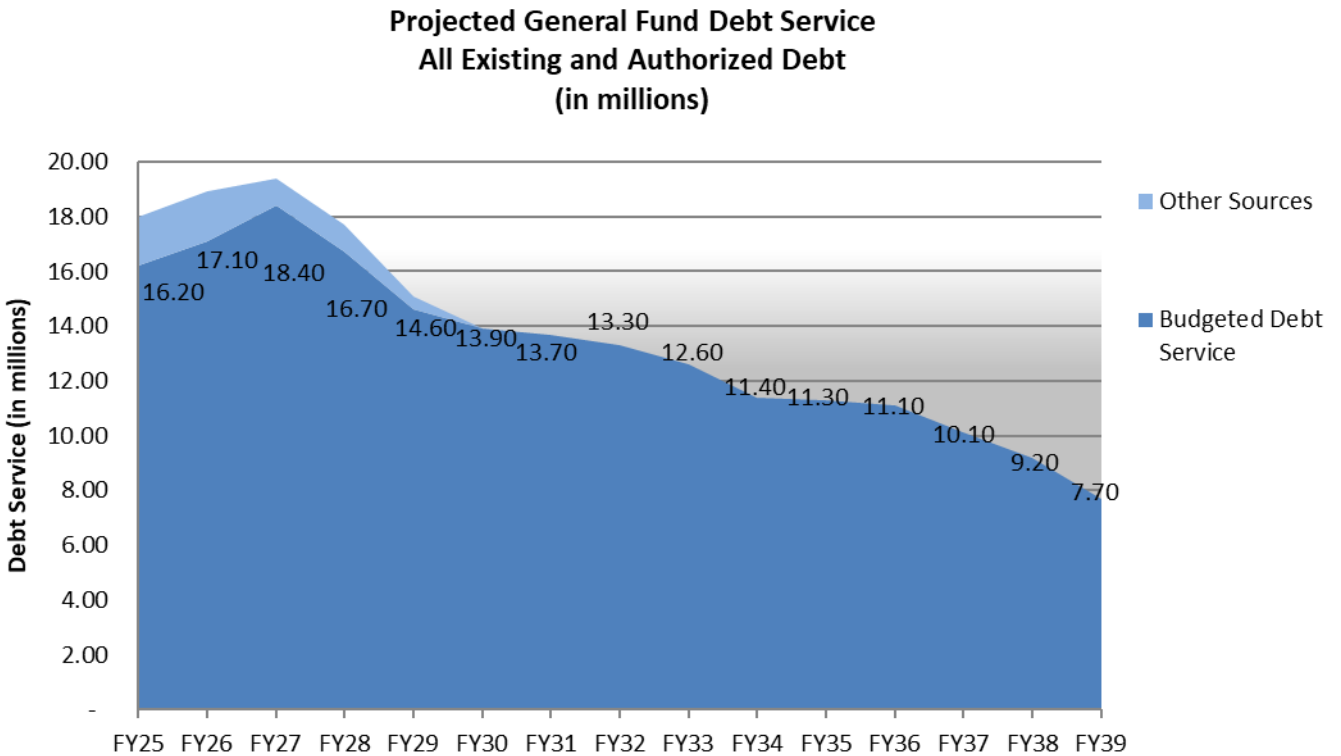
The following table summarizes authorized/unissued debt:

Year	Description	Original Authorization	Issued	Unissued
2017	Land Acquisition	\$ 4,000,000	\$ 3,000,000	\$ 1,000,000
2019	SMARTR 2	\$ 47,000,000	\$ 27,000,000	\$ 20,000,000
2021	DPW FY22	\$ 17,250,000	\$ 15,950,000	\$ 1,300,000
2022	Library	\$ 39,000,000	\$ 17,450,000	\$ 21,550,000
2023	DPW 2024	\$ 19,000,000	\$ -	\$ 19,000,000
	TOTAL	\$ 126,250,000	\$ 63,400,000	\$ 62,850,000

ADMINISTRATIVE SERVICES (FORMERLY FIXED MISC)

Projected Debt Service:

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



ADMINISTRATIVE SERVICES (FORMERLY FIXED MISC)

Statement of Limitation on Indebtedness:

From the June 30, 2023 Annual Financial Report, Statistical Table 10

Figures shown in thousands of \$

Total Tax Collections (Including Interest and Lien Fees) for the Prior Year	\$ 153,536						
Reimbursement for Revenue Loss on:							
State Owned and Private Tax Exempt Properties	980						
Property Tax Relief	43						
Base for Debt Limitation	<u>43</u>						
Computation	<u>\$ 154,559</u>						
	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;"></th> <th style="width: 15%; text-align: center;">General Purposes</th> <th style="width: 15%; text-align: center;">Schools</th> <th style="width: 15%; text-align: center;">Sewers</th> <th style="width: 15%; text-align: center;">Urban Renewal</th> <th style="width: 15%; text-align: center;">Pension Deficit</th> </tr> </thead> </table>		General Purposes	Schools	Sewers	Urban Renewal	Pension Deficit
	General Purposes	Schools	Sewers	Urban Renewal	Pension Deficit		
Debt Limitation:							
2 1/4 Times Base	\$ 347,758	\$ -	\$ -	\$ -	\$ -		
4 1/2 Times Base	-	695,516	-	-	-		
3 3/4 Times Base	-	-	579,596	-	-		
3 1/4 Times Base	-	-	-	502,317	-		
3 Times Base	-	-	-	-	463,677		
Total Debt Limitation	<u>347,758</u>	<u>695,516</u>	<u>579,596</u>	<u>502,317</u>	<u>463,677</u>		
Indebtedness:							
Bonds and Serial Notes Payable	72,279	66,091	-	-	-		
Debt Authorized but Unissued	47,600	25,836	-	-	-		
Grants Receivable	-	(34,116)	-	-	-		
Total Indebtedness	<u>119,879</u>	<u>57,811</u>	<u>-</u>	<u>-</u>	<u>-</u>		
Debt Limitation in Excess of Outstanding and Authorized Debt		<u>\$ 227,879</u>	<u>\$ 637,705</u>	<u>\$ 579,596</u>	<u>\$ 502,317</u>	<u>\$ 463,677</u>	

Note 1: In no event shall the total debt exceed seven times annual receipts from taxation. The maximum amount permitted would be \$1,081,913.

Note 2: Bonds and serial notes payable do not include Water serial notes of \$1,854 and Sewer serial notes of \$19,728 as they are self-supporting debt.

Note 3: Sewer bonds authorized and unissued of \$1,400 are excluded from the analysis above as they are self-supporting debt.



Recommended Budget

Town of Manchester,
Connecticut

FY 2024-25

Water & Sewer Funds



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

Summary of Department Budgets

	Expended 2022/23	Adopted 2023/24	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over Current Adopted	Percent Change
PUBLIC UTILITIES ENTERPRISE FUNDS:						
WATER FUND	\$ 10,166,836.07	\$ 10,164,019	\$ 10,729,096	\$ 11,384,362	\$ 1,220,343	12.01%
SEWER FUND	\$ 10,667,638.20	\$ 11,533,925	\$ 11,771,495	\$ 12,365,489	\$ 831,564	7.21%

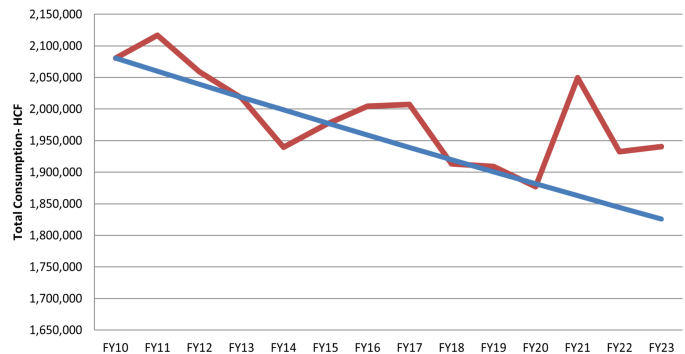
Note: Debt activity related to short-term note financing was budgeted only for interest to-date; the remainder of the associated capital & financing costs took place off-budget against cash balance. Beginning in FY24, estimated short-term note paydowns are represented in the budget, and FY25 is year two of a two year phase-in of this adjustment.

Cost Redistributions

Water Fund Initial Recommended	\$ 11,384,362
Shift staff & audit support costs to Interfund Transfers (no net change)	\$ -
Split billing software costs with Sewer Fund	\$ (30,000)
Adjusted Water Fund Recommended	\$ 11,354,362

Sewer Fund Initial Recommended	\$ 12,365,489
Shift staff & audit support costs to Interfund Transfers (no net change)	\$ -
Split billing software costs with Sewer Fund	\$ 30,000
Adjusted Sewer Fund Recommended	\$ 12,395,489

Water Consumption History



Water Fund

Total Budget
\$11,384,362

Increase
\$1,220,343

Percent Increase
12.01%

Rate Increase
8%

Sewer Fund

Total Budget
\$12,365,489

Increase
\$831,564

Percent Increase
7.21%

Rate Increase
8%

WATER FUND

DESCRIPTION

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

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

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

For FY2024/25, a rate increase of 8.0% is budgeted. This increase is in line with historical adjustments made before large infrastructure investments, such as the renovation of the water treatment plant, is consistent with increases required by utilities throughout the region and country, and reflects the results of the recent Rate Study conducted by Raftelis Financial Consultants.

The resulting water rate will be \$4.17 per hundred cubic feet (HCF), up from \$3.86 in the current year. For the average residential sewer customer using 22HCF per quarter, the increase would result in a water bill increase of about \$6.82 per quarter, or \$27.40 per year.

BUDGET TABLES & COMMENTARY

Expenses by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	2,060,025.91	2,319,355	1,065,568	2,162,823	2,579,427	260,072	11.21%
Employee Benefits	1,485,606.07	1,741,784	1,329,742	1,716,293	1,986,835	245,051	14.07%
Purchased Services	1,621,250.36	1,996,949	582,380	1,923,624	2,126,907	129,958	6.51%
Supplies	719,058.70	833,248	293,230	847,623	921,942	88,694	10.64%
Other	1,381.12	1,500	1,559	1,598	1,600	100	6.67%
Contingency	-	85,000	-	-	85,000	-	0.00%
Interfund Transfers	2,035,833.00	2,137,767	1,802,958	2,137,767	3,397,082	1,259,315	58.91%
Debt Service	2,243,680.91	1,048,416	18,324	1,939,368	285,569	(762,847)	-72.76%
TOTAL WATER FUND	10,166,836.07	10,164,019	5,093,761	10,729,096	11,384,362	1,220,343	12.01%

WATER FUND

Expenditures by Function	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Water Administration	1,248,019.99	1,431,449	1,179,467	1,456,132	1,818,015	386,566	27.01%
Water Customer Service	264,462.24	296,788	131,029	291,465	313,473	16,685	5.62%
Water Meters	109,730.05	113,232	53,094	107,426	117,419	4,187	3.70%
Water Source of Supply	306,179.81	357,077	153,793	355,753	395,653	38,576	10.80%
Water Power & Pumping	805,410.15	915,508	330,975	802,248	958,604	43,096	4.71%
Water Treatment Plant	1,611,901.39	1,994,565	707,582	1,930,667	2,110,323	115,758	5.80%
Water Treatment Laboratory	227,929.12	273,429	116,052	274,257	264,467	(8,962)	-3.28%
Water Transmission & Distribution	1,109,277.07	1,290,094	535,409	1,198,276	1,382,011	91,917	7.12%
Water Existing Mains & Tanks	64,844.25	86,479	29,038	93,024	97,981	11,502	13.30%
Water T&D Existing Service	74,908.27	76,968	18,184	79,104	88,837	11,869	15.42%
Water T&D Hydrant Maintenance	64,659.82	57,247	17,856	63,610	69,928	12,681	22.15%
Water Contingency	-	85,000	-	-	85,000	-	0.00%
Water Interfund Transfers	2,035,833.00	2,137,767	1,802,958	2,137,767	3,397,082	1,259,315	58.91%
Water Debt Service	2,243,680.91	1,048,416	18,324	1,939,368	285,569	(762,847)	-72.76%
TOTAL WATER FUND	10,166,836.07	10,164,019	5,093,761	10,729,096	11,384,362	1,220,343	12.01%

Cost Redistributions:

Initial Recommended	\$ 11,384,362
Reduce wages & benefits to show cost share of administrative salaries in Interfund Transfers	\$ (23,221)
Reduce Professional & Technical Services to show annual audit cost share in Interfund Transfers	\$ (15,489)
Increase Transfer to General Fund to reflect the two items above	\$ 38,710
Reduce software line to reflect support for Munis & billing software in Transfer to IT	\$ (78,172)
Increase Transfer to IT to reflect the software costs above, minus a 50% Sewer cost share for billing software	\$ 48,172
Adjusted Recommended	\$ 11,354,362

Personnel & Employee Benefits:

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

- An additional \$125,000 is provided for additional staff, pending the results of an organization study.
- Retiree health costs increase by \$127,715 or 25%.
- Termination benefits are increased from \$12,000 to \$60,000, to reflect a large number of anticipated retirements.

WATER FUND

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
<u>Water Administration</u>					
Water/Sewer Administrator	0.50	0.50	0.50	0.50	0.50
Budget & Research Officer	0.15	0.15	0.15	0.00	0.00
Senior Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	0.50	0.50	0.50	0.50	0.50
Safety and Compliance Coordinator	0.50	0.50	0.50	0.50	0.50
Subtotal:	2.65	2.65	2.65	2.50	2.50
<u>Water Customer Service</u>					
W/S Deputy Administrator	1.00	1.00	1.00	1.00	1.00
Account Associate	1.00	1.00	1.00	1.00	1.00
Environmental Technician	0.50	0.50	0.50	0.50	0.50
Subtotal:	2.50	2.50	2.50	2.50	2.50
<u>Water Meters</u>					
Water Meter Technician	1.00	1.00	1.00	1.00	1.00
Subtotal:	1.00	1.00	1.00	1.00	1.00
<u>Water Source of Supply</u>					
W&S Maint. Equip. Op.	2.00	2.00	2.00	2.00	2.00
Field Maintenance Supervisor	0.50	0.50	0.50	0.50	0.50
Subtotal:	2.50	2.50	2.50	2.50	2.50
<u>Water Power & Pumping</u>					
Water Treatment Plant Operator	1.00	1.00	1.00	1.00	1.00
Subtotal:	1.00	1.00	1.00	1.00	1.00
<u>Water Treatment Plant</u>					
Project Technical Support Manager	0.50	0.50	0.50	0.50	0.50
SCADA Support Specialist		0.50	0.50	0.50	0.50
Water Treatment Plant Supt.	1.00	1.00	1.00	1.00	1.00
Water Treatment Plant Operator	4.00	4.00	4.00	4.00	4.00
Subtotal:	5.50	6.00	6.00	6.00	6.00
<u>Water Treatment Laboratory</u>					
Laboratory Director	0.50	0.50	0.50	0.50	0.50
Chemist II (frozen/unfunded)	0.50	0.50	0.00	0.50	0.00
Chemist	1.00	1.00	1.00	1.00	1.00
Subtotal:	2.00	2.00	1.50	2.00	1.50
<u>Water Transmission & Distribution</u>					
W&S Maint/Equip. Op.	8.00	8.00	8.00	8.00	8.00
Field Maintenance Manager	0.50	0.50	0.50	0.50	0.50
Field Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Subtotal:	9.50	9.50	9.50	9.50	9.50
TOTAL WATER FUND FT STAFF	26.65	27.15	26.65	27.00	26.50

Staffing table does not include any additional positions that may be authorized following the reorganization study; up to 1.5 additional FTE's are funded in the FY25 proposal

WATER FUND

Part Time Positions	Budgeted		Budgeted		Change in FTE's
	Hours 2023/24	Full Time Equivalents	Hours 2024/25	Full Time Equivalents	
Groundskeeping	960	0.46	960	0.46	0.00
Fire Hydrant Painting	480	0.23	480	0.23	0.00
TOTAL WATER PT STAFF	1,440	0.69	1,440	0.69	0.00

Purchased Services and Supplies:

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

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

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

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

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

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

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

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

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

Existing Mains & Tanks: repair of water main breaks.

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

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

The following significant adjustments are included:

- An increase of \$58,865 in software costs, which includes a new Customer Information System (CIS) and anticipated increases for the water fund's portion of the Town's financial software costs.
- An increase of \$48,913 for water control/treatment chemicals, due to inflationary cost increases and necessary treatment practices due to recent regulatory changes.
- An increase of \$5,375 for laboratory supplies for testing and compliance monitoring.
- An increase of \$6,012 for highway supplies, including salt for ice melting, gravel, and others.

WATER FUND

- An increase of \$7,681 for hydrant painting, maintenance, and replacement activities.

Interfund Transfers & Debt

Transfers & Debt Detail	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Interfund Transfers:							
Transfer to General Fund	643,070.00	669,619	334,810	669,619	689,707	20,088	3.00%
Transfer to Capital Projects	-	-	-	-	1,714,037	1,714,037	N/A
Transfer to Water Reserves	905,000.00	932,000	932,000	932,000	338,091	(593,909)	N/A
Transfer to IT Fund	305,230.00	349,845	349,845	349,845	465,073	115,228	32.94%
Transfer to MSIP Insurance Fund	182,533.00	186,303	186,303	186,303	190,174	3,871	2.08%
TOTAL INTERFUND TRANSFERS	2,035,833.00	2,137,767	1,802,958	2,137,767	3,397,082	1,259,315	58.91%
Debt Service:							
Debt Principal & Note Paydowns	2,000,679.00	669,344	-	1,560,296	-	(669,344)	-100.00%
Debt Interest	242,026.96	364,072	17,868	364,072	270,569	(93,503)	-25.68%
Debt Issuance Cost	974.95	15,000	456	15,000	15,000	-	0.00%
TOTAL DEBT SERVICE	2,243,680.91	1,048,416	18,324	1,939,368	285,569	(762,847)	-72.76%

Capital Improvement Plan (Transfer to Water Reserves)

In order to reduce capital costs, this budget recommends consolidating all existing Water Fund reserve accounts (totaling approximately \$4.8M as of this writing) into a smaller number of general purpose reserves. This eliminates the need to hold a multitude of more specific reserves, thereby freeing up roughly \$950,000 in the upcoming budget. The new reserve accounts would be as follows:

Water Meter Purchases	\$ 200,000
Vehicles & Heavy Equipment	\$ 885,000
Tank Painting	\$ 600,000
Lab Improvements	\$ 375,000
Pump Stations & Well Redevelopment	\$ 450,000
New State Road Disinfection Facility	\$ 110,000
Siphon Project	\$ 330,000
Abandoned Building Demolition	\$ 200,000
SCADA & Instrumentation	\$ 540,000
Studies & Consulting	\$ 200,000
PFAS	\$ 350,000
General Maintenance	\$ 500,000
Total Appropriations	\$ 4,740,000

The FY25 budget includes an allocation of \$338,091, a decrease of \$946,909 compared to the original capital improvement plan, and a reduction of \$593,909 compared to current year. Note that fully-funded capital allocations will be scheduled to resume in the subsequent fiscal year.

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

WATER FUND

Debt Service

In accordance with the recommendations of the 2023 Rate Study, debt service principal on loans and the paydown of rolling short-term notes will be budgeted as Transfers to Capital Projects, which will place those funds against the project accounts where the capital spending and financing cash flows are taking place. This results in a decrease to Debt Service with a corresponding increase to Interfund Transfers.

FY25 is the second year of a two-year phase-in of budgeting for the full paydown of notes. Previously, note paydowns were not budgeted, and instead an operating surplus was budgeted in order to balance the net result of debt payments. The budgeting of paydowns therefore does not represent an actual increase in spending, but rather a change in how notes paydowns are accounted for.

The following tables detail Water Fund debt service for FY25:

Water Notes	Original Authorization		2024 Beginning	FY25			Ending Balance
	Amount	Issued	Balance	Paydowns	FY25 Interest	New Notes	(2024 Notes)
Water Quality Pre-2015	\$ 760,000	\$ 760,000	\$ 226,667	\$ (226,667)	\$ 6,459		\$ -
Water Quality 16-18	\$ 3,659,000	\$ 3,659,000	\$ 2,256,450	\$ (769,417)	\$ 64,295		\$ 1,487,033
Water Quality 19-20	\$ 2,400,000	\$ 2,400,000	\$ 1,795,304	\$ (321,429)	\$ 51,155		\$ 1,473,875
Water Quality 2021	\$ 1,200,000	\$ 1,200,000	\$ 1,120,000	\$ (80,000)	\$ 31,913		\$ 1,040,000
Water Quality 2022	\$ 2,990,000	\$ 2,200,000	\$ 2,200,000	\$ (146,667)	\$ 62,687	\$ 790,000	\$ 2,843,333
PFAS Preliminary	\$ 400,000	\$ -				\$ 400,000	\$ 400,000
TOTAL	\$ 11,409,000	\$ 10,219,000	\$ 7,598,421	\$ (1,544,180)	\$ 216,509	\$ 1,190,000	\$ 7,244,241

Water Loans	Original Loan	FY25 Principal	FY25 Interest
Series 2013A CWF 2013-9032	\$ 20,655	\$ 1,081	\$ 203
Series 2013B CWF 2013-903i	\$ 61,303	\$ 3,208	\$ 604
Series 2017 CWF 2017-7053	\$ 979,071	\$ 46,493	\$ 12,943
Series 2020		\$ 54,075	\$ 20,310
New Loans (Projected)		\$ 65,000	\$ 20,000
TOTAL		\$ 169,857	\$ 54,060

FY25 Note Paydowns	\$ 1,544,180
FY25 Loan Principal	\$ 169,857
Total FY25 Water Xfer to Cap Proj	\$ 1,714,037
FY25 Water Interest	\$ 270,569

New authorizations anticipated in the upcoming fiscal year include:

- \$1,500,000 Water Quality Improvement Program (underground water distribution pipe replacements)
- \$4,000,000 PFAS well contaminant abatement (regulatory requirements)
- \$1,500,000 Lead & Copper regulatory compliance
- \$3,000,000 water meter replacements

These may be funded using notes, State loans, or a combination of funding sources. Details are provided in the Capital Improvement Plan portion of the budget.

WATER FUND

REVENUES

Revenues	Collected 2022/23	Adopted Projection 2023/24	Revised Estimate 2023/24	Manager's Projected 2024/25	Change Over Current Year	Percent Change
Water Service - Regular	7,591,153.30	8,289,506	7,915,694	9,048,243	758,737	9.15%
Fire Service - Private	414,024.67	397,127	397,127	442,000	44,873	11.30%
Fire Service - Towns	1,154,624.01	1,246,942	1,251,696	1,351,972	105,030	8.42%
Interest & Lien Fees	141,925.51	100,000	100,000	100,000	-	0.00%
Meter Installation Fees	12,971.00	9,000	9,000	9,000	-	0.00%
System Connections	100,795.00	70,000	70,000	70,000	-	0.00%
Repairs	4,839.66	5,000	5,000	5,000	-	0.00%
Review & Inspection	6,200.00	7,000	7,000	7,000	-	0.00%
Rpd Inspection	64,830.24	65,000	65,000	65,000	-	0.00%
Interest	99,231.11	10,000	10,000	10,000	-	0.00%
Premium On Debt Sale	68,233.82	-	-	-	-	N/A
Rent	314,342.35	298,727	298,727	273,690	(25,037)	-8.38%
Sale Of Town Owned Property	7,666.00	20,000	20,000	20,000	-	0.00%
Miscellaneous Revenue	-166,528.95	20,000	20,000	20,000	-	0.00%
TOTAL	\$9,814,307.72	10,538,302	10,169,244	11,421,905	883,603	8.38%
Water Fund Expenditures	10,166,836.07	10,164,019	10,729,096	11,384,362	1,220,343	
Net Result of Operations*	(352,528.35)	374,283	(559,852)	37,543	(336,740)	

Anticipated water revenues increase by 8.38%, which is primarily attributable to the budgeted rate increases. The rate increase is required to maintain the target level of reserves, adjust to decreasing consumption levels, and cover pending infrastructure needs. Other revenues are adjusted based on an analysis of multi-year trends.

STATUS OF 2023/24 GOALS

1. Provide the highest quality of potable water at the lowest possible cost.

The Department achieved an average turbidity removal for surface water of 96.5% and closed out FY23 within budget.

2. Maintain the amount of unaccounted for water to below the industry standard of 15%.

The Department ended FY23 with an average of 20.15% unaccounted for water. This is slightly higher than the previous year's 16.9%. Replacement of our billing system and the older stock of low-performing meters will improve this number in future years.

3. Implement Infrastructure Improvements (WQIP) – Complete construction of the Griswold Street area and Chestnut Street Area Phase I replacement projects.

The Griswold Street replacement project was completed in the summer of 2023. The Chestnut Street Area Phase I was delayed due to Federal and State funding requirements. The project will be bid in the winter of 2023/2024 and should be completed in FY25. The Adelaide Road/Robert Road Area project will be completed by the end of the 2024 construction season.

WATER FUND

4. Decrease percent of water account receivables (>120 days delinquent).

The percent of water account receivables (>120 days delinquent) for FY23 is 42%. This is an increase from the previous year's 40%. The Covid pandemic and restrictions on collections activities may have affected the increase in past due accounts.

5. Study alternatives to the construction of treatment plants for New State Road Wells and Love Lane Well.

A Request for Proposals to study alternative treatment and sources for New State Road Wells and the Love Lane Well has been advertised due to new regulations concerning organic compounds and inorganic contaminants that will affect most of the active wells. A consultant will be selected in the first quarter of 2024; the study completion is anticipated in FY25.

6. Select the type of metering and billing system that the Department will move forward with.

The Department completed a data analysis of our current billing data and is soliciting proposals for a new billing system in the winter of 2024. The new billing system will be selected and partially implemented by the end of FY24, at which time the metering system will be advertised.

2024/25 GOALS

- 1. Provide the highest quality of potable water at the lowest possible cost.**
- 2. Reduce the amount of unaccounted for water to below the industry standard of 15%.**
- 3. Implement infrastructure improvements (WQIP) - Complete construction of the Chestnut Street A Phase I replacement project.**
- 4. Decrease percent of water account receivables (>120 days delinquent).**
- 5. Based on the recommendations of the alternatives study to the construction of treatment plants, commence a design for upgrades.**
- 6. Complete the implementation of a new billing system and prepare a Request for Proposal for a new metering system.**
- 7. Complete the initial service line inventory in accordance with the Lead and Copper Rule Revisions and develop a Lead Service Line Replacement Plan.**

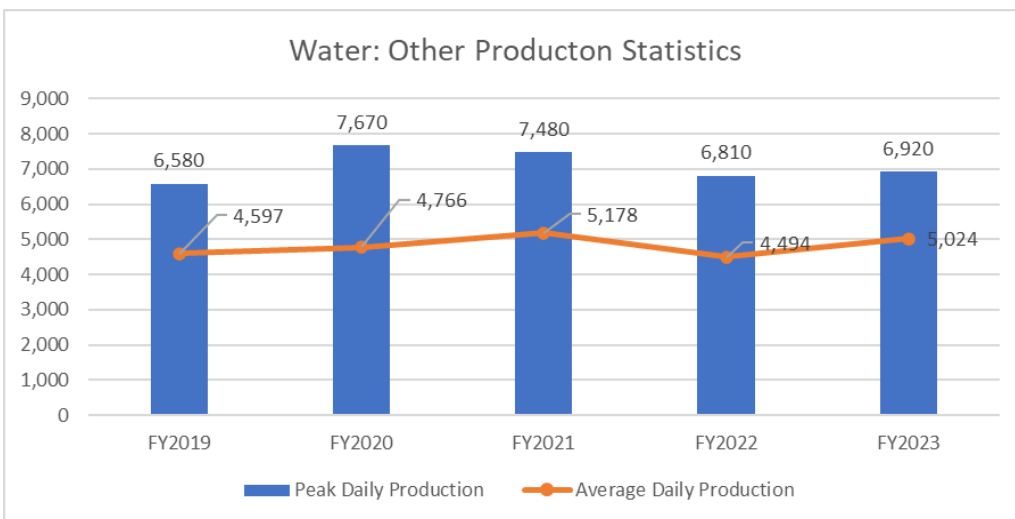
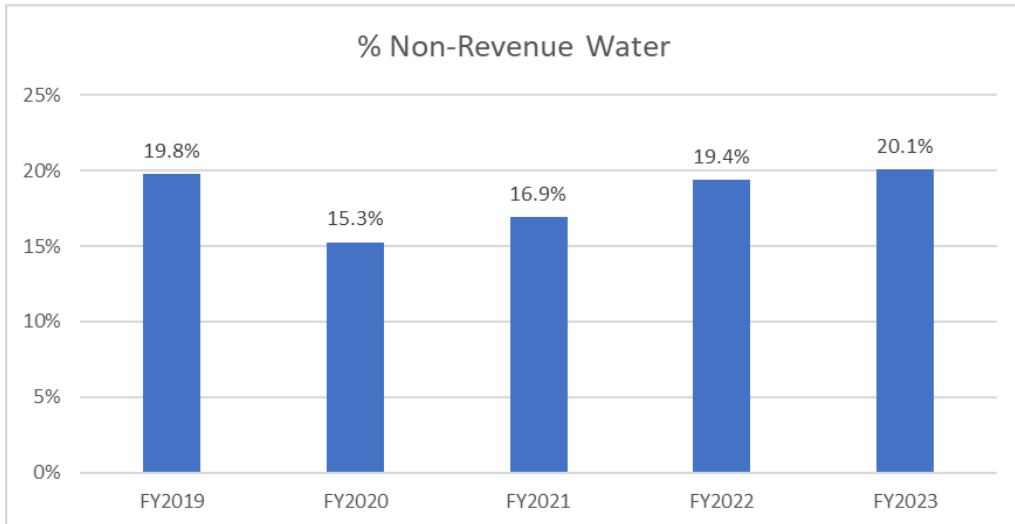
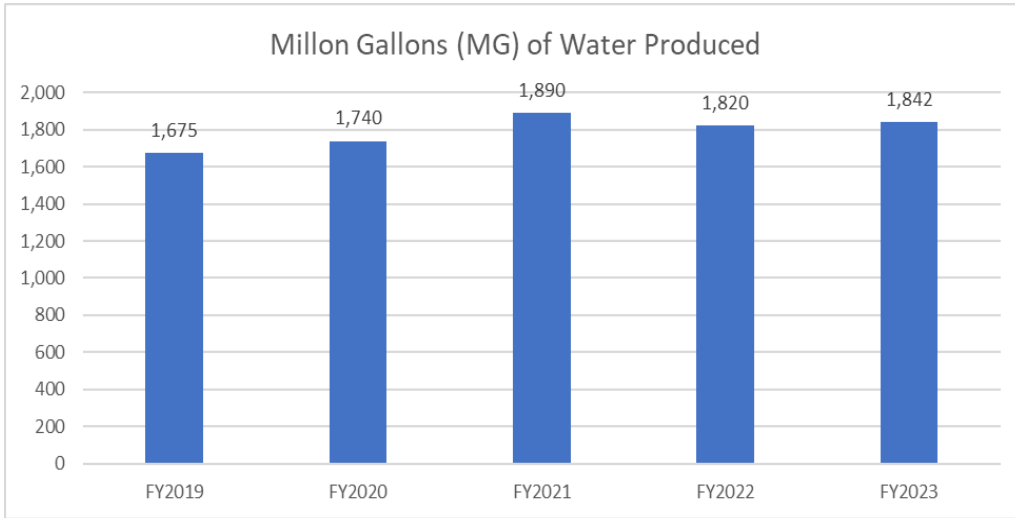
WATER FUND

WORKLOAD STATISTICS & PERFORMANCE MEASURES

	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Million Gallons (MG) of Water Produced	1,675.41	1,739.60	1,890.00	1,820.40	1,842.45	
Peak Daily Production	6,580	7,670	7,480	6,810	6,920	
Average Daily Production	4,597	4,766	5,178	4,494	5,024	
Water Treatment						
Filtered Water: Avg Daily High Turbidity (NTU)	0.07	0.08	0.07	0.05	0.05	
Raw Water: Avg. Daily Turbidity (NTU)	1.36	1.82	1.68	1.32	1.58	
State Limit	0.30	0.30	0.30	0.30	0.30	
Amount of Raw Water Turbidity Removed	1.29	1.74	1.61	1.28	1.53	
% Removal of Turbidity	94.3%	95.0%	95.4%	96.2%	96.5%	
MG of Metered Water Distributed	1,321.27	1,432.27	1,522.50	1,447.12	1,451.16	
Replacement and Rehab						
Miles of Pipe	259	260	260	260	260	
Miles of New Pipe Installed (Extensions)						
Miles of Pipe Rehabbed or Replaced	0.99	1.04	0.98	1.25	1.92	
Average Age of System (Water)	45	46	47	48	49	
MG of Non-metered Water (Estimated Volume)	29.25	33.75	37	21.25	11	
MG of Unaccounted Water	324.9	273.6	330.5	352.0	380.3	
% of Unaccounted Water	19.78%	15.27%	16.92%	19.37%	20.06%	
Number of Breaks	20	48	45	34	18	

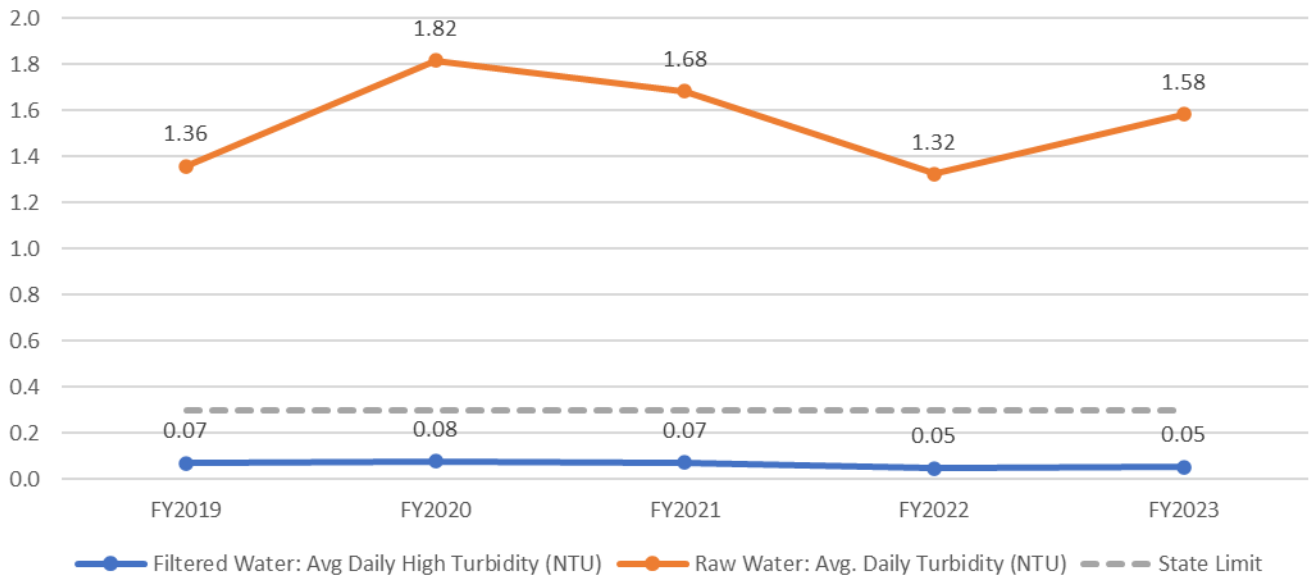
	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Billing and Collection						
Number of Water Accounts Billed	65,815	65,985	66,052	66,274	65,945	
Number of New Water Accounts	31	29	16	31	27	
Metered Sales (HCF)	1,795,049	1,877,035	2,049,366	1,923,049	1,955,153	
Water Consumption (HCF - Est. Monthly from Quarterly Bills)	1,766,281	1,914,673	2,035,287	1,934,519	1,939,914	
Metered Water Sales	\$6,927,836	\$6,791,487	\$7,527,004	\$7,130,082	\$7,086,777	
Total Water Accounts Receivable (Unpaid Bills)	\$991,121	\$1,114,298	\$1,006,291	\$1,295,505	\$1,706,563	
Value of Water Accounts > 120 Days Delinquent	\$358,892	\$336,148	\$425,001	\$512,849	\$655,918	
% of Water Receivables > 120 Days Delinquent	36%	30%	42%	40%	38%	
Compliance & Safety						
Number of Analyses	39,603	40,580	40,065	37,295	38,473	
Number of Regulatory Reports Submitted	95	113	134	161	150	
Total Hours Worked - All W&S Employees	104,568	108,444	105,683	104,768	102,535	

WATER FUND

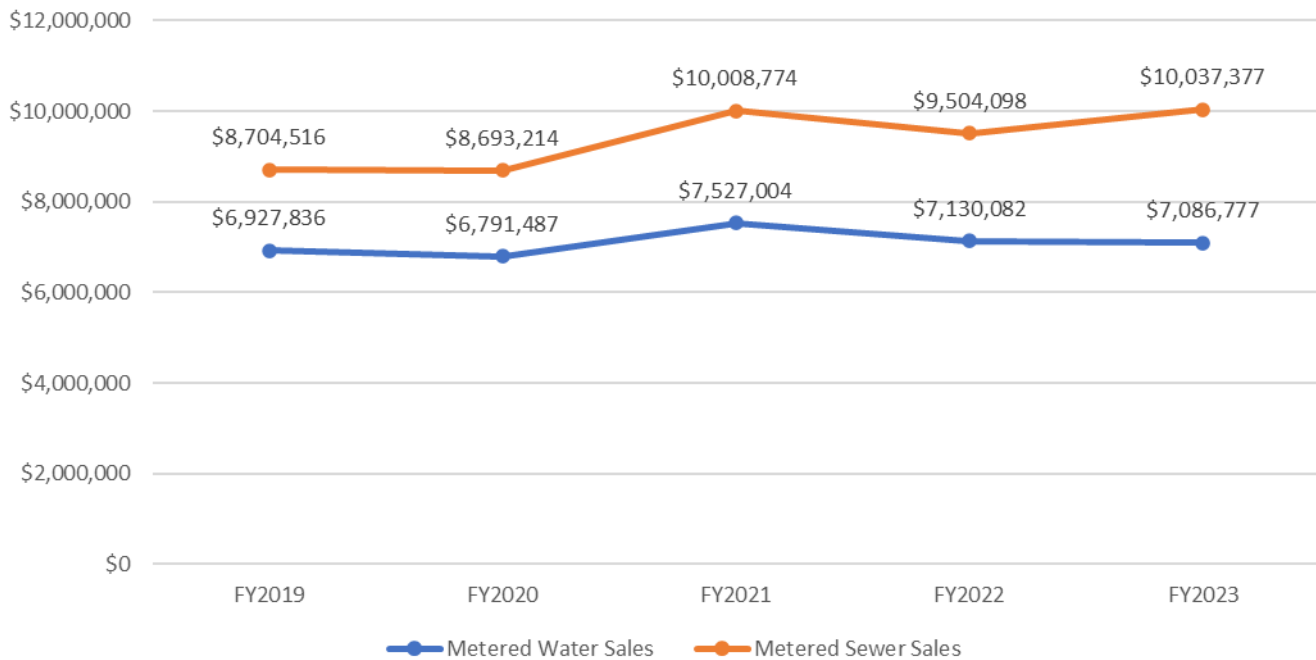


WATER FUND

Avg. Daily Turbidity (Raw Water, Filtered Water, State Limit)



Metered Water & Sewer Sales



SEWER FUND

DESCRIPTION

The Sewer Department oversees the operation of the Hockanum River Wastewater Treatment Plant and the Town-wide sewer system. After the approved merger with the 8th Utilities District effective July 1st, 2023, several operational cost increases continue into FY2024/25, enabling the Department to continue to safely absorb the workload associated with maintaining the 8th District's aging infrastructure.

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

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

For FY2024/25, a rate increase of 8.0% is budgeted. This increase is in line with historical adjustments made before large infrastructure projects, such as the renovation of the water treatment plant, is consistent with increases required by utilities throughout the region and country, and reflects the recent rate study completed by Raftelis Financial Consultants.

The resulting sewer rate will be \$6.62 per hundred cubic feet (HCF), up from \$6.13 in the current year. For the average residential sewer customer 23 using 22HCF per quarter, the proposed rate increase would result in a water bill increase of \$10.78 per quarter, or \$43.12 per year.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	1,932,767.61	2,351,688	1,004,605	2,138,206	2,618,711	267,023	11.35%
Employee Benefits	1,057,612.44	1,313,591	827,603	1,245,283	1,508,399	194,808	14.83%
Purchased Services	1,493,053.80	1,726,305	814,088	1,772,027	1,795,269	68,964	3.99%
Supplies	389,654.71	659,702	164,673	679,373	934,218	274,516	41.61%
Other	-	-	-	-	-	-	N/A
Contingency	-	87,550	-	-	85,000	(2,550)	-2.91%
Interfund Transfers	1,595,270.00	1,691,237	1,384,217	1,691,237	4,994,598	3,303,361	195.32%
Debt Service	4,199,279.64	3,703,852	191,864	4,245,369	429,294	(3,274,558)	-88.41%
TOTAL SEWER FUND	10,667,638.20	11,533,925	4,387,049	11,771,495	12,365,489	831,564	7.21%

SEWER FUND

Expenditures by Function	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Sewer Administration	976,332.74	1,096,956	722,396	1,107,341	1,375,260	278,304	25.37%
Sewer Customer Service	120,443.98	153,826	58,898	142,286	155,702	1,876	1.22%
Sewer Collection System Maint.	790,105.26	1,038,598	365,178	895,172	1,142,447	103,849	10.00%
Sewer Lines Maint.	28,697.60	58,230	1,346	58,230	62,010	3,780	6.49%
Sewer Manhole Maint.	18,221.39	39,597	4,211	46,447	35,802	(3,795)	-9.58%
Sewer Pumping Stations	11,225.11	29,193	4,833	29,193	37,715	8,522	29.19%
Wastewater Treatment Plant	1,386,901.48	1,759,687	764,695	1,656,004	1,892,714	133,027	7.56%
Wastewater Primary Building	1,343,071.62	1,656,384	794,291	1,676,427	1,940,500	284,116	17.15%
Sewer Treatment Laboratory	198,089.38	218,815	95,121	223,790	214,447	(4,368)	-2.00%
Sewer Contingency	-	87,550	-	-	85,000	(2,550)	-2.91%
Sewer Interfund Transfers	1,595,270.00	1,691,237	1,384,217	1,691,237	4,994,598	3,303,361	195.32%
Sewer Debt Service	4,199,279.64	3,703,852	191,864	4,245,369	429,294	(3,274,558)	-88.41%
TOTAL SEWER FUND	10,667,638.20	11,533,925	4,387,049	11,771,495	12,365,489	831,564	7.21%

Cost Redistributions:

Initial Recommended	\$ 12,365,489
Reduce wages & benefits to show cost share of administrative salaries in Interfund Transfers	\$ (23,221)
Reduce Professional & Technical Services to show annual audit cost share in Interfund Transfers	\$ (9,550)
Increase Transfer to General Fund to reflect the two items above	\$ 32,771
Reduce software line to reflect support for Munis in Transfer to IT	\$ (11,600)
Increase Transfer to IT to reflect the software costs above, plus a 50% Sewer cost share for billing software	\$ 41,600
Adjusted Recommended	\$ 12,395,489

Personnel & Employee Benefits:

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

- An additional \$125,000 is provided for potential additional staff, pending the results of an organization study.
- Retiree health costs increase by \$127,715 or 25%.
- Termination benefits are increased from \$12,000 to \$60,000, to reflect a large number of anticipated retirements.

SEWER FUND

Personnel & Employee Benefits (cont'd):

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
<u>Sewer Administration</u>					
Water/Sewer Administrator	0.50	0.50	0.50	0.50	0.50
Senior Account Associate	1.00	1.00	1.00	1.00	1.00
Budget & Research Officer	0.15	0.15	0.15	0.00	0.00
Safety and Compliance Coordinator	0.50	0.50	0.50	0.50	0.50
Administrative Secretary	0.50	0.50	0.50	0.50	0.50
Subtotal:	2.65	2.65	2.65	2.50	2.50
<u>Sewer Customer Service</u>					
Account Associate	1.00	1.00	1.00	1.00	1.00
Environmental Technician	0.50	0.50	0.50	0.50	0.50
Subtotal:	1.50	1.50	1.50	1.50	1.50
<u>Sewer Collection System</u>					
Field Maintenance Manager	0.50	0.50	0.50	0.50	0.50
W&S Maint. Equip. Op.	6.00	8.00	8.00	8.00	8.00
Field Maintenance Supervisor	0.50	0.50	0.50	0.50	0.50
Subtotal:	7.00	9.00	9.00	9.00	9.00
<u>Sewer Treatment Plant</u>					
Wastewater Treatment Plant Supt.	1.00	1.00	1.00	1.00	1.00
Process Control Supervisor	1.00	1.00	1.00	1.00	1.00
Project Technical Support Manager	0.50	0.50	0.50	0.50	0.50
SCADA Support Specialist		0.50	0.50	0.50	0.50
Wastewater Treatment Plant Operator	10.00	10.00	10.00	10.00	10.00
Subtotal:	12.50	13.00	13.00	13.00	13.00
<u>Sewer Treatment Laboratory</u>					
Laboratory Director	0.50	0.50	0.50	0.50	0.50
Chemist II (frozen/unfunded)	0.50	0.50	0.00	0.50	0.00
Chemist	1.00	1.00	1.00	1.00	1.00
Subtotal:	2.00	2.00	1.50	2.00	1.50
TOTAL SEWER FUND FT STAFF	25.65	28.15	27.65	28.00	27.50

Part Time Positions	Budgeted Hours 2023/24	Full Time Equivalents	Budgeted Hours 2024/25	Full Time Equivalents	Change in FTE's
Groundskeeping	480	0.23	480	0.23	0.00
TOTAL SEWER PT STAFF	480	0.23	480	0.23	0.00

SEWER FUND

Purchased Services and Supplies:

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

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

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

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

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

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

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

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

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

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

The following significant adjustments are included:

- An increase of \$11,600 for software upgrades to the CCTV truck formerly owned and operated by the 8th Utilities District.
- An increase of \$15,024 for professional development within the Sewer Treatment Plan budget reflecting CDL tuition reimbursement and other training materials and exam reimbursements as required by the most recent Teamsters contact agreement.
- An increase of \$186,800 for sewer treatment chemicals, most notably for the Magnesium Hydroxide needed to meet the zinc removal requirements of NPDES permitting and Ferric Chloride to meet the demands of increased facility flow.
- An increase of \$72,780 for equipment repair materials at the sewer treatment plan, reflecting inflationary cost increases and an increase in demand for maintenance on pumps, motors, etc.

SEWER FUND

Interfund Transfers & Debt

Transfers & Debt Detail	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Interfund Transfers:							
Transfer to General Fund	603,202.00	614,041	307,021	614,041	632,461	18,420	3.00%
Transfer to Capital Projects	-	-	-	-	3,793,008	3,793,008	N/A
Transfer to Water Reserves	100,000.00	-	-	-	50,000	50,000	N/A
Transfer to Sewer Reserves	495,000.00	645,000	645,000	645,000	-	(645,000)	-100.00%
Transfer to IT Fund	214,535.00	245,893	245,893	245,893	332,826	86,933	35.35%
Transfer to MSIP Insurance Fund	182,533.00	186,303	186,303	186,303	186,303	-	0.00%
TOTAL INTERFUND TRANSFERS	1,595,270.00	1,691,237	1,384,217	1,691,237	4,994,598	3,303,361	195.32%
Debt Service:							
Debt Principal & Note Paydowns	3,606,816.00	3,065,299	-	3,606,816	-	(3,065,299)	-100.00%
Debt Interest	592,463.64	638,553	191,864	638,553	429,294	(209,259)	-32.77%
TOTAL DEBT SERVICE	4,199,279.64	3,703,852	191,864	4,245,369	429,294	(3,274,558)	-88.41%

Capital Improvement Plan (Transfer to Water Reserves)

In order to reduce capital costs, this budget recommends consolidating all existing Sewer Fund reserve accounts (totaling approximately \$3.5M as of this writing) into a smaller number of general purpose reserves. This eliminates the need to hold a multitude of more specific reserves, thereby freeing up roughly \$980,000 in the upcoming budget. The new reserve accounts would be as follows:

Manhole Rehabilitation	\$ 48,000
Vehicles & Heavy Equipment	\$ 635,000
General Maintenance	\$ 1,000,000
Safety	\$ 250,000
SCADA	\$ 45,000
Consulting	\$ 60,000
Inflow/Infiltration Study	\$ 850,000
Total Appropriations	\$ 2,888,000

Since the current reserves exceeds the total amount needed for the new set of reserves, no capital budget appropriation is needed for FY25. This represents a decrease of \$645,000 compared to the current year. Note that capital allocations will be scheduled to resume in the subsequent fiscal year.

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

SEWER FUND

Debt Service

In accordance with the recommendations of the 2023 Rate Study, debt service principal on loans and the paydown of rolling short-term notes will be budgeted as Transfers to Capital Projects, which will place those funds against the project accounts where the capital spending and financing cash flows are taking place. This results in a decrease to Debt Service with a corresponding increase to Interfund Transfers.

FY25 is the second year of a two-year phase-in of budgeting for the full paydown of notes. Previously, note paydowns were not budgeted, and instead an operating surplus was budgeted in order to balance the net result of debt payments. The budgeting of paydowns therefore does not represent an actual increase in spending, but rather a change in how notes paydowns are accounted for.

The following tables detail Sewer Fund debt service for FY25:

Sewer Notes	Original	Issued	2024 Beginning	FY25		New Notes	Ending Balance
	Authorization		Balance	Paydowns	FY25 Interest		(2024 Notes)
	Amount						
Sewer System Pre-2018	\$ 2,738,000	\$ 2,738,000	\$ 1,731,996	\$ (549,833)	\$ 49,351		\$ 1,231,514
Sewer System 19-20	\$ 2,520,552	\$ 2,520,552	\$ 1,845,957	\$ (358,214)	\$ 52,599		\$ 1,540,342
Sewer System 2021	\$ 1,200,000	\$ 1,200,000	\$ 1,120,000	\$ (80,000)	\$ 31,913		\$ 1,071,913
Sewer System 2022	\$ 2,900,000	\$ 2,000,000	\$ 2,000,000	\$ (133,333)	\$ 56,988	\$ 900,000	\$ 2,823,655
TOTAL	\$ 9,358,552	\$ 8,458,552	\$ 6,697,953	\$ (1,121,380)	\$ 190,851	\$ 900,000	\$ 6,667,424

Sewer Loans	Original Loan	FY25 Principal	FY25 Interest
Series 2016 WWTP Improvements	\$ 40,685,990	\$ 2,671,628	\$ 317,763
TOTAL		\$ 2,671,628	\$ 317,763

FY25 Note Paydowns	\$ 1,121,380
FY25 Loan Principal	\$ 2,671,628
Total FY25 Sewer Xfer to Cap Proj	\$ 3,793,008
FY25 Sewer Interest	\$ 508,614

New authorizations anticipated in the upcoming fiscal year include:

- \$1,500,000 Water Quality Improvement Program (underground water distribution pipe replacements)
- \$3,000,000 water meter replacements

These may be funded using notes, State loans, or a combination of funding sources. Details are provided in the Capital Improvement Plan portion of the budget.

SEWER FUND

REVENUES

Revenues	Collected 2022/23	Adopted Projection 2023/24	Revised Estimate 2023/24	Manager's Projected 2024/25	Change Over Current Year	Percent Change
Sewer Service - Regular	7,909,796.19	10,519,485	9,982,317	11,351,896	832,411	7.91%
Eighth Utilities District	1,734,771.56	-	137,382	-	-	N/A
Bolton Lakes Regional Sewer	57,675.94	64,932	64,932	67,862	2,930	4.51%
Interest & Lien Fees	154,882.41	83,800	83,800	140,000	56,200	67.06%
Water Department Usage	517,909.31	578,000	578,000	570,293	(7,707)	-1.33%
Outlet Charges	67,685.00	-	41,702	-	-	N/A
Repairs	16,957.73	5,000	5,000	5,000	-	0.00%
Review & Inspection	7,300.00	3,500	3,650	7,300	3,800	108.57%
Interest	35,333.38	10,000	10,000	10,000	-	0.00%
Premium On Debt Sale	60,147.61	-	-	-	-	N/A
Miscellaneous Revenue	11,529.00	9,000	9,000	10,000	1,000	11.11%
TOTAL	\$10,573,988.13	11,273,717	10,915,783	12,162,351	888,634	7.88%
Sewer Fund Expenditures	10,667,638.20	11,533,925	11,771,495	12,365,489	831,564	
Net Result of Operations	(93,650.07)	(260,208)	(855,712)	(203,138)	57,070	

Sewer revenues increase by 7.88%, which is largely attributed to the proposed 8% rate increase, along with adjustments to other revenues based on actual experience.

STATUS OF 2023/24 GOALS

1. Provide the highest quality of treated discharge at the lowest possible cost.

The Department met all regulatory permits and budget requirements for FY23. Nitrogen removal increased slightly from 90% in FY22 to 91% in FY23 and phosphorus declined to 88% in FY23 from the previous FY22's 90% removal.

2. Decrease percent of sewer account receivables (>120 days delinquent).

FY23's over 120-day receivables increased to 41%, which is higher than FY22's 38%. The Covid pandemic and restrictions on collections activities may have affected the increase in past due accounts.

3. Implement infrastructure improvements (SSIP): Complete the construction of the Griswold Street area and Chestnut Street area Phase I replacement projects.

The Griswold Street replacement project was completed in the summer of 2023. The Chestnut Street Area Phase I was delayed due to Federal and State funding requirements. The project will be bid in the winter of 2023/2024 and should be completed in FY25. The Adelaide Road/Robert Road Area project will be completed by the end of the 2024 construction season.

SEWER FUND

4. Select the type of metering and billing system that the Department will move forward with.

The Department completed a data analysis of our current billing data and is soliciting proposals for a new billing system in the winter of 2024. The new billing system will be selected and partially implemented by the end of FY24, at which time the metering system will be advertised.

5. Implement necessary changes to the Sewer Department to merge the 8th District sewers so that one entity will provide service to both resident populations.

Changes to the billing system to include 8th District sewer customers was completed. Routine maintenance and emergency response for the former 8th District sewer system has been incorporated into Department operations.

6. Maintain the level of sanitary sewer pipe cleaned.

In FY23, the Department completed 67.64 miles of sewer pipe cleaning, which is down from FY22's 88.71 miles of sewer pipe cleaned. The decrease is due to staffing limitations resulting from retirements and open positions within the Department.

7. Implement and complete an 8th District Sewer Collection/Needs Study.

The issuance of a new NPDES permit by DEEP in November 2023 requires that an Inflow and Infiltration and sanitary sewer system evaluation survey report be completed. This goal will be completed as part of that study in future years.

2024/25 GOALS

1. Provide the highest quality of treated discharge at the lowest possible cost.
2. Decrease percent of sewer account receivables (>120 days delinquent).
3. Implement infrastructure improvements (SSIP) - Complete construction of the Chestnut Street Phase I area replacement projects.
4. Maintain the level of sanitary sewer pipe cleaned.
5. Perform the Inflow and Infiltration and sanitary sewer system evaluation study.
6. Complete the implementation of a new billing system and prepare a Request for Proposal for a new metering system.

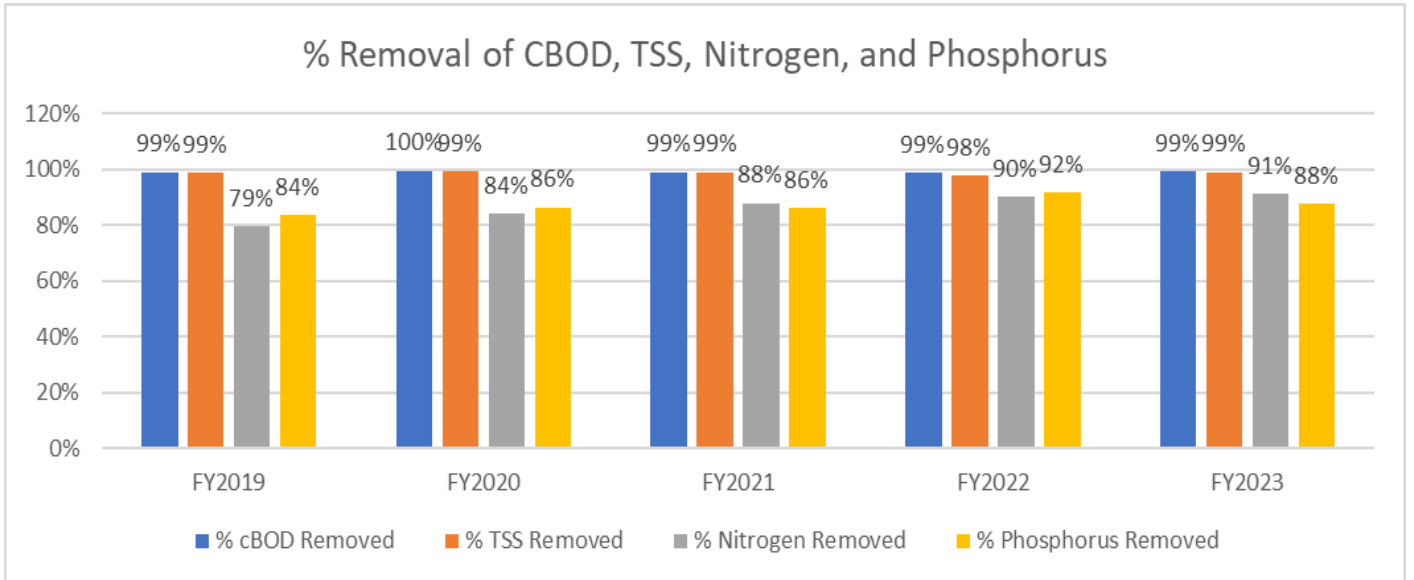
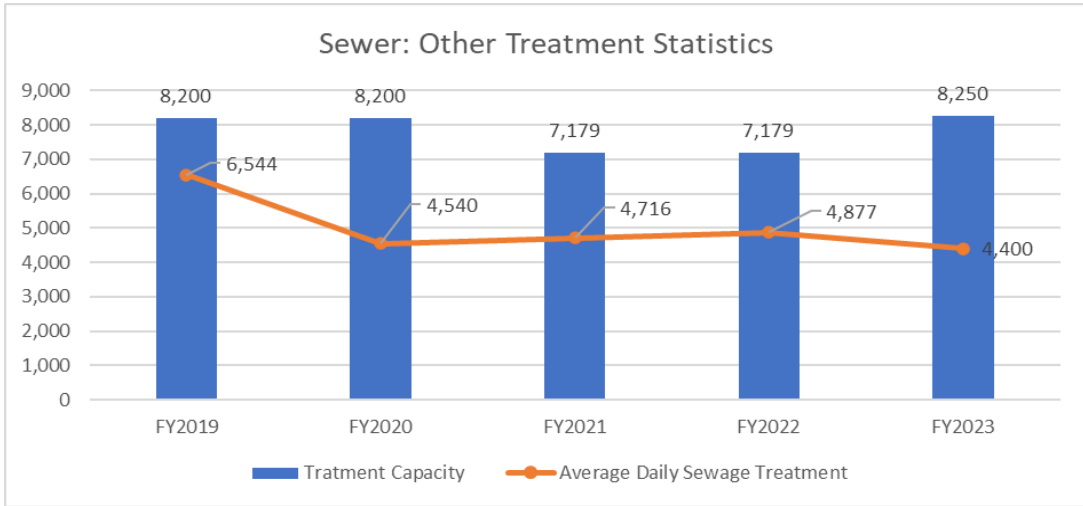
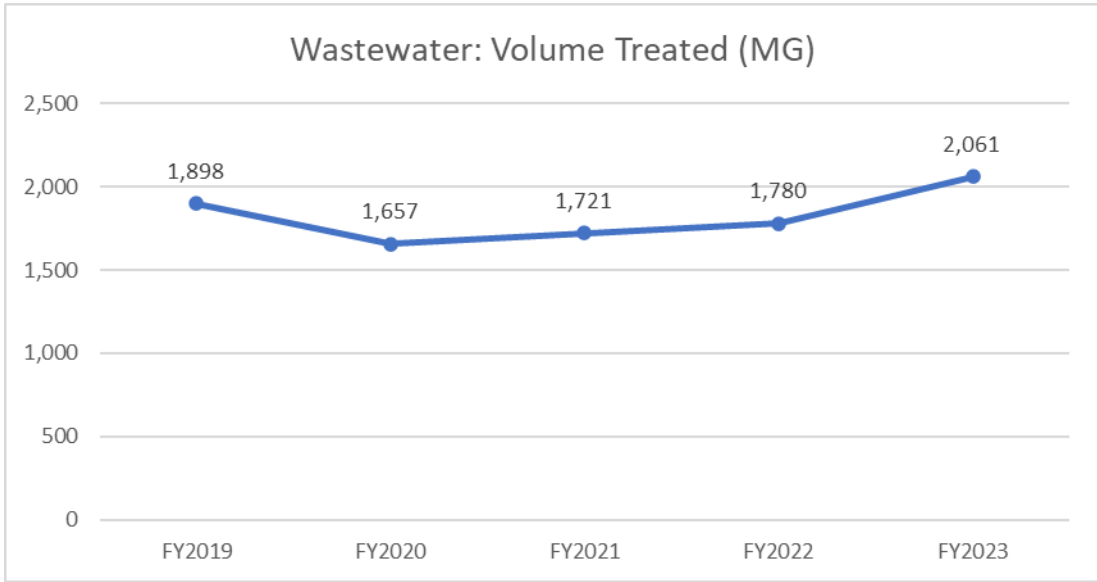
SEWER FUND

WORKLOAD STATISTICS & PERFORMANCE MEASURES

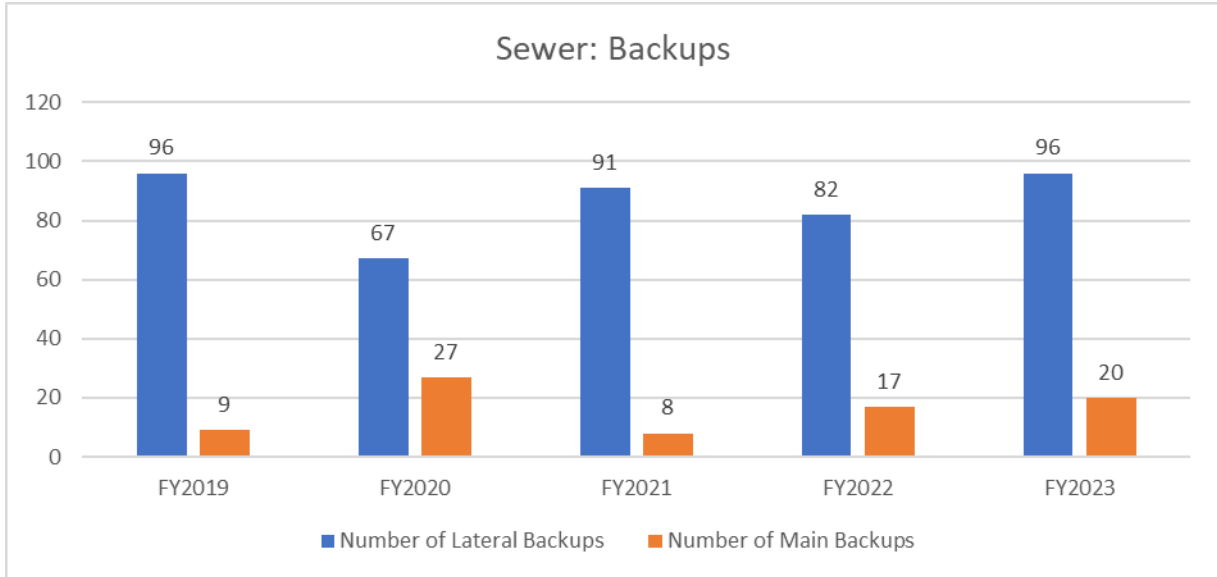
	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Billing and Collection						
Number of Sewer Accounts Billed	44,270	44,357	44,446	44,515	44,373	
Number of New Sewer Accounts	13	18	13	23	22	
Sewer Usage (HCF)	1,786,495	1,748,431	1,956,171	1,786,850	1,834,424	
Metered Sewer Sales	\$8,704,516	\$8,693,214	\$10,008,774	\$9,504,098	\$10,037,377	
Total Sewer Accounts Receivable (Unpaid Bills)	\$1,145,169	\$1,327,285	\$1,193,309	\$1,618,205	\$1,883,043	
Value of Sewer Accounts > 120 Days Delinquent	\$453,016	\$432,582	\$534,673	\$611,004	\$747,894	
% of Sewer Accounts > 120 Days Delinquent	40%	33%	45%	38%	39%	
Effluent (Sewer) Quality Management						
Volume treated (MG)	1,898	1,657	1,721	1,780	2,061	
Treatment Capacity	8,200	8,200	7,179	7,179	8,250	
Average Daily Sewage Treatment	6,544	4,540	4,716	4,877	4,400	
Pounds of cBOD Removed	3,965,855	4,666,128	3,396,400	4,301,373	3,860,714	
Pounds of TSS Removed	4,230,773	6,229,755	7,371,901	9,070,234	10,083,026	
Pounds of Nitrogen Removed	453,397	472,976	632,785	4,667,157	696,554	
Pounds of Phosphorus Removed	64,453	59,532	2,645	5,448	5,326	
% cBOD Removed	99%	100%	99%	99%	99%	
% TSS Removed	99%	99%	99%	98%	99%	
% Nitrogen Removed	79%	84%	88%	90%	91%	
% Phosphorus Removed	84%	86%	86%	92%	88%	

	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Wastewater Collection						
Total Miles of Pipe	167	168	168	170	170	
Feet of Pipe Cleaned	409,008	433,739	453,242	468,366	357,135	
Miles of Pipe Cleaned	77.5	82.1	85.8	88.7	67.6	
Miles of Pipe Rehabbed/Replaced	0.62	0.45	0.85	0.84	1.9	
Miles of New Pipe Installed (Extensions)						
Average Age of System (Sewer)	52	53	54	55	56	
Number of Lateral Backups	96	67	91	82	96	
Number of Main Backups	9	27	8	17	20	

SEWER FUND



SEWER FUND





Recommended Budget

Town of Manchester,
Connecticut

FY 2024-25

Sanitation Fund



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

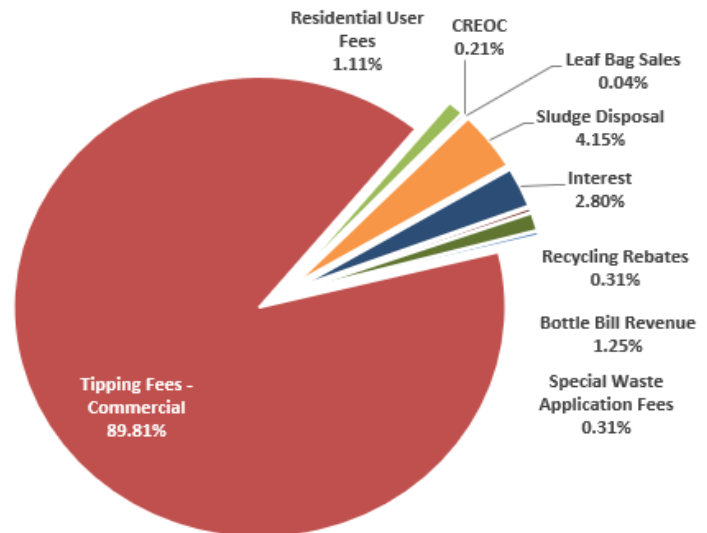
Budget Summary

Expenditures by Function	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Sanitation Administration	995,342.85	1,125,644	525,897	1,116,135	1,238,079	112,435	9.99%
Curbside Collection & Disposal	4,047,726.87	4,463,798	1,497,430	4,463,798	4,612,805	149,007	3.34%
Landfill Operations	1,734,091.37	1,757,659	850,686	1,733,519	2,005,209	247,550	14.08%
Recycling & Leaf Collection	358,863.81	459,993	259,710	437,619	489,493	29,500	6.41%
Hazardous Waste Disposal	51,954.55	65,000	26,551	65,000	73,000	8,000	12.31%
Bottle Bill Program Costs	49,740.26	139,131	62,024	173,399	136,289	(2,842)	-2.04%
Sanitation Contingency	-	150,000	-	-	150,000	-	0.00%
Sanitation Interfund Transfers	1,430,612.00	443,337	6,180,669	6,241,211	469,522	26,185	5.91%
TOTAL SANITATION FUND	8,668,331.71	8,604,562	9,402,968	14,230,681	9,174,397	569,835	6.62%

Cost Redistributions

Initial Recommended	\$ 9,174,397
Include cost share of one Fleet Mechanic in Interfund Transfers instead of personnel services	\$ (110,510)
Include cost share of annual audit in Interfund Transfers instead of Professional & Technical Services	\$ (7,500)
Include cost share of administrative staff in Interfund Transfers instead of personnel services	\$ (30,962)
Include cost share of Public Works Administration staff in Interfund Transfers instead of personnel services	\$ (17,198)
Include cost share of Field Services staff in Interfund Transfers instead of Professional & Technical Services	\$ (80,905)
Increase Transfer to General Fund to cover the above listed costs	\$ 247,075
Adjusted Recommended	\$ 9,174,397

Sanitation Revenues



Total Budget
\$9,174,397



Increase
\$569,835



Percent Increase
6.62%

SANITATION FUND

DESCRIPTION

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

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	1,302,362.85	1,411,004	662,915	1,356,794	1,468,839	57,835	4.10%
Employee Benefits	494,309.77	569,192	356,617	556,991	585,063	15,871	2.79%
Purchased Services	4,818,000.83	5,562,929	1,983,935	5,607,585	5,891,373	328,444	5.90%
Supplies	623,046.26	468,100	218,832	468,100	609,600	141,500	30.23%
Contingency	-	150,000	-	-	150,000	-	0.00%
Interfund Transfers	1,430,612.00	443,337	6,180,669	6,241,211	469,522	26,185	5.91%
TOTAL SANITATION FUND	8,668,331.71	8,604,562	9,402,968	14,230,681	9,174,397	569,835	6.62%

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Sanitation Contingency	-	150,000	-	-	150,000	-	0.00%
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SANITATION FUND

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Include cost share of Public Works Administration staff in Interfund Transfers instead of personnel services	\$ (17,198)
Include cost share of Field Services staff in Interfund Transfers instead of Professional & Technical Services	\$ (80,905)
Increase Transfer to General Fund to cover the above listed costs	\$ 247,075
Include cost share of Munis in Transfer to IT	\$ (6,563)
Increase Transfer to IT to reflect Munis cost share	\$ 6,563
Adjusted Recommended	\$ 9,174,397

Personnel & Employee Benefits:

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

- The addition of an Environmental Services Manager, replacing the Deputy Director of Public Works position.

Full Time Positions	Authorized 2022/23	Authorized 2023/24	Funded 2023/24	Authorized 2024/25	Funded 2024/25
<u>Sanitation Administration</u>					
Director of Public Works	0.15	0.15	0.15	0.00	0.00
Environmental Services Manager	0.95	0.95	0.95	1.00	1.00
Management Analyst	0.95	0.95	0.95	1.00	1.00
Director of Operations (frozen/unfunded)	0.50	0.50	0.00	0.50	0.00
Superintendent of Field Services	0.25	0.25	0.25	0.00	0.00
Budget & Research Officer	0.20	0.20	0.20	0.00	0.00
Account Associate	0.50	0.50	0.50	0.00	0.00
Work Coordinator	1.00	1.00	1.00	1.00	1.00
Subtotal:	4.50	4.50	4.00	3.50	3.00
<u>Landfill Operations</u>					
Maintainer I	1.00	1.00	1.00	1.00	1.00
Maintainer II	3.00	3.00	3.00	3.00	3.00
Maintainer III	1.00	1.00	1.00	1.00	1.00
Senior Account Associate	1.00	1.00	1.00	1.00	1.00
Clerical Assistant	2.00	2.00	2.00	2.00	2.00
Mechanic II (reimbursement to Fleet Mgmt)	1.00	1.00	1.00	1.00	1.00
Subtotal:	9.00	9.00	9.00	9.00	9.00
<u>Bottle & Recycling Program</u>					
Bottle Bill Program Coordinator		1.00	1.00	1.00	1.00
Subtotal:	0.00	1.00	1.00	1.00	1.00
TOTAL SANITATION FUND FT STAFF	13.50	13.50	13.00	12.50	12.00

SANITATION FUND

Part Time Positions	Budgeted		Budgeted		Change in FTE's
	Hours 2023/24	Full Time Equivalents	Hours 2024/25	Full Time Equivalents	
SCRAP Program	1,014	0.49	1,014	0.49	0.00
Quality of Life Officer	1,664	0.80	1,664	0.80	0.00
TOTAL SANITATION PT STAFF	1,664	0.80	1,664	0.80	0.00

Purchased Services and Supplies:

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

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

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

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

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

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

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

The following significant adjustments are included:

- An increase of \$102,555 in the Professional & Technical Services line within the Sanitation Administration budget. Most of that increase is for methane and other gas collection, plus standard increases for other engineering services necessary to maintain the landfill's permits.
- An increase of \$151,908 for the Town's residential curbside collection program, and an additional increase of \$27,300 for the disposal of the collected material.
- An increase of \$50,000 for the consultant the manages the special waste application process.
- An increase of \$130,000 for diesel fuel, to reflect maintaining a lower chargeback rate to other departments that has been in place for several years.
- An increase of \$18,000 for the processing of yard waste (stumps, leaves, wood pallets, etc.) brought to the transfer station.

SANITATION FUND

REVENUES

Revenues	Collected 2022/23	Adopted Projection 2023/24	Revised Estimate 2023/24	Manager's Projected 2024/25	Change Over Current Year	Percent Change
Tipping Fees - Commercial	9,578,713.44	8,400,000	8,492,633	8,650,000	250,000	2.98%
Residential User Fees	150,633.00	107,000	107,000	107,000	-	0.00%
CREOC	20,000.00	20,000	20,000	20,000	-	0.00%
Leaf Bags-Sr Ctr/Comm Y	3,374.00	-	2,071	2,000	2,000	N/A
Leaf Bags-Cust Service	2,952.40	-	1,657	2,000	2,000	N/A
Sludge Disposal	375,000.00	400,000	400,000	400,000	-	0.00%
Interest	596,790.79	20,000	39,127	270,000	250,000	1250.00%
Miscellaneous Revenue	-67,421.77	-	-	-	-	N/A
Recycling Rebates	33,867.11	40,000	40,000	30,000	(10,000)	-25.00%
Bottle Bill Revenue	130,562.04	120,000	120,000	120,000	-	0.00%
TOTAL	\$10,824,471.01	9,107,000	9,222,488	9,601,000	494,000	5.42%
Sanitation Fund Expenditures	8,668,332	8,604,562	14,230,681	9,174,397		
Net Result	2,156,139	502,438	(5,008,194)	426,603		

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

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

SANITATION FUND

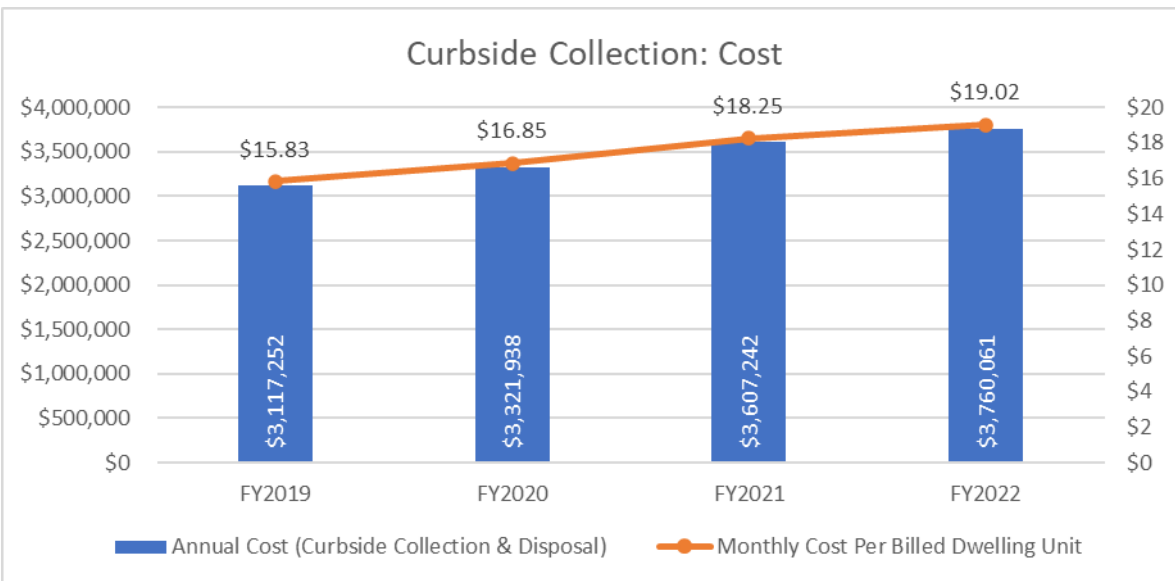
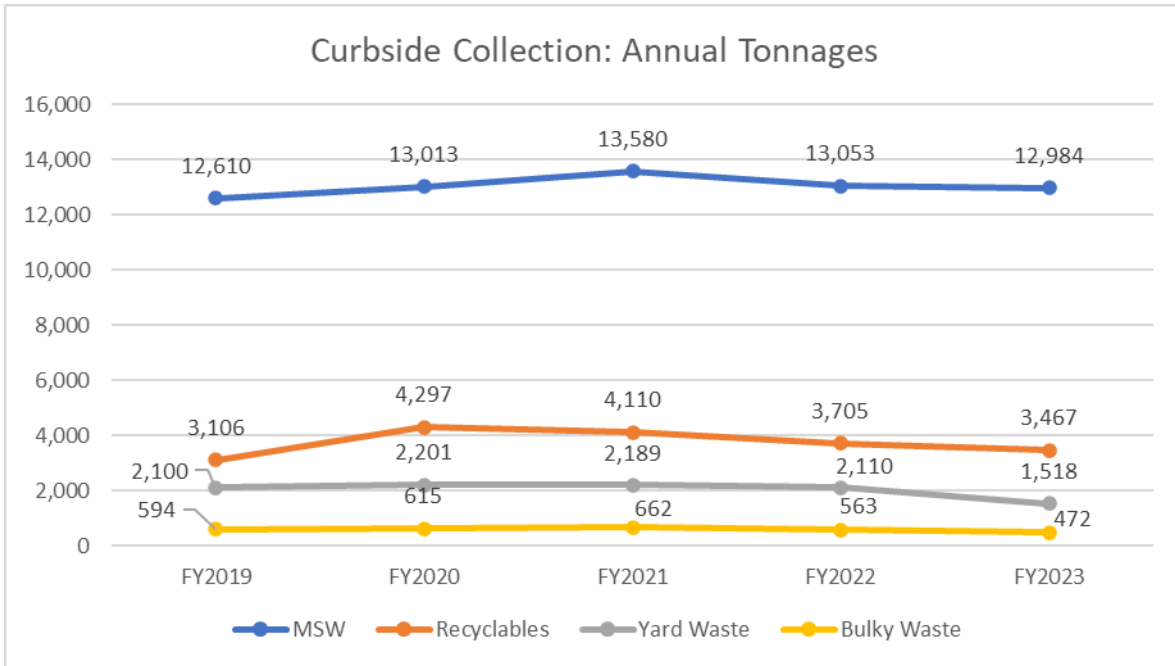
WORKLOAD STATISTICS & PERFORMANCE MEASURES

	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Number of Billed Dwelling Units	16,400	16,415	16,415	16,431	16,471	
Monthly Tonnages						
MSW	12,610	13,013	13,580	13,053	12,984	
Recyclables	3,106	4,297	4,110	3,705	3,467	
Yard Waste	2,100	2,201	2,189	2,110	1,518	
Bulky Waste	594	615	662	563	472	
TOTAL	18,410	20,126	20,541	19,431	18,440	
Curbside Compliance						
Number of CE Tags	1,354	1,284	1,574	1,557	1,446	
Number of Resident Paid \$40 Bulky Waste Collections	29	0	81	82	86	
Number of Curbside Inspections Conducted	379	1,705	3,174	5,654	6,942	
Number of NOV's	234	791	743	644	545	
Curbside Diversion Rate	19%	25%	23%	22%	21%	
Landfill Operations Management						
Tonnage	225,582	159,489	188,646	186,721	182,260	
Residential Bulky Curbside	594	615	636	577	478	
Residential Bulky Transfer Station	1,423	2,021	2,131	2,332	1,264	
Commercial Sources	117,641	84,695	100,658	111,164	102,513	
Town Materials	17,136	11,836	12,256	11,544	11,725	
\$\$ Market Cover Material	79,384	57,096	71,123	60,860	65,381	
Town Project Cover Material	9,404	3,227	1,842	244	899	
Number of Load Inspections Conducted	570	600	1,800	600	600	
Number of Commercial Tickets	23,258	18,947	20,825	21,307	19,720	

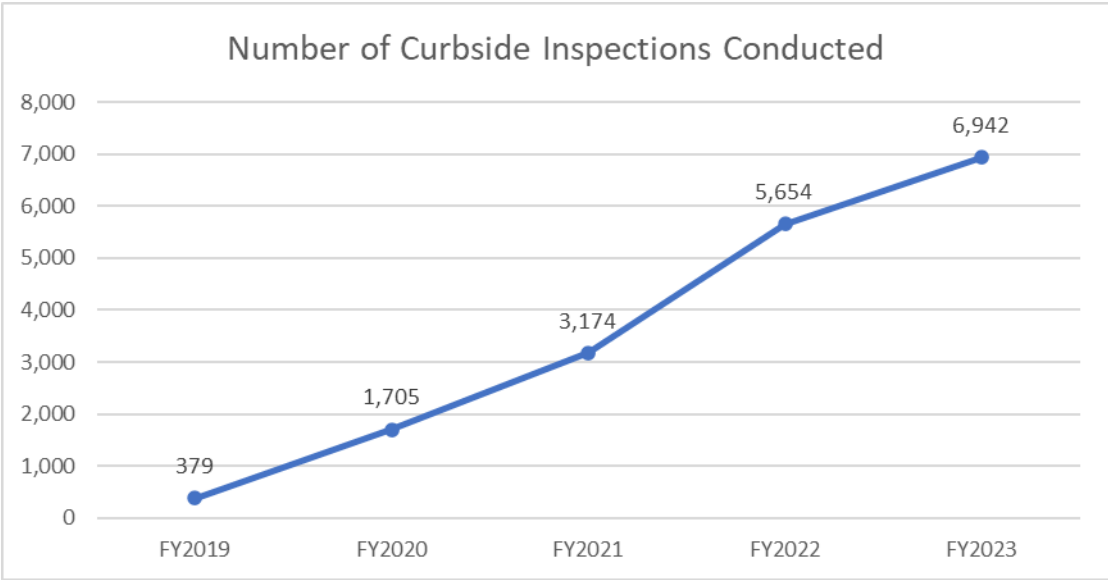
	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Landfill Finance and Planning						
Number of Residential Permits/Punch Cards Sold	746	614	929	993	4,662	
Number of Commercial Permits Sold	870	817	632	498	565	
Total Residential & Commercial Permit Revenue	\$111,200	\$0	\$106,835	\$88,910	\$205,064	

Cost of Curbside MSW & Recycling Collection				
	FY2020	FY2021	FY2022	FY2023
Annual Cost (Curbside Collection & Disposal)	\$3,117,252	\$3,321,938	\$3,607,242	\$3,760,061
Monthly Cost Per Billed Dwelling Unit	\$15.83	\$16.85	\$18.25	\$19.02
Percent Increase		6.44%	8.31%	4.24%

SANITATION FUND



SANITATION FUND





Other Budgeted Funds



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

Summary of Fund Budgets

	Expended 2022/23	Adopted 2023/24	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over Current Adopted	Percent Change
NON-MAJOR BUDGETED FUNDS:						
INFORMATION TECHNOLOGY FUND	\$ 1,881,807.77	\$ 2,359,427	\$ 2,232,037	\$ 2,877,725	\$ 518,298	21.97%
DOWNTOWN DISTRICT	\$ 118,324.39	\$ 201,800	\$ 201,800	\$ 210,735	\$ 8,935	4.43%
WORK_SPACE	\$ 194,243.90	\$ 252,381	\$ 252,381	\$ 257,445	\$ 5,064	2.01%
POLICE PRIVATE DUTY	\$ 1,146,529.13	\$ 1,350,000	\$ 1,350,000	\$ 1,350,000	\$ -	0.00%
RECREATION ACTIVITIES FUND	\$ 94,407.07	\$ 310,000	\$ 310,000	\$ 310,000	\$ -	0.00%
PUBLIC WORKS OVERTIME FUND	\$ 27,387.41	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	0.00%

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

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

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

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

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

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

INFORMATION TECHNOLOGY

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Spent Through 12/31/23	Estimated Expnd. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	945,570.00	1,190,929	511,721	1,052,863	1,214,939	24,010	2.02%
Employee Benefits	325,000.01	396,777	175,837	356,401	416,115	19,338	4.87%
Purchased Services	360,397.18	476,121	236,964	542,773	951,071	474,950	99.75%
Supplies	30,840.58	25,000	6,525	25,000	25,000	-	0.00%
Equipment	-	-	-	-	-	-	-
Interfund Transfers	220,000.00	255,000	220,000	255,000	255,000	-	0.00%
Contingency	-	15,600	-	-	15,600	-	0.00%
TOTAL INFO TECH	1,881,807.77	2,359,427	1,151,047	2,232,037	2,877,725	518,298	21.97%

Cost Redistributions:

Initial Recommended Expenditures	\$ 2,877,725
Initial Recommended Revenues	\$ (2,877,725)
<u>General Fund / IT</u>	
Move Cott Systems software cost from Town Clerk to IT software	\$ 29,500
Move EnerGov Cost Shares from Planning, Engineering, and Building Inspection to IT software	\$ 52,606
Move Apricot & ServTracker software from Senior Adult & Family Services to IT software	\$ 41,269
Move RecTrack software from Recreation & Senior Center to IT software	\$ 11,000
Move Police shared software services from Police Accident Records to IT software	\$ 21,800
Move Fire Department Munis cost share from Fire Administration to IT software	\$ 11,562
Increase revenue- Transfer from General Fund, for above items	\$ (167,737)
<u>Water Fund/ IT</u>	
Move billing system & Munis cost share from Water Administration to IT software	\$ 48,172
Increase revenue- Transfer from Water Fund, for above items	\$ (48,172)
<u>Sewer Fund/ IT</u>	
Move billing system & Munis cost share from Sewer Administration to IT software	\$ 41,600
Increase revenue- Transfer from Sewer Fund, for above items	\$ (41,600)
<u>Sanitation Fund/ IT</u>	
Move Sanitation Munis cost share from Sanitation Administration to IT software	\$ 6,563
Increase revenue- Transfer from Sanitation Fund, for above item	\$ (6,563)
Adjusted Recommended Expenditures	\$ 3,141,797
Adjusted Recommended Revenues	\$ (3,141,797)

INFORMATION TECHNOLOGY

Personnel & Employee Benefits:

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

Purchased Services and Supplies:

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

- The \$264,681 in annual costs for the Town's operating system (MS365), will be fully funded in FY25. It was funded through Federal ARPA funds in FY2023-24.
- An additional \$150,000 is budgeted for new Human Resources software
- An increase of \$58,627 for the Town's new OpenGov purchasing software.

Capital Improvements:

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

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

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

INFORMATION TECHNOLOGY

Revenues:

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

Revenues	Collected 2022/23	Adopted Projection 2023/24	Revised Estimate 2023/24	Manager's Projected 2024/25	Change Over Current Year	Percent Change
Town of Manchester	1,241,179	1,356,026	1,356,026	1,667,703	311,677	22.98%
Board of Education	112,187	260,305	260,305	300,768	40,463	15.54%
Water Fund	305,230	349,845	349,845	465,073	115,228	32.94%
Sewer Fund	214,535	245,893	245,893	332,826	86,933	35.35%
Sanitation Fund	23,869	27,358	27,358	44,804	17,446	63.77%
Fire Fund	130,033	-	-	-	-	N/A
Interest on Investments & Misc.	41,199	20,000	20,000	20,000	-	0.00%
Transfer from Unallocated Reserves	-	-	-	-	-	-
TOTAL IS REVENUES	2,068,232.19	2,259,427	2,259,427	2,831,174	571,747	25.30%
<hr/>						
Total IS Expenditures	1,881,807.77	2,359,427	2,232,037	2,877,725		
Net Result	186,424.42	(100,000)	27,390	(46,551)		

INFORMATION TECHNOLOGY

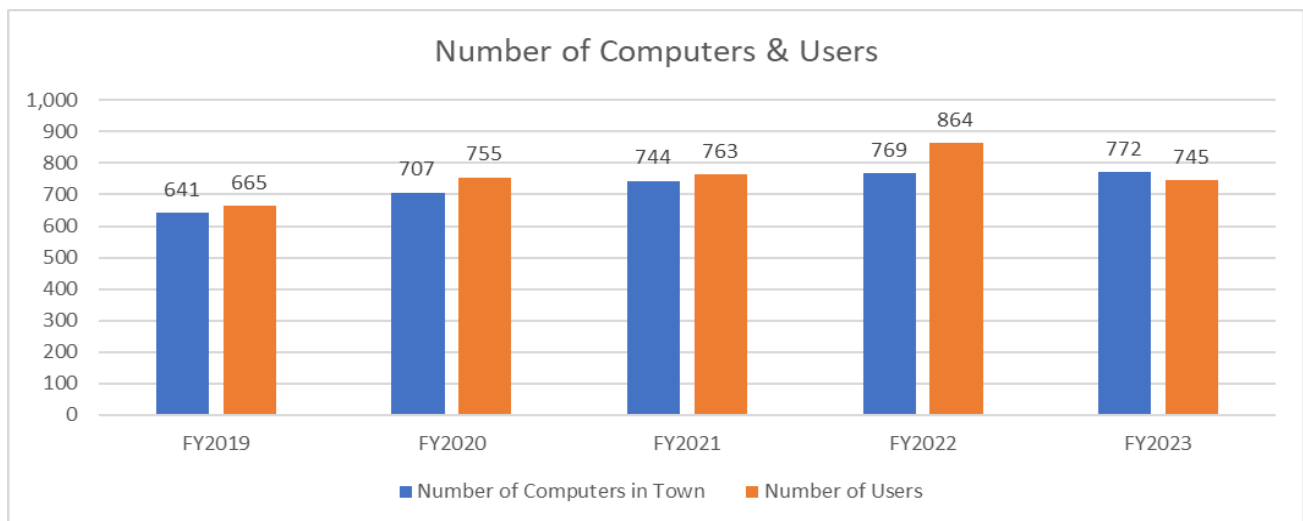
WORKLOAD STATISTICS

	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Number of Computers in Town	641	707	744	769	772	
Number of Users	665	755	763	864	745	
Number of Computers Replaced	72	112	84	84	45	
Percent of Computers Replaced	11.2%	15.8%	11.3%	10.9%	5.8%	
Number of Work Orders						
Software	448	460	382	511	463	
Hardware	152	171	136	209	233	
Other	604	697	618	819	1,764	
Total	1,204	1,328	1,136	1,539	2,460	
Number of Work Orders						
General Government	403	508	474	561	804	
Public Works	200	208	204	228	412	
Police	285	129	51	149	357	
IS	71	138	88	85	51	
Fire	101	160	103	85	120	
Water	54	84	76	109	84	
Sewer	1	4	7	9	14	
Sanitation	12	41	44	46	53	
Human Services	116	111	113	142	195	
Recreation	94	127	120	141	147	
Library	41	36	33	38	37	
Board of Ed	21	28	10	12	182	
Total	1,399	1,574	1,323	1,605	2,456	

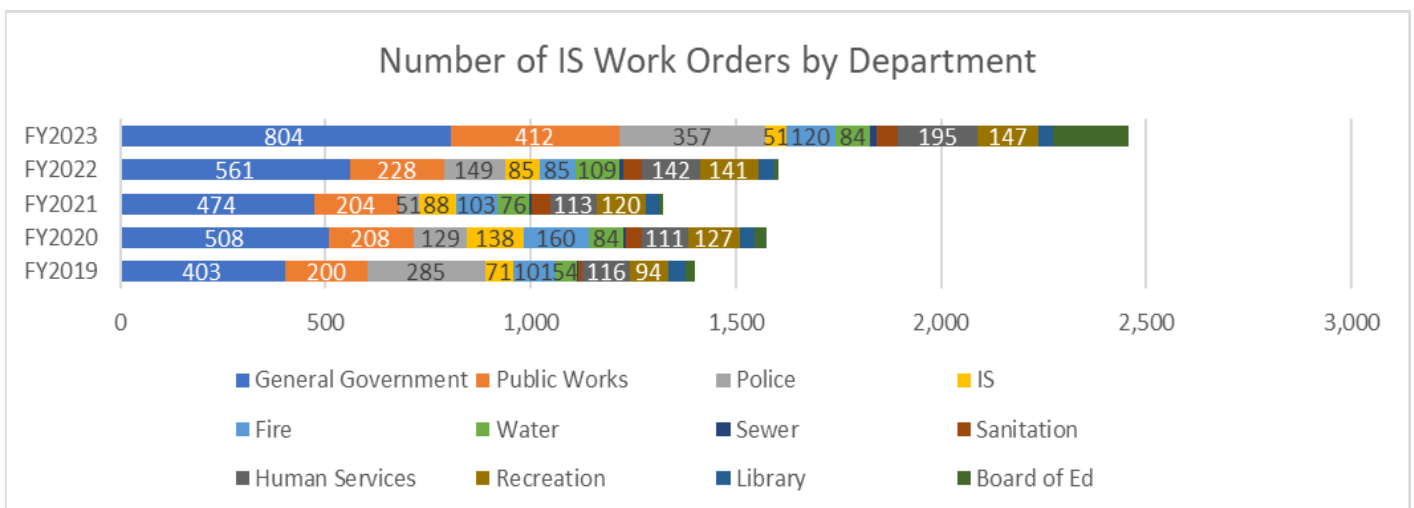
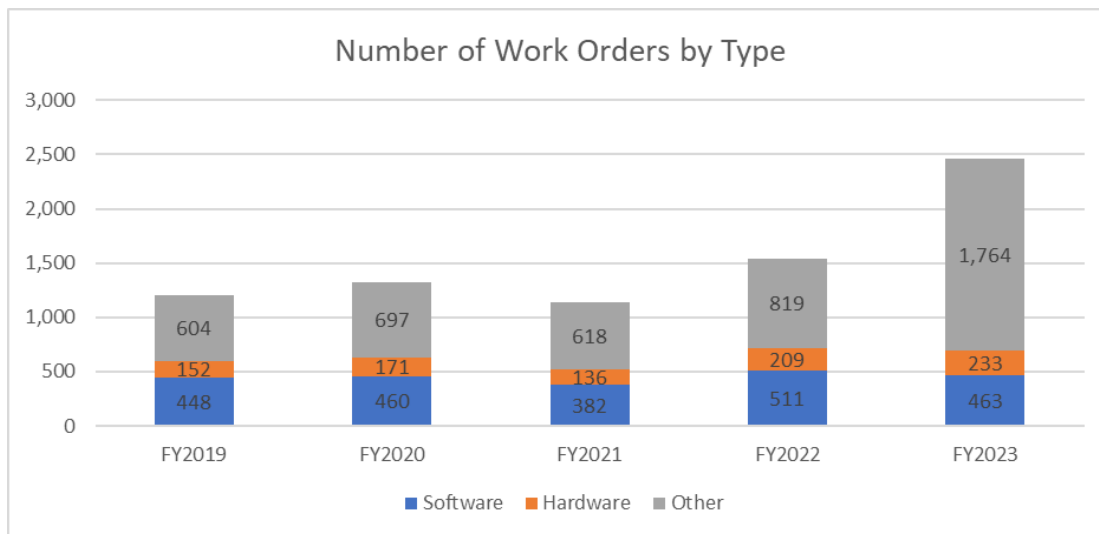
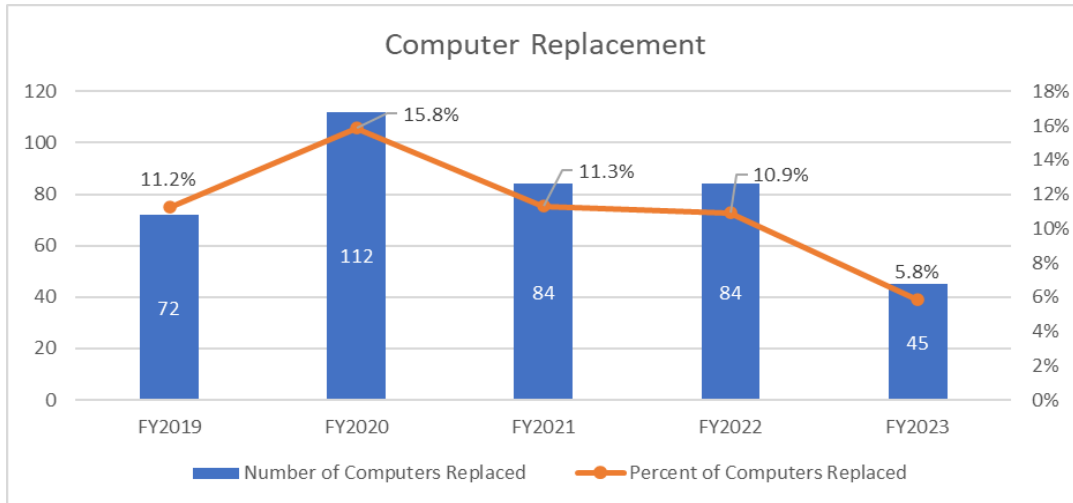
	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Time Spent on Work Orders (Hours)						
General Government	550	538	673	592	339	
Public Works	269	233	823	291	235	
Police	671	248	214	121	271	
IS	567	683	237	496	160	
Fire	166	207	233	132	106	
Water	85	176	111	94	53	
Sewer	3	9	3	14	12	
Sanitation	39	49	48	86	25	
Human Services	180	252	185	175	97	
Recreation	138	275	186	164	102	
Library	82	105	104	54	28	
Board of Ed	11	39	8	11	105	
Total	2,759	2,814	2,825	2,230	1,532	

INFORMATION TECHNOLOGY

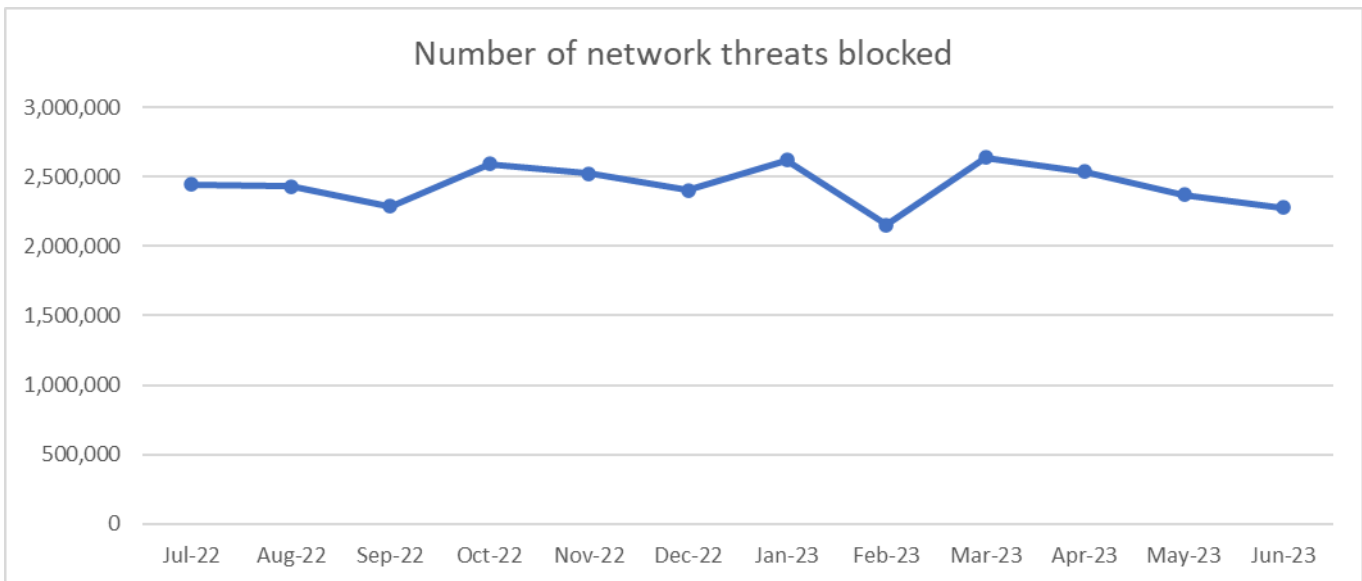
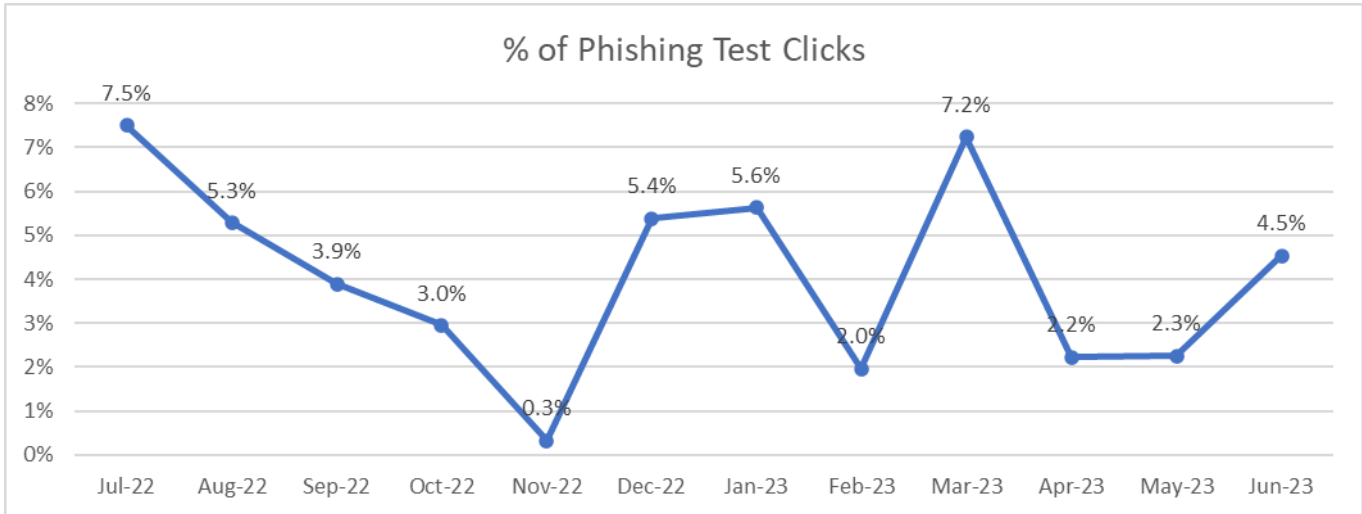
	FY2019	FY2020	FY2021	FY2022	FY2023	Trend
Average Time per Work Order (Hours)						
General Government	1.36	1.07	1.43	1.06	0.42	
Public Works	1.28	1.11	3.68	1.28	0.57	
Police	2.34	1.68	4.63	0.81	0.76	
IS	7.66	5.31	2.67	5.84	3.14	
Fire	1.82	1.30	2.43	1.55	0.88	
Water	1.65	2.26	1.47	0.86	0.63	
Sewer		0.00	0.00	1.56	0.86	
Sanitation	2.84	1.19	1.07	1.87	0.46	
Human Services	1.48	2.67	1.64	1.23	0.50	
Recreation	1.50	2.09	1.62	1.16	0.69	
Library	2.07	2.46	3.10	1.42	0.76	
Board of Ed	0.50	1.19	0.90	0.92	0.57	
Total	1.97	1.79	2.14	1.39	0.62	
Average Response Time (Hours)						
High Priority	3.01	2.26	2.95	3.28	2.92	
Medium Priority	8.73	7.09	7.55	7.20	6.04	
Low Priority	7.04	6.21	7.26	7.64	8.96	



INFORMATION TECHNOLOGY



INFORMATION TECHNOLOGY



DOWNTOWN SPECIAL SERVICES DISTRICT

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	48,508.65	76,000	76,000	90,000	14,000	18.42%
Employee Benefits	3,657.41	5,700	5,700	6,885	1,185	20.79%
Purchased Services	65,451.30	119,100	119,100	113,350	(5,750)	-4.83%
Supplies	707.03	1,000	1,000	500	(500)	-50.00%
Equipment	-	-	-	-	-	
Other	-	-	-	-	-	
TOTAL SSD	118,324.39	201,800	201,800	210,735	8,935	4.43%

Personnel & Employee Benefits:

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

Purchased Services and Supplies:

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

Revenues:

Revenues	Collected 2022/23	Adopted Projection 2023/24	Revised Estimate 2023/24	Manager's Projected 2024/25	Change Over Current Year	Percent Change
Property Taxes	75,000.00	83,674	83,674	86,000	2,326	2.78%
Rents	52,910.00	60,250	60,250	65,000	4,750	7.88%
Interest on Investments	3,568.01	1,000	1,000	1,000	-	0.00%
Fines & Fees	19,060.79	44,900	44,900	38,900	(6,000)	-13.36%
Use of Fund Balance	-	11,976	11,976	19,835	7,859	65.62%
TOTAL	\$150,538.80	201,800	201,800	210,735	8,935	4.43%

WORK_SPACE

DESCRIPTION

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

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2022/23	Adopted 2023/24	Estimated Expend. 2023/24	Manager's Recom. 2024/25	Change Over 2023/24 Adopted	Percent Change
Personnel Services	80,732.09	130,491	130,491	136,379	5,888	4.51%
Employee Benefits	18,314.87	34,090	34,090	35,440	1,350	3.96%
Purchased Services	74,376.85	65,800	65,800	64,026	(1,774)	-2.70%
Supplies	3,744.01	4,000	4,000	3,800	(200)	-5.00%
Equipment	2,684.35	2,000	2,000	1,800	(200)	-10.00%
Interfund Transfers	-	-	-	-	-	N/A
Other	14,391.73	16,000	16,000	16,000	-	0.00%
TOTAL WORK_SPACE	194,243.90	252,381	252,381	257,445	5,064	2.01%

Personnel & Employee Benefits:

Represents salaries and benefits the Work_Space manager and part time clerical and program assistance staffing, with no significant changes.

Purchased Services and Supplies:

Covers building maintenance and utility costs, office expenses, and community-based art exhibit expenses, with no significant increases.

Revenues:

Revenues	Collected 2022/23	Adopted Projection 2023/24	Revised Estimate 2023/24	Manager's Projected 2024/25	Change Over Current Year	Percent Change
Event Revenue	18,973.50	20,000	20,000	20,000	-	0.00%
Rent	136,323.38	120,000	120,000	136,000	16,000	13.33%
Transfer from General Fund	15,000.00	15,000	15,000	80,000	65,000	433.33%
Miscellaneous Revenue	11,974.66	6,000	6,000	12,000	6,000	100.00%
State & Federal Grants	0.00	75,000	75,000	-	(75,000)	-100.00%
TOTAL WORK_SPACE REVENUES	\$182,271.54	236,000	236,000	248,000	12,000	5.08%
Total Work_Space Expenditures	194,243.90	252,381	252,381	257,445		
Use of Reserves	11,972	16,381	16,381	9,445		

Six Year

Capital Improvement Plan

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



Recommended Budget

Town of Manchester,
Connecticut

FY 2024-25

Capital Improvement Plan



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

Summary of Capital Budgets

CASH FUNDED

GENERAL FUND	FY25 Budget	FY25 ARPA	FY25 LoCIP	FY25 Other	FY26	FY27	FY28	FY29	FY30
Public Infrastructure	\$ 620,000	\$ -	\$ 500,000	\$ -	\$ 895,000	\$ 980,000	\$ 685,000	\$ 880,000	\$ 575,000
Parks & Recreation	\$ 237,000	\$ 170,000	\$ 50,000	\$ -	\$ 317,000	\$ 332,000	\$ 227,000	\$ 277,000	\$ 217,000
Facilities Maintenance	\$ 720,000	\$ 275,000	\$ -	\$ -	\$ 850,000	\$ 870,000	\$ 910,000	\$ 910,000	\$ 1,060,000
Equipment, Vehicles & Other	\$ 1,085,000	\$ 75,000	\$ -	\$ 200,000	\$ 1,075,000	\$ 1,025,000	\$ 1,025,000	\$ 1,025,000	\$ 1,025,000
Fire Department	\$ 250,000			\$ 2,500,000	\$ 450,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
Total CIP	\$ 2,912,000	\$ 520,000	\$ 550,000	\$ 2,700,000	\$ 3,587,000	\$ 3,807,000	\$ 3,447,000	\$ 3,692,000	\$ 3,477,000
WATER FUND	\$ 338,091				\$ 1,050,000	\$ 565,000	\$ 275,000	\$ 275,000	\$ 315,000
SEWER FUND	\$ -				\$ 700,000	\$ 785,000	\$ 495,000	\$ 530,000	\$ 230,000
INFORMATION TECHNOLOGY FUND	\$ 255,000				\$ 255,000	\$ 255,000	\$ 255,000	\$ 255,000	\$ 255,000

DEBT FINANCED

GENERAL FUND	FY25	FY26	FY27	FY28	FY29	FY30
GENERAL FUND	\$ -	\$ 19,300,000	\$ -	\$ 19,800,000	\$ -	\$ -
WATER FUND	\$ 10,000,000	\$ 7,125,000	\$ 10,825,000	\$ 4,435,000	\$ 4,150,000	\$ 3,800,000
SEWER FUND	\$ 4,500,000	\$ 2,950,000	\$ 6,500,000	\$ 2,500,000	\$ 2,500,000	\$ 1,500,000
GRAND TOTAL	\$ 18,005,091	\$ 520,000	\$ 550,000	\$ 2,700,000	\$ 34,967,000	\$ 22,737,000
					\$ 31,207,000	\$ 11,402,000
						\$ 9,577,000

CAPITAL IMPROVEMENT PLAN

DESCRIPTION

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

CAPITAL ASSETS AND CAPITAL PROJECTS

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

THE PURPOSE OF THE CIP

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

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

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

CAPITAL IMPROVEMENT PLAN

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

FINANCING CAPITAL PROJECTS AND ACQUISITIONS

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

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

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

ORGANIZATION OF THE CIP

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

CAPITAL IMPROVEMENT PLAN

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

4. Facilities – Projects in this category include construction of new facilities, or the expansion, major improvement to, or major maintenance of existing facilities. Major maintenance and some improvements are typically funded through operating budget contributions to a reserve account specifically for facilities. The Local Capital Improvement Projects grant (LoCIP) or other grants may supplement funding. Larger projects, like new or expanded facilities, are typically financed through the issuance of bonds.
5. Fire Department – Fire Department projects include any acquisitions or improvements related to Fire equipment, apparatus, or the Fire stations. Following the merger of the Fire districts effective 7/1/23, fire capital is now covered through the General Fund.
6. Water System – Projects and acquisitions specific to the town's water system are included in this category. The primary sources of funding for these items are the issuance of notes and Water Fund operating budget appropriations to reserve accounts.
7. Sewer System – Projects and acquisitions specific to the town's sewer system are included in this category. The primary sources of funding for these items are the issuance of notes and Sewer Fund operating budget appropriations to reserve accounts.
8. Information Technology – The Town's information technology assets comprise an infrastructure that is becoming as extensive and complex as other major assets. Planned replacement of information technology equipment, and the introduction of new technologies, has been included in the capital improvement plan for several years. Most Information Technology projects are funded through the Information Systems budget as a transfer to a reserve account.

CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE

SUMMARY- CASH/GRANT FUNDED

PUBLIC INFRASTRUCTURE	FY25 GF	FY25 ARPA	FY25 LoCIP	FY25 Other	FY26	FY27	FY28	FY29	FY30
1 Town-wide Bridge Safety and Repair Program	\$ 50,000				\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
2 Traffic Signal Vehicle Detection	\$ 50,000				\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
3 Light Pole Replacement	\$ 50,000				\$ 50,000	\$ 50,000	\$ 50,000		
4 Roadway Use Safety Improvements	\$ 25,000				\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
5 Flood Hazard Mitigation Projects	\$ 100,000				\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
6 Lincoln Center Improvements	\$ 100,000								
7 Bus Shelter Installation & Replacement	\$ 20,000					\$ 20,000		\$ 20,000	
8 Welcome Signs	\$ 25,000				\$ 50,000	\$ 50,000			
9 Stream and Brook Slope Stabilization and Sedimentation Removal	\$ 200,000					\$ 350,000		\$ 350,000	
10 Sidewalk Extensions			\$ 150,000		\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
11 Lincoln Center Window Replacement			\$ 350,000						
12 Traffic Signal Uninterruptable Power Supply					\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	
13 Small Bridge Replacements					\$ 200,000		\$ 200,000		\$ 200,000
14 Culvert Replacement - East Eldridge St to Porter Brook					\$ 160,000				
15 Cemetery Roadway Paving						\$ 75,000		\$ 75,000	
TOTAL	\$ 620,000	\$ -	\$ 500,000	\$ -	\$ 895,000	\$ 980,000	\$ 685,000	\$ 880,000	\$ 575,000

PROJECT DESCRIPTIONS

CASH OR GRANT FUNDED PROJECTS

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

1. Town-Wide Bridge Safety and Repair Program

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

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

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

2. Traffic Signal Vehicle Detection

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

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

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

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

3. Light Pole Replacement

PROJECT DESCRIPTION: Replace aging streetlight poles.

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

IMPACT ON OPERATION: No anticipated impact.

4. Roadway Use Safety Improvements

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

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

CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE

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

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



5. Flood Hazard Mitigation Projects

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

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

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

6. Lincoln Center Improvements

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

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

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

7. Bus Shelter Installation and Replacement

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

JUSTIFICATION: The Town owns and maintains 27 bus shelters. A new bus shelter and concrete pad cost approximately \$10,000. This level of funding will provide for installation of two new shelters. Locations for new shelters based on transit ridership and coordination with Greater Hartford Transit District or provide for the replacement of deteriorated shelters that have reached the end of their life expectancy.

IMPACT ON OPERATION: No anticipated impact.

8. Town of Manchester Welcome Signs

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

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

IMPACT ON OPERATION: No anticipated impact.

CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE



9. Stream and Brooke Slope Stabilization and Sedimentation Removal

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

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

IMPACT ON OPERATION: Potential to reduce the number of emergency repairs.

10. Sidewalk Extensions

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

JUSTIFICATION: Many gaps exist in the Town's sidewalk network. There have been several pedestrian accidents/injuries in Town over the past 10 years. Segments will be selected using a benefit/cost analysis using data that includes proximity to key Town facilities, traffic volumes and public comment. This is a key part of the Town's recently adopted Complete Streets policy.

IMPACT ON OPERATION: No anticipated impact.

11. Lincoln Center Window Replacement

PROJECT DESCRIPTION: Replace exterior windows with high efficiency and period appropriate windows.

JUSTIFICATION: The Lincoln Center is a historic school located at the corner of Main Street and Center Street as part of the municipal campus that also includes Town Hall, the Weiss Center, and Fire Station #2 (HQ). The building is home to many municipal functions including the Board of Directors Hearing Room, and is visited as a resource for services by residents, businesses, and developers. In its prominent location at the top of Main Street, Lincoln Center is seen by thousands of passersby each day. This project will replace the outdated windows with ones that are more period-appropriate and energy efficient.

IMPACT ON OPERATION: Reduced energy costs anticipated due to the more efficient windows.

12. Traffic Signal Uninterruptable Power Supply

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

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

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

13. Small Bridge Replacements

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

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

CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE

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

IMPACT ON OPERATIONS: No anticipated impact.

14. Culvert Replacement – East Eldridge St to Porter Brook

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

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

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

15. Cemetery Roadway Paving

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

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

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

CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE

SUMMARY- BOND FUNDED

PUBLIC INFRASTRUCTURE (Bond)	FY25	FY26	FY27	FY28	FY29	FY30
1 Road Paving and Milling Program		\$ 14,500,000		\$ 15,000,000		\$ 15,000,000
2 Town-Wide Drainage Repairs and Upgrades		\$ 300,000		\$ 300,000		\$ 300,000
3 Traffic Signal Upgrades		\$ 500,000		\$ 500,000		\$ 500,000
4 Dry Brook Culvert Improvements		\$ 4,000,000				
5 Roof Replacements		\$ 250,000		\$ 250,000		\$ 250,000
TOTAL	\$	- \$ 19,550,000	\$	- \$ 16,050,000	\$	- \$ 16,050,000

PROJECT DESCRIPTIONS

BOND FUNDED PROJECTS

1. Road Paving and Milling Program

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

JUSTIFICATION: Town roads are arguably the largest asset owned by the Town. As with most assets, the proper care and maintenance will preserve the value to the community as well as extend their life. With over 218 miles of roadway to maintain, a systematic approach is used to determine where the limited resources allocated to roadway rehabilitation should be focused. Periodically, a town wide pavement assessment is completed resulting in all roads being assigned a Pavement Condition Index (PCI) value. The value is used along with other factors such as road classification, average daily traffic (ADT), proximity to other similarly rated roads, to recommend which roads are recommended for rehabilitation. The Road Paving and Milling program seeks to apply lower cost techniques such as reclamation, milling and overlays to extend the useful life of a road and avoid more costly full reconstruction projects. Approximately 7 to 10 miles of roadway per year have been resurfaced over the past 8 years. The November 2023 referendum proposed \$15,500,000 to continue the Town's paving program. A significant increase in the investment in the road system is needed to avoid the expense of major reconstruction.

IMPACT ON OPERATION: No anticipated impact.

2. Town-wide Drainage Repairs and Upgrades

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

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

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

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

3. Traffic Signal Upgrades

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

JUSTIFICATION: The 2023 Public Works Bond Referendum proposes \$700,000 to fund traffic signal replacements. Funding is necessary to continue the replacement and upgrading of the Town's traffic signal system. Currently, a complete signal replacement costs approximately \$200,000 to \$250,000. The Traffic Signal Inventory and Condition Assessment Report recommends replacement of one signal per year.

IMPACT ON OPERATION: No anticipated impact.

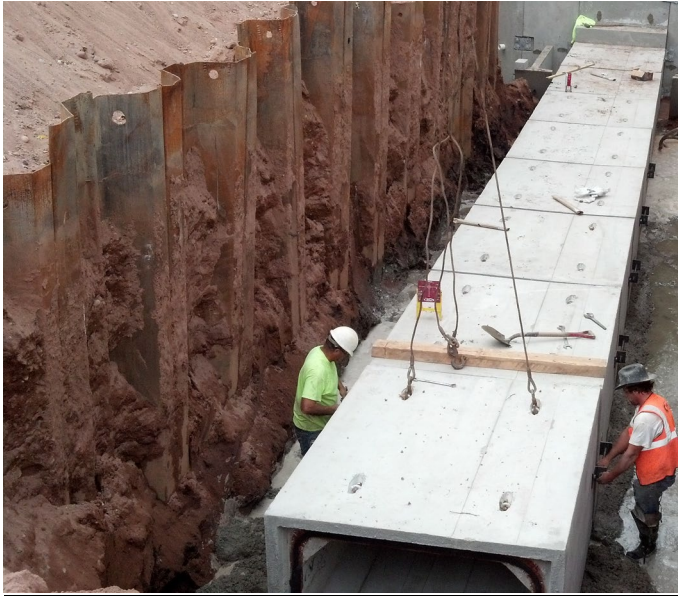
4. Dry Brook Culvert Improvements

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

CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE

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

IMPACT ON OPERATION: No anticipated impact.



5. Roof Replacements

PROJECT DESCRIPTION: Replacement of Town-owned building roofs that are past their useful life

JUSTIFICATION: Multiple Town-owned office buildings and other facilities have roofs that are approaching the end of their useful life. Maintaining structurally sound roofs is essential for health & safety as well as preserving the longevity of the facilities as a whole.

IMPACT ON OPERATION: New roofs may decrease ongoing maintenance costs and may improve building energy efficiency.

CAPITAL IMPROVEMENT PLAN - PARKS & RECREATION

SUMMARY

PARKS AND RECREATION	FY25 GF	FY25 ARPA	FY25 LoCIP	FY25 Other	FY26	FY27	FY28	FY29	FY30
1 Park Upgrades	\$ 75,000				\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
2 Passive Recreation Oversight	\$ 35,000				\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
3 Outdoor Hard Surface Repairs	\$ 25,000				\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
4 Swimming Pool Upgrades and Major Repairs Program	\$ 20,000				\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
5 Artificial Turf Field	\$ 12,000				\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
6 Trail Fence and Wood Rail Replacement	\$ 10,000					\$ 10,000		\$ 10,000	
7 Picnic Tables	\$ 10,000						\$ 10,000		
8 Master Plan Implementation Design	\$ 50,000				\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
9 Mahoney Leisure Labs		\$ 170,000							
10 Athletic Field Lighting					\$ 50,000			\$ 50,000	
11 Outdoor Court Construction			\$ 50,000			\$ 55,000			
12 Park Pavilion Upgrades					\$ 50,000	\$ 50,000			
TOTAL	\$ 237,000	\$ 170,000	\$ 50,000	\$ -	\$ 317,000	\$ 332,000	\$ 227,000	\$ 277,000	\$ 217,000

PROJECT DESCRIPTIONS

1. Park Upgrades

PROJECT DESCRIPTION: General ballfield upgrades, bituminous walkways and ramp replacements at Town parks, sign replacement, and playground hardware.

JUSTIFICATION: Provide funding for general upgrades to ballfields (fences, infield surfaces, etc.) and the replacement of bituminous walkways and ramps at Town parks.

IMPACT ON OPERATION: No anticipated impact.

2. Passive Recreation Oversight

PROJECT DESCRIPTION: Feasibility, oversight, development and maintenance of sites, structures, and facilities.

JUSTIFICATION: Passive recreation areas once overseen and maintained solely by volunteer and special interest groups have grown in popularity and require a higher level of attention and repair.

IMPACT ON OPERATION: No anticipated impact.

3. Outdoor Hard Surface Repairs

PROJECT DESCRIPTION: To continue the planned rehabilitation program for the Town's outdoor basketball, tennis, handball/racquetball courts and bike paths. Work includes grinding down uneven areas, crack-sealing, sealing, color coating, lining and misc. repairs.

JUSTIFICATION: The proposal is to continue the planned rehabilitation program which was instituted in FY95/96. This work is necessary to seal cracks, limit future cracking

and slow the pace of surface deterioration. In addition, well-lined color coated, slip-resistant courts free of trip hazards are critical to player enjoyment and safety. Court conditions are evaluated in the early spring of each year in order to set priorities for work.

IMPACT ON OPERATION: No anticipated impact.

4. Swimming Pool Upgrades and Major Repairs Program

PROJECT DESCRIPTION: Ongoing major repairs and rehabilitation work include crack-sealing, joint-sealing, painting, repairing decks and coping, misc. repairs to the swimming pool and wading pool vessels and upgrades to the bathhouse buildings fencing and surrounding area as part of a planned pool maintenance program.

JUSTIFICATION: To protect the Town's investment, an improvement program addressing one pool per year was initiated in FY95/96. These improvements enhance facility performance by identifying opportunities for significant site improvements and address ADA upgrades as needed.

IMPACT ON OPERATION: No anticipated impact.

5. Artificial Turf Field

PROJECT DESCRIPTION: Funding set-aside for the eventual replacement of the artificial turf field at Manchester High School, installed in 2016.

JUSTIFICATION: Twelve-year recurring cost to sinking fund to full life expectancy of field for replacement cost.

IMPACT ON OPERATION: No anticipated impact.

CAPITAL IMPROVEMENT PLAN - PARKS & RECREATION

6. Trail Fence and Wood Rail Replacement

PROJECT DESCRIPTION: Replacement of fencing and wood rails along Town maintained trails.

JUSTIFICATION: The Town is responsible to maintain over 47 miles of trails. Many of these trails include fencing and wood rails that protect users from trailside hazards. These fences have deteriorated over time, and many have reached the end of their expected life. To maintain such a robust and active trail program, it is necessary to systematically replace these barriers to ensure the safety of users.

IMPACT ON OPERATION: No anticipated impact.

7. Picnic Tables

PROJECT DESCRIPTION: Multi-year plan to replace and update Park picnic tables.

JUSTIFICATION: There are 35 moveable picnic tables in the parks. These table are of a variety of styles, sizes, and conditions and programming needs demand that they be moved throughout the year to support services and events. On average, 1-2 tables are replaced each year due to damage or rot. Purchasing sets of tables will standardize the style in the parks and will allow for easier repairs with part replacements and reduce annual maintenance costs.

IMPACT ON OPERATION: Reduced maintenance costs as well as improved use of labor resources.

8. Master Plan Implementation Design

PROJECT DESCRIPTION: Provide design services for the implementation of Park Facilities Master Plan recommendations.

JUSTIFICATION: In 2021, the Town completed a Park Facilities Master Plan that has made recommendations to improve upon the Town's Park facilities. These recommendations are conceptual in nature and require design services to further develop them into actionable projects.

IMPACT ON OPERATION: No anticipated impact.

9. Mahoney Leisure Labs

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

JUSTIFICATION: The Recreation Department has identified improvements to the Mahoney Center Leisure Labs that create and support specific activities. Included in this fit-out are the Dance and Movement Room, Art Lab, Music and Creative Writing Lab, and E-Lab for Computer Design and Gaming. These improvements will create the Labs within the facility that make the Center's Leisure Lab programming possible.

IMPACT ON OPERATION: Labs will require periodic upgrades and replacement of equipment and technology.

10. Athletic Field Lighting

PROJECT DESCRIPTION: Perform minor electrical upgrades and re-lamping of athletic field lights to improve efficiency and light quality.

JUSTIFICATION: The Town presently has 11 athletic fields with lighting serving baseball, soccer, football, Little League, and softball activities. Having these lighted fields allow for more scheduling flexibility for the many leagues that play on Town facilities and offer a unique experience for players to play at night under the lights. As with all lights, quality and efficacy diminishes over time and components must be replaced to ensure the fixtures perform as intended. This project will systematically re-lamp fixtures and perform needed minor electrical upgrades to ensure quality nighttime play continues.

IMPACT ON OPERATION: No anticipated impact.

11. Outdoor Court Construction

PROJECT DESCRIPTION: Provides funding to reconstruct or rehabilitate the Town's various outdoor courts and public play areas to a post-tension concrete.

JUSTIFICATION: The Town has a variety of outdoor courts and play areas including basketball, tennis, and shuffleboard courts. These facilities are predominately bituminous concrete surfaces that experience deterioration over time such as cracking, potholes, and surface wear. Converting these courts to a more modern post-tension concrete will ensure these play areas are safe and perform as intended for an extended life over traditional paved bituminous courts. Rehabilitation includes new post-tension concrete, surface treatments and coatings, and new amenities like backboards, posts, and nets.

IMPACT ON OPERATION: Yearly maintenance costs on reconstructed courts will be minimized and court life extended.

12. Park Pavilion Upgrades

PROJECT DESCRIPTION: Renovate and upgrade park pavilions.

JUSTIFICATION: There are many pavilions located throughout the park system. These pavilions vary in size and features and were built over the years and need updating and renovations to continue to meet the needs of programming.

IMPACT ON OPERATION: Reduced maintenance cost of aging structures

CAPITAL IMPROVEMENT PLAN - FACILITIES

SUMMARY

FACILITIES MAINTENANCE	FY25 GF	FY25 ARPA	FY25 LoCIP	FY25 Other	FY26	FY27	FY28	FY29	FY30
1 Mechanical Systems	\$ 200,000				\$ 220,000	\$ 240,000	\$ 260,000	\$ 260,000	\$ 260,000
2 Exterior Building	\$ 160,000				\$ 180,000	\$ 200,000	\$ 220,000	\$ 220,000	\$ 220,000
3 Electrical Systems	\$ 40,000				\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
4 Interior Building	\$ 40,000				\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
5 Life Safety Systems Replacement	\$ 35,000				\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
6 Cheney Hall Maintenance	\$ 30,000				\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
7 Probate Court Maintenance	\$ 15,000				\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
8 Office Renovations	\$ 50,000	\$ 200,000			\$ 70,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
9 Building Energy Efficiency Upgrades (INTERNAL CASH REPAYMENT)	\$ 150,000				\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
10 Elevator Replacement/Overhauls		\$ 75,000			\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
11 Veteran's Cemetery Office									\$150,000
TOTAL	\$ 720,000	\$ 275,000	\$ -	\$ -	\$ 850,000	\$ 870,000	\$ 910,000	\$ 910,000	\$ 1,060,000

PROJECT DESCRIPTIONS

1. Mechanical Systems

PROJECT DESCRIPTION: Planned replacement of aging mechanical systems as they surpass their useful life. Work includes replacement of building heating, cooling and building automation controls.

JUSTIFICATION: Planned replacement minimizes costly repairs of mechanicals that are beyond their useful life. Older equipment with R22 refrigerant is phasing out due to greenhouse gas concerns, driving up repair costs and forcing upgrades to more environmentally friendly alternatives. Obsolescence of equipment results in increased difficulty finding repair parts. Top priorities for FY25 include Lincoln Center Rooftop Units, Senior Center AHU Condensers and R410A Conversions, Mary Cheney Library (boiler replacement, gas conversion, RTUs and automation controls). Recently completed projects include Town Hall Chiller, Police Chiller and Cooling Tower Placement, Whiton Library Chiller, Town Hall & Police Building Automation Controls.

IMPACT ON OPERATION: Minimize disruptions to building heating and cooling systems and emergency repair costs. Proper temperature control and ventilation provides healthy indoor air quality and greater productivity.

2. Exterior Building

PROJECT DESCRIPTION: General exterior maintenance on Town buildings. Roofing, masonry windows, siding, painting of exterior.

JUSTIFICATION: Ongoing restoration and upkeep is needed to protect the building envelope of Town buildings. Planned replacements when useful lifespan exceeded. Upcoming needs include the Weiss Center roof (LoCIP-funded), Public Works roof, Lincoln Center roof, Lincoln Center Windows (LoCIP), Mary Cheney Library

Roof, Public Works painting, masonry repointing and sealing.

IMPACT ON OPERATION: Avoids costly future maintenance repairs and possible unhealthy building air associated with mold/mildew from water intrusion.

3. Electrical Systems

PROJECT DESCRIPTION: Planned maintenance and replacement of electrical systems as they surpass their useful life. Work includes replacement of building electric service panels, transformers, and emergency generators. Updates to wiring and lighting to meet current safety codes. Replacement of alarm systems, building access controls and security systems).

JUSTIFICATION: Maintain public and office space for safety, comfort, and appearance. Mechanical equipment upgrades and elevator modernization are both typical projects that require electrical upgrades to meet current building codes.

IMPACT ON OPERATION: No impact anticipated.

4. Interior Building

PROJECT DESCRIPTION: Town-wide repairs, replacement, and preventive maintenance due to age and wear of carpet and tile flooring, interior paint and wallpaper, acoustic and plaster ceilings, and lighting.

JUSTIFICATION: Maintain public and office space for safety, comfort, and appearance. Top priority: Weiss Center Corridors and Lower Level. Also includes the periodic replacement of carpet and hard flooring throughout Town office spaces.

IMPACT ON OPERATION: No impact anticipated.

5. Life Safety Systems Replacement

CAPITAL IMPROVEMENT PLAN - FACILITIES

PROJECT DESCRIPTION: Planned maintenance of electrical systems as they surpass their useful life. Work includes replacement of building electric service panels, transformers. Updates to wiring and lighting to meet current safety codes. Replacement of alarm systems, building access controls and security systems.

JUSTIFICATION: Ongoing replacements and upgrades are needed to protect the building occupants and buildings. Top priority: Workspace (901/903 Main) fire alarm.

IMPACT ON OPERATION: Avoids costly liability of health and safety of building occupants and the public.

6. Cheney Hall Maintenance



PROJECT DESCRIPTION: Set aside funds for upkeep of Cheney Hall

JUSTIFICATION: Cheney Hall is a historical theater owned by the Town of Manchester and operated by the Cheney Hall Foundation. As such, the Town is responsible for care of the facility, which is over 150 years old and so requires frequent work to remain functional. Recent projects (including the replacement of the stage fire curtain) have been conducted as part of a bond referendum for historic property maintenance, but this work only addressed a portion of the structural and accessibility issues that have been identified. Future needs include toilet room accessibility upgrades, exterior lighting, railings, and stairs.

IMPACT ON OPERATION: Offsets need for large capital needs investments in future years by addressing some maintenance needs over time.

7. Probate Court Maintenance

PROJECT DESCRIPTION: Set aside funds for upkeep of the Probate Court

JUSTIFICATION: The Greater Manchester Probate Court is a historical courthouse owned by the Town of Manchester and operated by the State-run regional probate court district serving Manchester, Andover, Bolton, and Colombia. As such, the Town is responsible for care of the facility, which is over 100 years old and so requires frequent work to remain functional. Costs are partially offset by cost-sharing revenues from the other towns served by the district. Recent projects include the replacement of cabinetry, door hardware, and security modifications to provide a physical barrier between staff and the public.

IMPACT ON OPERATION: Offsets need for large capital needs investments in future years by addressing some maintenance needs over time.

8. Office Renovations

PROJECT DESCRIPTION: Renovate town office workspaces to meet current requirements and the evolution of staff work environment for optimal productivity.

JUSTIFICATION: Town offices require updating to accommodate new equipment and technology, improve security, and provide healthy and safe workspaces for employees and visitors. This includes buildings acquired as part of the merger with the 8th Utilities District, as needed.

IMPACT ON OPERATION: No impact anticipated.

9. Building Energy Efficiency Upgrades

PROJECT DESCRIPTION: The installation of interior LED motion-sensing lights in nine Town buildings, including Fire Station #2, Town Hall, Mary Cheney Library, and the Senior Center. This project is an internal repayment that will pay off the cost of the project, completed in the spring of 2022, utilizing savings generated from the switch to LEDs.

JUSTIFICATION: This project is an internal repayment that will pay off the cost of the project, which was completed in the spring of 2022, utilizing savings generated from the switch to LEDs. The projected savings is approximately \$12,000/month.

IMPACT ON OPERATION: Reduced utility costs.

10. Elevator Replacement & Overhauls

PROJECT DESCRIPTION: Replace or overhaul aging elevators in Town buildings.

CAPITAL IMPROVEMENT PLAN - FACILITIES

JUSTIFICATION: There are 13 elevators that provide required accessibility in various Town buildings for the public and employees. As elevators age, they require increased maintenance to operate correctly. These aging elevators eventually require major overhauls to ensure their safe operation. Several Town elevators are no longer supported with parts and service and are considered obsolete and require replacement. This item provides for a systematic multi-year approach to manage these upgrades.

IMPACT ON OPERATION: Inoperable elevators result in restrictions on building use with respect to accessibility. Replacement and major overhauls will reduce costly repairs.

11. Hillstown Veteran's Cemetery Office

PROJECT DESCRIPTION: The East Cemetery serves as the main cemetery administration office for the four town owned cemeteries. As the East Cemetery approaches capacity, future cemetery burial needs will soon shift to the Hillstown Veteran's Cemetery in the coming years. This land has sufficient space to accommodate burials for the next 50 years and beyond, and an administrative office will be needed to provide for customers, visitors, and operations of the cemetery.

JUSTIFICATION: Cemetery operations requires space to meet with customers, provide information and assistance to visitors, and serve as a base of operations for all cemeteries. The location of this space should be located at the Hillstown Cemetery where the future cemetery needs of the town will be served for the foreseeable future.

IMPACT ON OPERATION: Supports planned cemetery operation for Manchester residents. Typical building operational costs are anticipated including maintenance, heat, and utilities for a small administrative building.

CAPITAL IMPROVEMENT PLAN- EQUIPMENT, VEHICLES & OTHER

SUMMARY

EQUIPMENT AND VEHICLES		FY25 GF	FY25 ARPA	FY25 LoCIP	FY25 Other	FY26	FY27	FY28	FY29	FY30
1	Equipment & Vehicles Replacement (general fund)	\$ 750,000			\$ 200,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000
2	Brine System	\$ 95,000								
3	Survey Total Station	\$ 15,000								
4	Roadside Mower	\$ 150,000								
5	Washbay Equipment Replacement and Upgrades		\$ 75,000							
6	Library Bookmobile					\$ 50,000				
TOTAL		\$ 1,010,000	\$ 75,000	\$ -	\$ 200,000	\$ 1,000,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000
OTHER		FY25 GF	FY25 ARPA	FY25 LoCIP	FY25 Other	FY26	FY27	FY28	FY29	FY30
1	Relocation Assistance	\$ 30,000				\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
2	Sustainability & Green Energy Services	\$ 30,000				\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
3	Office & Equipment Capital	\$ 15,000				\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
TOTAL		\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000

PROJECT DESCRIPTIONS

EQUIPMENT & VEHICLES

1. Equipment and Vehicle Replacement Plan

PROJECT DESCRIPTION: Purchase General Fund equipment and vehicles according to a replacement schedule taking into consideration life expectancy of various classes of equipment and vehicles and deferred replacement.

JUSTIFICATION: The proposed replacement plan would provide for regular replacement of heavy and light vehicles and equipment utilized by General Fund departments, apart from Police cruisers, which are replaced through the Police Department operating budget. The equipment and vehicles included in the plan are critical to the missions of the Field Services division and other divisions within the Public Works Department. The replacement plan is based on the current condition, age, mileage, and type of use within the Town's existing heavy equipment, light equipment, and passenger vehicle stock.

IMPACT ON OPERATION: Routine, planned replacements will reduce repair and maintenance costs and downtime. The reliability of equipment will make for more efficient operations.

2. Brine System

PROJECT DESCRIPTION: Replace the aging winter brine system.

JUSTIFICATION: Brine is an essential winter storm fighting tool for the Town of Manchester. The use of brine as a road surface treatment provides a cost effective and environmentally sensitive approach to pretreating roads

in advance of winter weather. The current system was installed in 2012 and is approaching its end of useful life. Replacement parts are also becoming unavailable.
IMPACT ON OPERATION: A replacement system will reduce downtime and repair costs, improving the Town's winter storm fighting capabilities.

3. Survey Total Station

PROJECT DESCRIPTION: Replace the aging survey total station.

JUSTIFICATION: A critical component of the Engineering Division's ability to provide project design and construction is the capability to perform in-house surveys. The Engineering Division's survey crew provides boundary property line, topography, and layout surveys. Having this ability helps to reduce costs and avoid delays of projects. The main instrument used by the survey crew is the Total Station. The current instrument needs to be updated to ensure continued support by the manufacturer and avoid costly downtime.

IMPACT ON OPERATION: Supports the design and construction efforts of the Engineering Division to deliver timely and cost effective projects.

4. Roadside Mower

PROJECT DESCRIPTION: Purchase a tractor with a road and trailside mower arm attachment.

JUSTIFICATION: Road and trailside vegetation growth reduces safety and impacts the quality of roads and trails throughout town. Managing this across a road and trail network of over 200 miles requires specialty equipment dedicated to this task. The Public Works Department

CAPITAL IMPROVEMENT PLAN- EQUIPMENT, VEHICLES & OTHER

currently shares a roadside tractor mower with the Town of East Hartford however, both communities often find themselves needing the equipment at the same time, limiting the availability of the equipment to complete this necessary work.

IMPACT ON OPERATION: Purchasing this equipment will increase the amount of time dedicated to essential road and trailside mowing which will improve safety, aesthetics, and experience for users.

5. Wash Bay Equipment Replacement and Upgrades

PROJECT DESCRIPTION: Replace steel stations supporting wash equipment, installation of concrete pad exiting the wash bay, and upgrades to wash equipment.

JUSTIFICATION: The wash bay facility is used to wash large vehicles and equipment that are exposed to salt and other materials that reduce their life. The wash bay is an integral part of the Town's winter maintenance program. The facility is approximately 20-years old and showing signs of wear that requires equipment replacement and upgrades.

IMPACT ON OPERATION: Frequent washing of equipment will prolong its useful life and reduce maintenance costs.

6. Library Bookmobile

PROJECT DESCRIPTION: Replace the Library's hybrid sedan with a new electric van.

JUSTIFICATION: The Library's current vehicle is a hybrid sedan and is approaching its scheduled replacement. The use of a sedan is not suitable for the service needs of the library including their community outreach and limits them on their ability to meet the needs of the community. As design and construction of the new library proceeds, there is an opportunity to incorporate Electric Vehicle (EV) charging stations into the design and purchase an all-electric van Bookmobile.

IMPACT ON OPERATION: Replacing a hybrid sedan with an all-electric van will reduce the use of petroleum-based fuel and vehicle emissions.

OTHER

1. Relocation Assistance

PROJECT DESCRIPTION: Funds to assist displaced residents with moving/ storage.

JUSTIFICATION: State statute requires that Towns are responsible for the storage of unclaimed possessions in the event of evictions, building code condemnations, loss due to fire, etc. The Town makes every attempt at recovering said costs, but much of the expenses go unreimbursed. A periodic infusion of funds into this account is necessary.

IMPACT ON OPERATIONS: No anticipated impact.

2. Sustainability & Green Energy Services

PROJECT DESCRIPTION: Provide funding for the Sustainability Task Force to utilize towards green energy technologies and/or professional and consulting services associated with any of the Town's sustainability initiatives.

JUSTIFICATION: Projects & initiatives geared towards sustainability & energy conservation will yield ongoing operational savings and a return on investment, as well as decreasing the Town's carbon footprint.

IMPACT ON OPERATIONS: Potential energy savings.

3. Office & Equipment Capital

PROJECT DESCRIPTION: Provides funds for as-needed office & equipment needs, such as meeting room furniture & technology, print shop machinery & equipment, etc.

JUSTIFICATION: previously these types of needs arise and no funds are budgeted to cover large office costs that fall outside of the scope of Building Maintenance. This provides a reliable source of funding to cover higher cost unanticipated equipment replacement needs, improvements to public meeting rooms, conference displays & video equipment, etc.

IMPACT ON OPERATIONS: none

CAPITAL IMPROVEMENT PLAN- MANCHESTER FIRE DEPARTMENT

SUMMARY

FIRE DEPARTMENT	FY25 GF	FY25 ARPA	FY25 LoCIP	FY25 Other	FY26	FY27	FY28	FY29	FY30
1 Apparatus Replacement Plan	\$ 200,000			\$ 2,000,000	\$ 400,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000
2 Staff Vehicle Replacements	\$ 50,000				\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
3 Roof & Roof Equipment Replacement	\$ -			\$ 500,000					
TOTAL	\$ 250,000	\$ -	\$ -	\$ 2,500,000	\$ 450,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000

PROJECT DESCRIPTIONS

1. Apparatus Replacement Program

JUSTIFICATION: Maintaining a safe-operating, road worthy fleet of modern fire apparatus is critical to the department's delivery of emergency services. Historical trends, supported by national standards, indicate that engines have a frontline duty lifespan of 8 years which can be followed by 5 years of reserve duty. An apparatus replacement plan has been created to meet these lifetime estimates so that the purchase of new apparatus is planned well in advance.

IMPACT ON OPERATION: New apparatus maintenance and repairs are covered under warranties. Repair costs increase dramatically as warranties expire and aging apparatus requires more frequent repair. Purchasing apparatus according to the plan minimizes fleet repair costs.

for the vehicle, radio equipment, emergency lighting system and a pick-up bed cap and accessories.

IMPACT ON OPERATION: Reduced maintenance costs associated with an aging fleet of vehicles; improved safety for personnel.



2. Replacement of Staff Vehicles

DESCRIPTION: Annual replacement program to maintain fleet of 12 operations vehicles

JUSTIFICATION: Fire Department staff and operational functions require a fleet of 12 vehicles (non-fire apparatus). The fleet age presently ranges from 2- 14 years old. An annual replacement program ensures that vehicles are replaced when appropriate and capital funds can be planned. The requested amount includes the costs

Replacement of apparatus & staff vehicles will be funded on a prepaid reserve system; the recommended budget provides for an upfront apparatus replacement reserve of \$2,000,000, using unspent reserves from the two merged fire district funds. This will be followed by annual contributions that will be phased-in beginning in FY25, as follows:

	Annual Allocations	Staff Vehicle Purchases	Apparatus Purchases	Remaining Balance
Front funding	\$ 2,000,000			\$ 2,000,000
FY25	\$ 250,000	\$ 50,000	\$ 800,000	\$ 1,400,000
FY26	\$ 450,000	\$ 50,000	\$ 1,300,000	\$ 500,000
FY27	\$ 600,000	\$ 50,000		\$ 1,050,000
FY28	\$ 600,000	\$ 50,000	\$ 800,000	\$ 800,000
FY29	\$ 600,000	\$ 50,000		\$ 1,350,000
FY30	\$ 600,000	\$ 50,000	\$ 800,000	\$ 1,100,000
FY31	\$ 600,000	\$ 50,000	\$ 800,000	\$ 850,000
FY32	\$ 600,000	\$ 50,000		\$ 1,400,000
FY33	\$ 600,000	\$ 50,000	\$ 800,000	\$ 1,150,000

CAPITAL IMPROVEMENT PLAN- MANCHESTER FIRE DEPARTMENT

3. Fire Department Roof & Communications Tower Replacements

DESCRIPTION: This project provides funding to replace the roofs at all five fire stations

JUSTIFICATION: Planned replacement of roofs at all five fire stations, in accordance with a facility needs engineering assessment done in 2016. Funding also includes replacement of the communications tower on Station 2.

IMPACT ON OPERATION: Avoid expected repair costs for failing roofs. With regards to the communications tower, the current tower's deteriorating condition necessitates replacement. Its integral nature as a component of the Station 2 roof creates significant roof maintenance challenges. Any significant work done on the current tower would require an upgrade to today's codes which would be cost prohibitive. The unknown load bearing capacity of the Station 2 roof structure (due to a lack of original engineering specifications) would likely require significant reinforcement prior to repair/replacement of the roof top structure. This project most likely will consist of installation of a new communications tower attached to the exterior wall of the station with a ground-level base.

Emergency services operations in Manchester rely on effective, dependable radio reception in all areas of town for safe and efficient service. Topography/reception issues on lower Main St. and to the Southwest require an elevated tower in the Center.

This budget recommends an allocation of \$500,000 from unspent reserves from the two merged Fire districts towards these projects.

NOTE: This project requires extensive research and engineering. The new communications tower might provide benefit to MPD, DPW, BOE and other public and private agencies. There is potential for some funding coming from a commercial enterprise leasing space on the tower. The dollar amount provided is a ballpark figure.



CAPITAL IMPROVEMENT PLAN - WATER FUND

SUMMARY

WATER FUND - CASH FUNDED	Reallocation of						
	Existing Reserves	FY25	FY26	FY27	FY28	FY29	FY30
1 Water Meter Purchases	\$ 200,000						
2 Vehicles & Heavy Equipment	\$ 546,909	\$ 338,091	\$ 320,000	\$ 50,000	\$ 50,000	\$ 50,000	
3 Tank Painting	\$ 600,000		\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
4 Lab Improvements	\$ 375,000		\$ 65,000				
5 Pump Stations & Well Redevelopment	\$ 450,000		\$ 350,000	\$ 290,000	\$ 50,000	\$ 50,000	\$ 140,000
6 New State Road Disinfection Facility	\$ 110,000						
7 Siphon Project	\$ 330,000		\$ 40,000				
8 Abandoned Building Demolition	\$ 200,000						
9 SCADA & Instrumentation	\$ 540,000		\$ 100,000				
10 Studies & Consulting	\$ 200,000			\$ 50,000			
11 PFAS	\$ 350,000						
12 General Maintenance	\$ 500,000		\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
TOTAL	\$ 4,401,909	\$ 338,091	\$ 1,050,000	\$ 565,000	\$ 275,000	\$ 275,000	\$ 315,000

WATER FUND - DEBT & LOAN FUNDED	FY25	FY26	FY27	FY28	FY29	FY30
1 Infrastructure Improvements - WQIP	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
2 PFAS	\$ 4,000,000	\$ 3,000,000	\$ 3,000,000			
3 Lead & Copper Compliance	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000		
4 Water Meters	\$ 3,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	
5 Field Maintenance Building		\$ 50,000	\$ 2,500,000			
6 Highland Street Pump Station Renovation		\$ 75,000	\$ 600,000			
7 Low Zone Booster Pump Station			\$ 100,000	\$ 100,000	\$ 800,000	
8 Charter Oak Improvements			\$ 325,000		\$ 200,000	\$ 2,000,000
9 Dam Repairs & Modifications			\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
10 Globe Hollow Clearwell Overflow Piping				\$ 35,000	\$ 350,000	
TOTAL	\$ 10,000,000	\$ 7,125,000	\$ 10,825,000	\$ 4,435,000	\$ 4,150,000	\$ 3,800,000

PROJECT DESCRIPTIONS

The FY25 proposed budget reallocates all existing reserves into a new set of more general-purpose accounts, which decreases the FY25 capital budget by \$946,909, and reduces subsequent year allocations as well, since the new and more general purpose reserves will be replenished on an as-needed basis.

CASH FUNDED PROJECTS

1. Water Meter Purchases

PROJECT DESCRIPTION: This project will result in the replacement of water meters, associated meter reading equipment, and software systems with updated technology.

JUSTIFICATION Replacing older, less accurate systems will increase revenue and provide better customer service tools for the residents. New technology now available will

allow customers better access to their water usage, increase conservation efforts, and decrease billing complaints due to the legacy system. The last full meter replacement project was completed in 2003 and had a project cost of \$4 million.

IMPACT ON OPERATIONS: Avoidance of revenue loss due to meters slowing down and/or stopping over time and loss of productivity due to system failures, and the mitigation of the existing labor-intensive meter reading system.

2. Vehicles & Heavy Equipment

PROJECT DESCRIPTION: Provides funding for the replacement of vehicles and equipment utilized by various parts of the operation, including Source of Supply, Transmission & Distribution, meters, etc.

CAPITAL IMPROVEMENT PLAN - WATER FUND

JUSTIFICATION: vehicles & heavy equipment must be replaced once their useful life has expired

IMPACT ON OPERATIONS: Reduction of on-going maintenance, related expenses, and repairs.

3. Tank Painting

PROJECT DESCRIPTION: Paint and inspect the distribution storage tanks.

JUSTIFICATION: This appropriation reflects an annual contribution to the tank inspection and painting program. It is based on a 15-year painting cycle and a 5-year inspection cycle. There are a total of ten (10) storage tanks in the distribution system. The repainting program addresses State Dept. of Public Health requirements.

IMPACT ON OPERATIONS: The repainting program minimizes repair costs.



4. Lab Improvements

PROJECT DESCRIPTION: Funds will be used to make interior improvements to the GHWTP laboratory, including to the cabinetry.

JUSTIFICATION: The existing cabinetry and other components of the lab space are original to the building. It is decayed and rusted with leaking sinks.

IMPACT ON OPERATIONS: Maintaining the laboratory space will enable Chemists and other staff to continue to produce reports and ensure compliance with State and Federal regulations regarding the water supply and sewer system.

5. Pump Stations & Well Redevelopment

PROJECT DESCRIPTION: Annual pump replacement(s) and well redevelopment program.

JUSTIFICATION: Annual pump replacements and well redevelopments are required as they lose their efficiency

over time. These are necessary projects to ensure the utility can provide enough water to satisfy system demands.

IMPACT ON OPERATIONS: Reduced power consumption through efficiency gains.

6. New State Road Disinfection Facility

PROJECT DESCRIPTION: Study alternatives and implement a change of the present disinfection strategy at New State Road.

JUSTIFICATION: Ways to reduce the current operating costs associated with the specialized chemical training and required respirator testing will be explored.

IMPACT ON OPERATIONS: No impact anticipated.

7. Siphon Project

PROJECT DESCRIPTION: Replace siphon piping.

JUSTIFICATION: The siphon piping is original to the Treatment Plant, which was built in 1985. The aluminum piping is failing and requires replacement.

IMPACT ON OPERATIONS: No anticipated impact.

8. Abandoned Building Demolition

PROJECT DESCRIPTION: Demolish abandoned buildings to reduce liability.

JUSTIFICATION: Demolish the abandoned buildings at Line Street (planned for FY26) and at Cooper Hill Street (FY27).

IMPACT ON OPERATIONS: Reduced liability.

9. SCADA and Instrumentation

PROJECT DESCRIPTION: Replace Treatment Plant and remote site total communications equipment and PLC (programmable logic controllers).

JUSTIFICATION: Will enable the Department to engineer and design the replacement of an outdated form of communication (phone lines) and non-repairable PLCs. There is a full replacement of PLC and communications at the Treatment Plant and all remote sites planned for FY26.

IMPACT ON OPERATIONS: No impact anticipated.

10. Studies and Consulting

PROJECT DESCRIPTION: Funding for outside consultants to prepare reports on new/upcoming regulations and potential future capital needs.

CAPITAL IMPROVEMENT PLAN - WATER FUND

JUSTIFICATION: Studies and consulting services are needed before most major capital expenditures and for ad-hoc situations that may arise impacting department operations, such as vegetative control (to identify any potential invasive aquatic plants at reservoirs) and leak analyses to identify the reasons for the current levels of non-revenue water.

IMPACT ON OPERATIONS: Will enable the Department to proceed with additional capital projects that may require additional funding.

11. PFAS

PROJECT DESCRIPTION: To investigate best available technology (BAT) and complete design and construction of treatment systems.

JUSTIFICATION: The Water Department is in the process of investing organic and inorganic compound in Wells #5, #6, #7, #8, #10 and #11 in accordance with current proposed regulation. Based on this investigation, BAT for treatment of these chemicals will be established. This project provides the funding necessary to design the treatment facilities and build them.

IMPACT ON OPERATIONS: No anticipated impact.

12. General Maintenance

PROJECT DESCRIPTION: An annual program for general maintenance projects.

JUSTIFICATION: This annual allocation will provide increased flexibility for the Water & Sewer Administrator to direct funding where it is most appropriate. Future projects previously identified include, but are not limited to: the replacement of chlorine analyzers, filter media replacement, exhaust fan replacement, and others.

IMPACT ON OPERATIONS: Maintaining of the treatment plant and other facilities can lead to decreased costs and the avoidance of downtime for certain pieces of equipment.



DEBT FUNDED PROJECTS

1. Infrastructure Improvement – Water Quality Improvement Program

PROJECT DESCRIPTION: Water Main Replacement/ Rehabilitation.

JUSTIFICATION: This is the long-term plan for implementation of the 2007 Water Distribution System Evaluation (WDSE). The WDSE identified projects for the replacement and/or rehabilitation of undersized and/or deteriorated mains at a total cost of \$30.6 million at that time. Most of this work is targeted at mains 4-inches or smaller, mains that are unlined, older than 60 years old, near the end of their useful life and that require upgrading, for hydraulic purposes. Areas covered by this project will be selected in accordance with the prioritization plan set forth in the WDSE.

IMPACT ON OPERATIONS: The water quality improvement program minimizes repair and pumping costs. Undersized and unlined mains result in increased water quality problems, increased pumping costs, the restriction of flow capacity and the limitation of fire protection capabilities.

2. PFAS

PROJECT DESCRIPTION: To investigate best available technology (BAT) and complete design and construction of treatment systems.

JUSTIFICATION: The Water Department is in the process of investing organic and inorganic compound in Wells #5, #6, #7, #8, #10 and #11 in accordance with current proposed regulation. Based on this investigation, BAT for treatment of these chemicals will be established. This project provides the funding necessary to design the treatment facilities and build them.

IMPACT ON OPERATIONS: No anticipated impact.

CAPITAL IMPROVEMENT PLAN - WATER FUND

3. Lead and Copper Compliance

PROJECT DESCRIPTION: Complete materials inventory and conduct replacements of existing lead service lines and galvanized lines.

JUSTIFICATION: To achieve a system with non-lead status and complete the Department's material inventory in compliance with the Revised Lead and Copper Rule.

IMPACT ON OPERATIONS: The faster this project approaches completion, the lower the ongoing costs will be. The number of unknowns, lead lines, and galvanized is directly proportional to the amount of funding needed for mass mailing, sampling, pitchers, and coordination and documentation of said distributions.

4. Water Meters

PROJECT DESCRIPTION: Water Meter and Reading System Replacement

JUSTIFICATION This project will result in the replacement of 16,000 water meters, associated meter reading equipment, and software systems with updated technology. Replacing the older, less accurate system will increase revenue and provide better customer service tools for the residents. New technology now available will allow customers better access to their water usage, increase conservation efforts, and decrease billing complaints due to the legacy system. The last meter replacement project was completed in 2003 and had a project cost of \$4 million.

IMPACT ON OPERATIONS: This project will increase revenue by replacing aging meters that have deteriorating accuracy. The percentage of "unaccounted for" or unmetered water will decrease.

5. Field Maintenance Building

PROJECT DESCRIPTION: Total renovation of pump station, pumps, piping, and controls.

JUSTIFICATION: To design and create drawings and prepare bid documents. Out-year funding is to construct the new pump station once designed. The existing pump station was built in the 1980s, and all past upgrades have been patches to mechanical and piping issues.

IMPACT ON OPERATIONS: **Electrical and operating costs will decrease.**

6. Highland Street Pump Station Renovation

PROJECT DESCRIPTION: Total renovation of pump station, pumps, piping, and controls.

JUSTIFICATION: To design and create drawings and prepare bid documents. Out-year funding is to construct the new pump station once designed. The existing pump station was built in the 1980s, and all past upgrades have been patches to mechanical and piping issues.

IMPACT ON OPERATIONS: Electrical and operating costs will decrease.

7. Low Zone Booster Pump Station

PROJECT DESCRIPTION: Construct a Low Zone Booster Pump Station.

JUSTIFICATION: At times, the Town's surface water sources have experienced drought conditions. During these conditions it may be possible to pump well water from the low zone to the middle zone to reduce the demand from the reservoirs. The request funds a study to site and size a booster pump station from the low zone to the middle zone, to purchase land and design a booster station, and finally to construct a booster station. This project will allow the Department to purchase water from other utilities in times of drought conditions.

IMPACT ON OPERATIONS: By installing this facility, we will not incur the potential costs of portable pump rental and overtime cost to run such a pump. This will reduce the number of instances when the Department must ask for voluntary conservation or mandatory restrictions which result in a reduction of revenue.

8. Charter Oak Improvements

PROJECT DESCRIPTION: Charter Oak Wellfield repairs and improvements.

JUSTIFICATION: Initial funding is to provide engineering services to design a treatment facility consolidating the treatment of Wells #2A, #3 and #4 at one location. The major funding request is to construct a treatment facility.

IMPACT ON OPERATIONS: A new facility will increase operating costs, however it will also provide a higher quality, more reliable source of water to the community and ensure compliance with drinking water standards.

9. Dam Repairs/Modifications

PROJECT DESCRIPTION: Repair Dams to ensure integrity.

JUSTIFICATION: Make repairs to dams as recommended based upon periodic inspections. Also make modifications to structures to comply with future stream flow release regulations.

IMPACT ON OPERATIONS: No impact anticipated.

10. Globe Hollow Clearwell Overflow Piping

PROJECT DESCRIPTION: Install clearwell overflow at the Globe Hollow Water Treatment Plant.

JUSTIFICATION: Initial funding is to design a clearwell overflow piping per the Department of Public Health's recommendation. Subsequent funding is to construct the clearwell overflow piping.

IMPACT ON OPERATIONS: No impact anticipated.

CAPITAL IMPROVEMENT PLAN - SEWER FUND

SUMMARY

		Reallocation of Existing Reserves	FY25	FY26	FY27	FY28	FY29	FY30
SEWER FUND - CASH FUNDED								
1	Manhole Rehabilitation	\$ 48,000		\$ 60,000	\$ 60,000			
2	Vehicles & Heavy Equipment	\$ 635,000		\$ 345,000	\$ 495,000	\$ 265,000	\$ 300,000	
3	General Maintenance	\$ 1,000,000		\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
4	Safety	\$ 250,000		\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
5	SCADA	\$ 45,000						
6	Consulting	\$ 60,000						
7	Lab Improvements (xfer to Water Reserves)		\$ 65,000					
8	Inflow/Infiltration Study	\$ 850,000						
TOTAL		\$ 2,888,000	\$ -	\$ 700,000	\$ 785,000	\$ 495,000	\$ 530,000	\$ 230,000
SEWER FUND - DEBT FUNDED								
			FY25	FY26	FY27	FY28	FY29	FY30
1	Infrastructure Improvements - Sanitary Sewer Improvement Program	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
2	Water Meter and Reading System Replacement	\$ 3,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000		
3	Telemetry System		\$ 300,000					
4	8th District Pump Station Renovation		\$ 100,000	\$ 1,500,000				
5	New Field Maintenance Building		\$ 50,000	\$ 2,500,000				
TOTAL		\$ 4,500,000	\$ 2,950,000	\$ 6,500,000	\$ 2,500,000	\$ 2,500,000	\$ 1,500,000	

PROJECT DESCRIPTIONS

The FY25 proposed budget reallocates all existing reserves into a new set of more general-purpose accounts, which eliminates the need for any additional cash-funded (budgetary) capital funding in FY25, and reduces subsequent year allocations as well, since the new and more general-purpose reserves will be replenished on an as-needed basis.

CASH FUNDED PROJECTS

1. Manhole Rehabilitation

PROJECT DESCRIPTION: Maintaining and waterproofing manholes to protect electrical equipment.

JUSTIFICATION: Flooded manholes prevent access by operators and are causing damage to internal building components. Five manholes (20 manholes) per year based on need will be pumped and sealed to prevent water infiltration.

IMPACT ON OPERATIONS: No impact anticipated.

2. Vehicles and Heavy Equipment

PROJECT DESCRIPTION: Vehicle and heavy equipment replacement program.

JUSTIFICATION: Funds will be used to support the vehicle and heavy equipment replacement program, which allows for the purchase of trucks, trailers, etc. Identified vehicles and equipment up for replacement include a roll-

off truck for the wastewater treatment plant, a maintenance vehicle, Ford F350, Ford F250, and sewer line maintenance vehicles and backhoe acquired from the 8th Utilities District, among others.

IMPACT ON OPERATIONS: Reduction of ongoing maintenance, expenses, and repairs.



3. General Maintenance

PROJECT DESCRIPTION: An annual program for general maintenance projects.

JUSTIFICATION: This annual allocation will provide increased flexibility for the Water & Sewer Administrator to direct funding where it is most appropriate. Upcoming projects identified include, but are not limited to:

CAPITAL IMPROVEMENT PLAN - SEWER FUND

aeration blower service, odor control media replacement, sludge processing replacement parts, UV disinfection replacement parts, grit channel rebuilds, and others.

IMPACT ON OPERATIONS: Maintaining of the treatment plant and other facilities can lead to decreased costs and the avoidance of downtime for certain pieces of equipment.

4. Safety

PROJECT DESCRIPTION: The purchase of safety equipment for maintainers and operators of the WWTP.

JUSTIFICATION: The purchase and maintenance of safety equipment is necessary to protect maintainers and operators, as well as to satisfy OSHA and other regulatory requirements. This regular allocation will support the following projects: emergency eyewash hot water tank, fall protection davits and braces, security cameras, and others as needed.

IMPACT ON OPERATIONS: Fewer injuries and related vacancies.

5. SCADA

PROJECT DESCRIPTION: Support for the supervisory control and data acquisition (SCADA) system for the WWTP.

JUSTIFICATION: Ongoing maintenance and improvements to the computerized systems that coordinate the operation of the water and wastewater plants.

IMPACT ON OPERATIONS: No impact anticipated.

6. Consulting

PROJECT DESCRIPTION: Funding for outside consultants to prepare reports on new/upcoming regulations and potential future capital needs.

JUSTIFICATION: Studies and consulting services are needed before most major capital expenditures and for ad-hoc situations that may arise impacting department operations.

IMPACT ON OPERATIONS: Will enable the Department to proceed with additional capital projects that may require additional funding.

7. Lab Improvements

PROJECT DESCRIPTION: Funds will be used to make interior improvements to the laboratory, including to the cabinetry.

JUSTIFICATION: The existing cabinetry and other components of the lab space are original to the building.

It is decayed and rusted with leaking sinks. This project is split with the Water Fund.

IMPACT ON OPERATIONS: Maintaining the laboratory space will enable Chemists and other staff to continue to produce reports and ensure compliance with State and Federal regulations regarding the water supply and sewer system.

8. Inflow/Infiltration Study

PROJECT DESCRIPTION: Inflow and Infiltration study to find added flow in sewer collection system.

JUSTIFICATION: An inflow and infiltration flow study to find sources contributing to the added flow to the wastewater treatment plant. There is also risk of bypasses affecting the residents and downstream users of the waterways. This project also entails reporting spills to CT DEEP, reporting limit exceedances to the EPA and CT DEEP, and receiving finable notices of violation.

IMPACT ON OPERATIONS: Added flow to the treatment facility is causing excessive costs due to chemicals used for treatment, power consumption, upset of processes, overtime/manpower to manage larger flows, and the maintenance on equipment from added hours.



DEBT FUNDED PROJECTS

1. Infrastructure Improvement – Sanitary Sewer Improvement Program

PROJECT DESCRIPTION: Rehabilitate or replace deficient sewer mains.

JUSTIFICATION: This work is based on the prioritization plan set forth in the Sanitary Sewer Evaluation Study (SSES). The primary criteria for project selection will be

CAPITAL IMPROVEMENT PLAN - SEWER FUND

those areas of high infiltration and inflow. Secondary areas where known problems exist or are in such a deteriorated state the work must be done to maintain the integrity of the system and reduce potential liabilities to the Town. The Department will also work with Public Works projects and do the work the DPW has on its priority list.

IMPACT ON OPERATIONS: This project would reduce operating costs through operational efficiencies; reduce pumping costs and the elimination of treating unnecessary flows at the WWTP and potential backup problems.

2. Water Meter and Reading System Replacement

PROJECT DESCRIPTION: Water meter replacement.

JUSTIFICATION: The replacement of 16,000 water meters, meter reading equipment, and software systems with updated technology. New technology now available will allow customers better access to their water usage, increase conservation efforts, and decrease billing complaints due to the legacy system. The previous meter replacement project was completed in 2003 and had a project cost of \$4 million.

IMPACT ON OPERATIONS: Replacing the older, less accurate system will increase revenue due to the older meters slowing down or stopping over time, avoid the loss of productivity due to system failures and a labor-intensive meter reading system.

3. Telemetry System

PROJECT DESCRIPTION: Planning and updating the telemetry at the WWTP.

JUSTIFICATION: The current telemetry is slow, outdated, and overloaded due to adding the 8th District sewer pump station. This is slowing the radio telemetry signal and the alarms generated in the SCADA (supervisory control and data acquisition) system for the facility and the pump stations. Emergency alarms for things such as power loss and pump blockages must be received instantaneously to avoid sewer spills.

IMPACT ON OPERATIONS: No impact anticipated.

4. 8th District Pump Station Renovation

PROJECT DESCRIPTION: Plan and update the 8th District sewer pump station.

JUSTIFICATION: Funding to begin the process of updating the 8th District sewer pump station to meet regulations. It will be necessary to engineer and update the pump station to include items such as bypass hookups, HVAC, hazardous electrical, flow instrumentation, fix an

unreliable pumping setup, and eliminate a rusting steel wet well for sewage flow.

IMPACT ON OPERATIONS: A reduction in the number of costly emergency calls that can lead to a contractor servicing the outdated pump setup.

5. New Field Maintenance Building

PROJECT DESCRIPTION: Design and build a new garage to meet the needs of Department.

JUSTIFICATION: The existing Water and Sewer field maintenance building was built in 1942. The Department has grown since then to keep up with the maintenance and repair needs of the system. The building is now undersized for the amount of equipment and employees in the department. Half of the trucks and equipment must be parked outside due to the lack of space. which adds to the yearly repair costs and shortens their life expectancy.

IMPACT ON OPERATIONS: Reducing annual repair costs and lengthening life expectancy of vehicles previously stored outside.

CAPITAL IMPROVEMENT PLAN - INFORMATION TECHNOLOGY

SUMMARY

INFORMATION TECHNOLOGY	FY25	FY26	FY27	FY28	FY29	FY30
1 PC Replacement	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
2 Server Replacement	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
3 Switch Replacement	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
4 Network & Security Upgrades	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
5 Camera System Upgrades	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
6 Major Software Upgrades	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
TOTAL	\$ 255,000	\$ 255,000	\$ 255,000	\$ 255,000	\$ 255,000	\$ 255,000

PROJECT DESCRIPTIONS

1. Personal Computer Replacement

PROJECT DESCRIPTION: Planned replacement of personal computers used throughout General Fund departments, except for the Police Department which funds its own p.c. replacement program. Planned replacements are based on p.c. age, applications and condition. The prioritization and schedule of replacements is determined by the Information Systems Department.

JUSTIFICATION: Standardized, planned replacement of personal computers implements several recommendations made in the Management Partners report. Centralization of the funding for replacement minimizes the need for individual departments to make periodic significant expenditures for replacement, and ensures consistency in replacement criteria and types of hardware acquired. The replacement plan assumes the replacement of between 55 and 60 personal computers per year, which will allow for replacement of General Fund computers approximately every four years, with the exception of the Police Department and the Board of Education which fund their own replacement plans.

IMPACT ON OPERATION: As recommended in the Management Partners report, the standardized, planned replacement of personal computers is expected to lower the total cost of ownership.

2. Server Replacement

PROJECT DESCRIPTION: Planned replacement of servers. Servers are shared resources that provide file storage space and run databases and applications for departments. Planned replacements are based on server age and capacity.

JUSTIFICATION: Standardized, planned replacement of servers implements several recommendations made in the Management Partners report. The replacement plan assumes the replacement of 2 to 3 servers per year, based on age and condition. Stand alone servers are incorporated into the virtual environment whenever possible.

IMPACT ON OPERATION: As recommended in the Management Partners report, the standardized, planned replacement of servers is expected to lower the total cost of ownership.

3. Switch Replacement

PROJECT DESCRIPTION: Planned replacement of switches.

JUSTIFICATION: Standardized, planned replacement of switches implements several recommendations made in the Management Partners report.

IMPACT ON OPERATION: As recommended in the Management Partners report, the standardized, planned replacement of switches is expected to lower the total cost of ownership.

4. Information System Network and Security Upgrades

PROJECT DESCRIPTION: Planned replacements or upgrades of software/hardware that provide network access, network management, email, and security (firewall, spam suppression, virus protection). Planned replacements or upgrades will be based upon need and upgrade requirements.

JUSTIFICATION: Upgrades to the network software, hardware and management tools are required to

CAPITAL IMPROVEMENT PLAN - INFORMATION TECHNOLOGY

effectively manage the network resources. Network security upgrades are required to ensure that the Town's data is secured from attacks and viruses. Network improvements include maintaining wireless connectivity and backup equipment.

IMPACT ON OPERATION: Regular upgrades to network software, hardware, management tools, and security minimize downtime and other drains on productivity and minimize the risk of major network problems.

5. Camera System Upgrades

PROJECT DESCRIPTION: Upgrades to camera systems throughout town

JUSTIFICATION: The Town currently operates a number of security cameras in Town buildings and in some outdoor spaces, which occasionally need to be replaced or upgraded, as well as installation of new cameras as deemed necessary.

IMPACT ON OPERATION: Any additional cameras will require periodic maintenance and replacement.

6. Major Software Upgrades

PROJECT DESCRIPTION: Annual contribution to funds set aside for major software upgrades, transitions to new platforms, or adoption of new tools for providing services and communicating with the public.

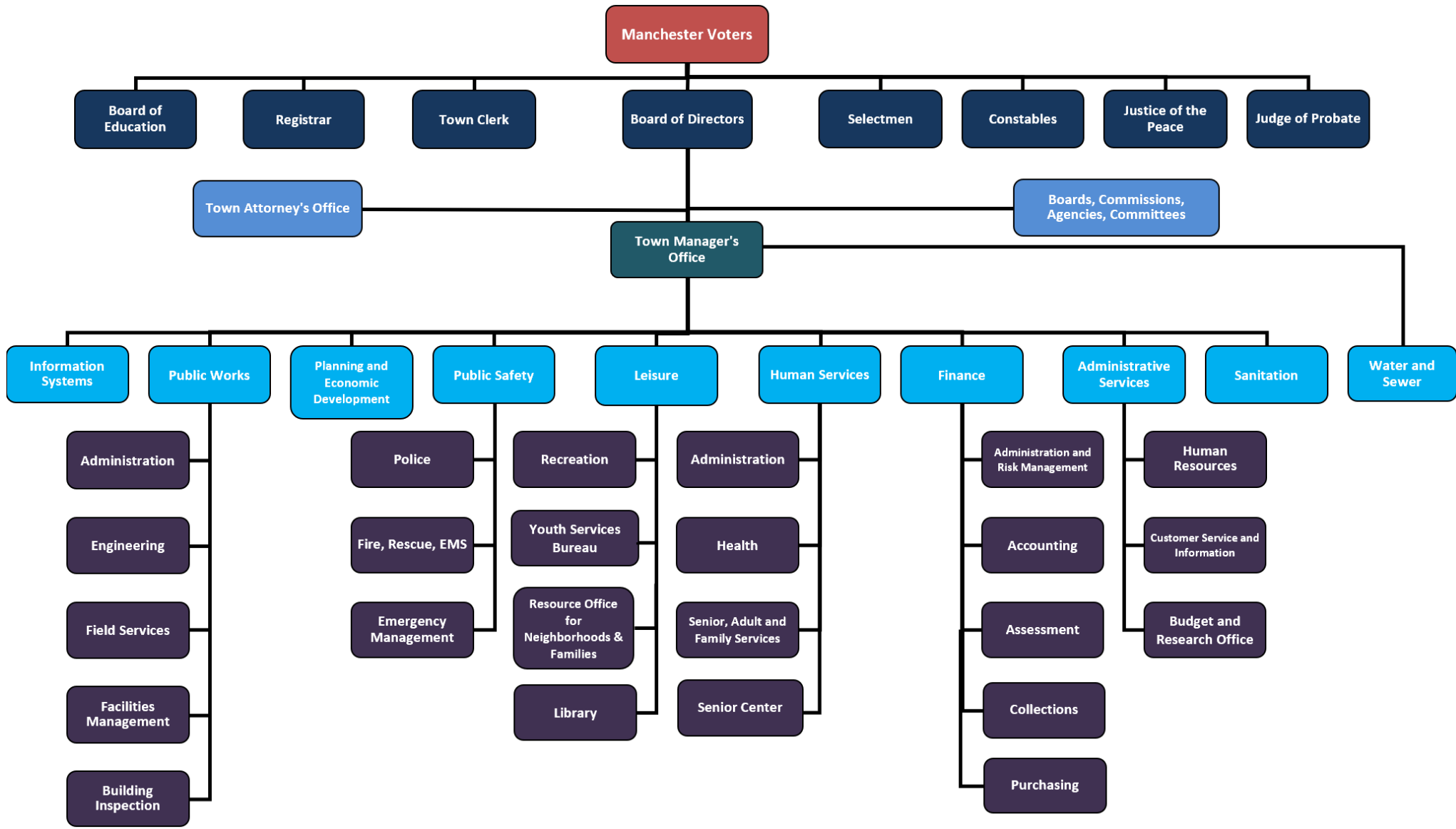
JUSTIFICATION: The Town utilizes a number of major systems and data services throughout the organization. These systems periodically require either updating or replacement & transitioning to a new system, as technology changes, as service needs change, and as IT service providers go in and out of business. These transitions are often costly and in some cases these needs arise with little notice and are critical to continuity of operations.

IMPACT ON OPERATION: Major systems typically have annual license & maintenance fees; replacing systems or adding new ones will have an annual cost to the IS fund and/or other operating departments.

Reference Tables & Appendices

- Organization Chart
- Town Statistics & Demographics
- Economic Information
- Budget Policies & Charter Provisions
- Glossary

ORGANIZATION CHART



Manchester, Connecticut

General

ACS, 2017–2021	Manchester	State
Current Population	59,452	3,605,330
Land Area <i>mi</i> ²	27	4,842
Population Density <i>people per mi</i> ²	2,170	745
Number of Households	24,952	1,397,324
Median Age	37	41
Median Household Income	\$78,598	\$83,572
Poverty Rate	11%	10%

Economy

Top Industries

Lightcast, 2021 (2 and 3 digit NAICS)	Jobs	Share of Industry
1 Government <i>Local Government</i>	10,079	61%
2 Health Care and Social Assistance <i>Social Assistance</i>	4,426	61%
3 Retail Trade <i>General Merchandise Stores</i>	4,052	39%
4 Manufacturing <i>Transportation Equipment Manufacturing</i>	2,237	45%
5 Accommodation and Food Services <i>Food Services and Drinking Places</i>	1,962	95%
Total Jobs, All Industries	28,554	

SOTS Business Registrations

Secretary of the State, August 2023

New Business Registrations by Year

Year	2018	2019	2020	2021	2022
Total	333	400	463	583	622

Total Active Businesses 4,438

Key Employers

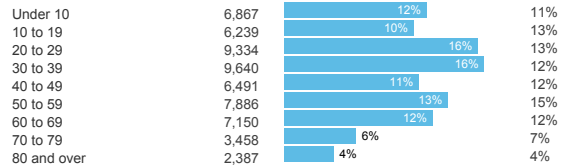
Data from Municipalities, 2023

- Manchester Memorial Hospital/ECHN
- ACMT Aerospace
- Pursuit Aerospace
- FLEX Manufacturing
- Allied Printing

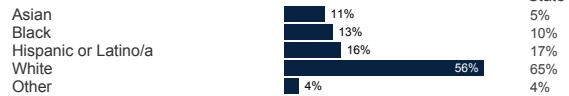
Demographics

ACS, 2017–2021

Age Distribution



Race and Ethnicity

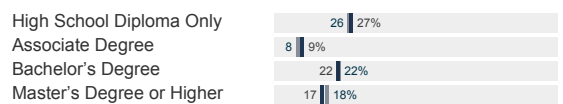


Hispanic includes those of any race. Remaining racial groups include only non-hispanic. 'Other' includes American Indian, Alaska Native, Native Hawaiian, Pacific Islander, two or more races.

Language Spoken at Home



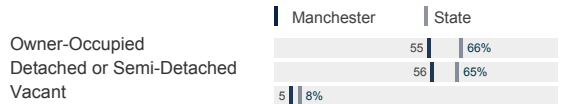
Educational Attainment



Housing

ACS, 2017–2021

	Manchester	State
Median Home Value	\$191,000	\$286,700
Median Rent	\$1,292	\$1,260
Housing Units	26,353	1,527,039



Schools

CT Department of Education, 2022-23

School Districts

School District	Available Grades	Total Enrollment	Pre-K Enrollment	4-Year Grad Rate (2021-22)
Manchester School District	PK-12	6,192	242	86%
Odyssey Community School District	k-8	374	37	
Statewide	-	513,513	19,014	89%

Smarter Balanced Assessments

Met or Exceeded Expectations, 2021-22

School District	Math	ELA
Manchester School District	20%	28%
Odyssey Community School District	41%	52%
Statewide	42%	48%

Manchester, Connecticut

Labor Force

CT Department of Labor, 2022

	Manchester	State
Employed	31,940	1,851,993
Unemployed	1,358	80,470

Unemployment Rate

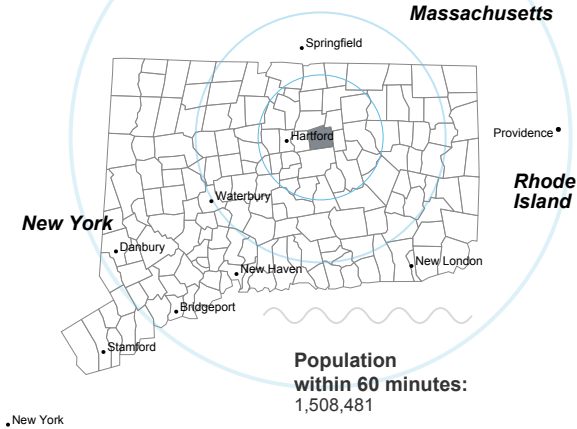


Self-Employment Rate*



*ACS, 2017–2021

Catchment Areas of 15mi, 30mi, and 60mi



Access

ACS, 2017–2021

	Manchester	State
Mean Commute Time *	21 min	26 min
No Access to a Car	7 8%	
No Internet Access	6 9%	

Commute Mode

Public Transport	2 4%
Walking or Cycling	2 3%
Driving	82 86%
Working From Home *	9 10%

Public Transit

CT <i>transit</i> Service	Local, Express, CTfastrak
Other Public Bus Operations	-
Train Service	-

* 5 year estimates include pre-pandemic data

Fiscal Indicators

CT Office of Policy and Management, State FY 2020-21

Municipal Revenue

Total Revenue	\$207,686,000
Property Tax Revenue	\$150,443,000
<i>per capita</i>	\$2,750
<i>per capita, as % of state avg.</i>	86%
Intergovernmental Revenue	\$53,460,000
Revenue to Expenditure Ratio	103%

Municipal Expenditure

Total Expenditure	\$201,774,000
Educational	\$133,588,000
Other	\$68,186,000

Grand List

Equalized Net Grand List	\$6,434,918,381
<i>per capita</i>	\$108,285
<i>per capita, as % of state avg.</i>	67%
Commercial/Industrial Share of Net Grand List	25%
Actual Mill Rate	36.52
Equalized Mill Rate	25.39

Municipal Debt

Moody's Rating (2023)	Aa1
S&P Rating (2023)	AA+
Total Indebtedness	\$124,510,000
<i>per capita</i>	\$2,095
<i>per capita, as % of state avg.</i>	77%
<i>as percent of expenditures</i>	62%
Annual Debt Service	\$14,678,000
<i>as % of expenditures</i>	7%



Search AdvanceCT's **SiteFinder**, Connecticut's most comprehensive online database of available commercial properties.
advancect.org/site-selection/ct-sitefinder

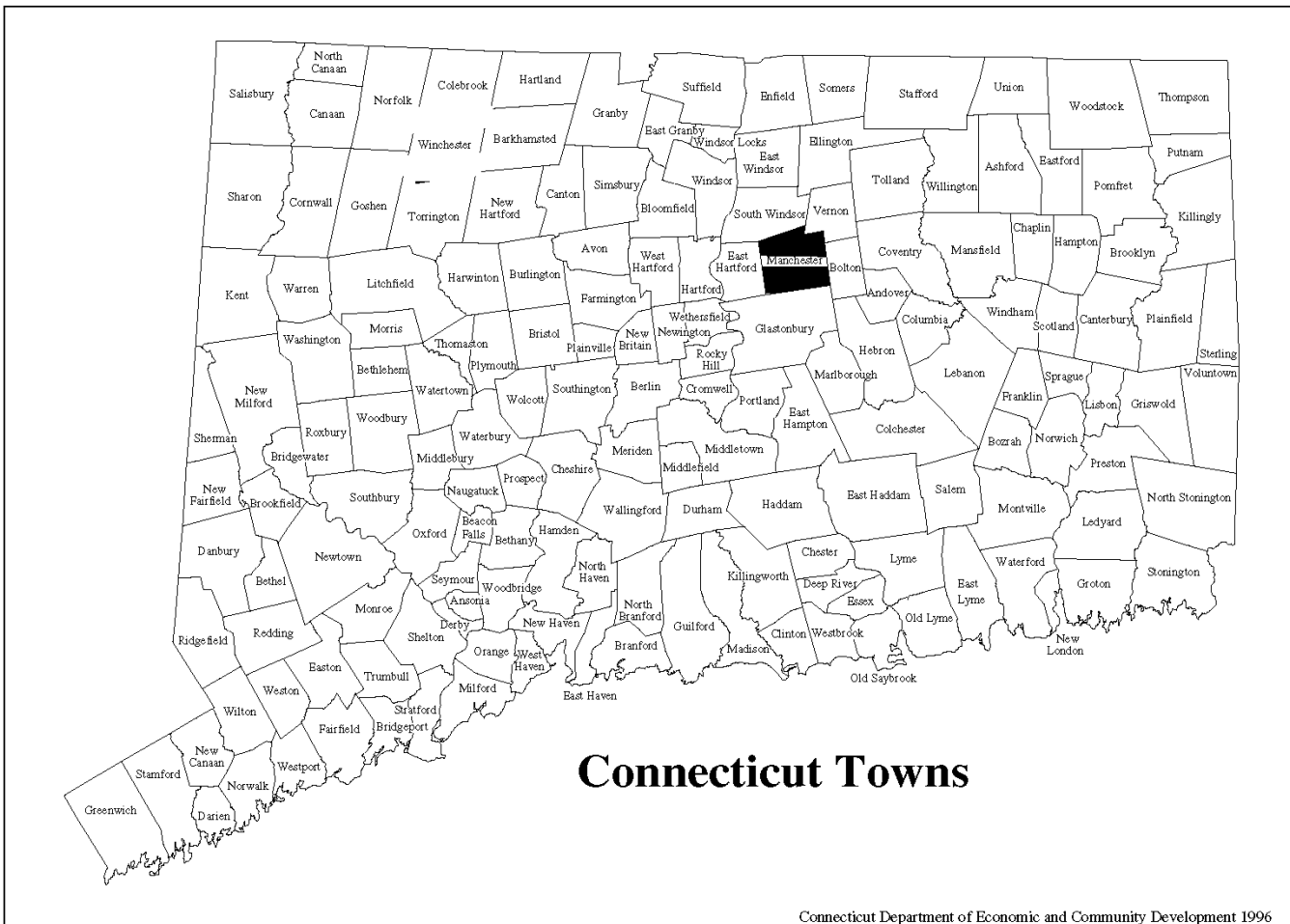
About Town Profiles

The Connecticut Town Profiles are two-page reports of demographic and economic information for each of Connecticut's 169 municipalities. Reports for data are available from profiles.ctdata.org

Feedback is welcome, and should be directed to info@ctdata.org

These Profiles can be used free of charge by external organizations, as long as *AdvanceCT* and *CTData Collaborative* are cited. No representation or warranties, expressed or implied, are given regarding the accuracy of this information.

ECONOMIC INFORMATION



The Town of Manchester covers 27.2 square miles in the Connecticut River Valley nine miles east of Hartford. It was settled in 1672 and incorporated as a town in 1823. It is bordered by Glastonbury on the south, East Hartford on the west, and South Windsor, Vernon, and Bolton on the north and east.

The Town has two major interstate highways that serve the community. Interstate I-84 (New York, Hartford, Boston) and I-384 (Hartford and Providence) join in Manchester and are connected to Interstate I-91 (New Haven, Hartford, Montreal) by the 6.4-mile I-291 connecting expressway. Bradley International Airport is less than a twenty-minute drive from the Town. Direct rail freight service is available via Connecticut Southern Railroad. Commuter bus service provided by Connecticut Transit to Hartford is available along with commuter parking lots.

The Town is a first tier suburban community with a diverse industrial, service and commercial tax base. Manchester continues to maintain a strong and diverse local economy during this period of sluggish state economic growth. The healthcare, aerospace, retail, wholesale trade, finance and insurance industries each have a major regional presence here. Historically an industrial center, Manchester's roughly 100 manufacturing firms include precision machining, plastics molding, metals fabricating and coating, and commercial printing operations. The location of Manchester Memorial Hospital in central Manchester provides a hub for almost 200 of our health care and social service establishments. Because of the Town's exceptional location relative to I-84, I-384, and I-91, all of which converge in the

ECONOMIC INFORMATION

Town, it is a preferred location for warehouse and distribution businesses and for regional retail and service establishments. Manchester's warehouse/ distribution tenants include the J. C. Penney Northeast Warehouse Fulfillment Center, Raymour and Flanigan and Hartford Distributors, as well as many smaller materials handling or freight forwarding businesses. Strong finance, banking, insurance, and real estate sectors anchor the historic downtown and other smaller business districts. The business services sector includes accountants, attorneys and other consulting services. In 2017, Bob's Discount Furniture opened a new, 103,000 sf corporate headquarters in Manchester housing over 200 employees. Lydall Inc., and Fuss & O'Neill are among other companies headquartered in Manchester.

Manchester's major employers include the Town and Board of Education at 1,888 employees; Manchester Memorial Hospital at 1,680 employees; Allied Printing at 357 employees; Paradigm at [350]; J.C. Penney Company at 250 employees; Manchester Community College at 280 employees; Home Depot at 300 employees; and Big Y World Class Market at 300 employees. Overall, approximately 33,062 people are employed in Manchester.

The Buckland Hills area lies at the merge of I-84 and I-291 and is a regional center for retail, service, and industrial business. The Buckland Industrial Park is home to J. C. Penney and other industrial and manufacturing firms. Over 3.7 million square feet of retail space makes Buckland Hills one of the largest retail centers in New England. The area serves a market of approximately 20 miles and a market population of over 300,000 people. Major retailers in the area include the Shoppes at Buckland Hills regional mall, anchored by Macy's, Sears, Dick's Sporting Goods, and Barnes and Noble. Other retailers include Wal-Mart; Home Depot; BJ's Wholesale Club; and Best Buy, to name but a few. Buckland Hills is also home to over 15 full service restaurants, approximately 500 hotel rooms, numerous entertainment venues including a multi-screen movie theater, and roughly 2,000 apartment units.

Manchester is a leader in the region with 8 million square feet of rentable industrial space. The 333 acre Manchester Business Park and 340 acre Buckland Industrial Park anchor a mature and diverse industrial market complimented by continued rehabilitation and reuse of existing spaces. Hydrofera, a medical sponge company, opened a new million-dollar production facility in the Manchester Business Park in 2017. Some industrial land remains available near I-291 and opportunities for building expansion exist as well. Manchester's available land and buildings, highway access, full complement of municipal services and utilities, and availability of public transportation will continue to make us a strong location for new business locations and expansions.

The Town experienced one of its largest periods of growth in the early 19th century industrial age, when the community developed neighborhoods around central business districts and industrial villages. As a result, the Town has a wide variety of housing types and neighborhoods including historic housing built in the Victorian era, streetcar suburban neighborhoods, post-World War II neighborhoods, and suburban developments from the 1960's through today. Single-family homes, condominiums, and market-rate rental apartments are all part of the residential and neighborhood mix. There are approximately 25,290 housing units with an estimated residential population in 2017 of 58,172 people.

Overview of the Budget Process

The Budget is prepared in accordance with Chapter 5 of the Town of Manchester Charter as amended most recently in 2008 and the Special Acts of the Connecticut General Assembly, 1974. The budget process, as guided by the Town Charter is as follows:

1. By February 14 of each year, the Board of Education and all departments must submit their budget requests to the General Manager.
2. The General Manager submits a recommended budget to the Board of Directors by March 13.
3. A public hearing on the budget recommended by the General Manager is held no later than March 23.
4. The Board of Directors adopts a budget no later than April 17.
5. Not later than 10 days following budget adoption, if a petition is signed by over 7% of Manchester registered voters, then a referendum will be held within 35 days of the budget adoption to accept or reject the budget.
6. If a referendum is held and the budget is rejected, with at least 15% voter turnout, then the Board of Directors shall revise the adopted budget.
7. The new fiscal year begins on July 1.

Budget Preparation & Adoption

The Budget is prepared in accordance with sections of Section 3-13 and Chapter 5 of the Town of Manchester Charter and Special Acts of the Connecticut General Assembly, 1974.

Sec. 5-2(a). Preparation.

The Town Manager shall prepare and, not later than March 13 of each year, shall submit to the Board of Directors a tentative budget for the ensuing fiscal year and an explanatory budget message. Such tentative budget shall, where possible, include a statement of receipts during the last completed fiscal year, the receipts for the first six (6) months of the current fiscal year, an estimation of receipts for the entire fiscal year and an estimation of receipts during the ensuing fiscal year, all itemized in accordance with a classification approved by the Board of Directors. Such budget shall also, where possible, include a statement of the expenditures during the completed fiscal year, the expenditures during the six (6) months of the current fiscal year, an estimation of the expenditures for the entire current year, the appropriations

requested and the recommendations of the Town Manager, as itemized by departments and in accordance with a classification by object of expenditure approved by the Board of Directors. Said budget message shall state the reason for any material increase or decrease in the estimate for the coming year of any item of receipts or expenditures from that for the current fiscal year. The Board of Education and each office, department and agency of the Town which requires an appropriation shall, not later than February 14 of each year, submit to the Town Manager a request for an appropriation for the ensuing year in accordance with a form prescribed by the Town Manager and shall furnish the Town Manager with such further information as to receipts and expenditures as the Town Manager shall require. The request for an appropriation filed by the Board of Education with the Town Manager shall be accompanied by a copy thereof for each member of the Board of Directors. Within three (3) days of filing the request for an appropriation, the Chair of the Board of Education may submit a letter to the Town Manager requesting joint meeting of the two (2) Boards for the purpose of discussing the appropriation request of the Board of Education and the recommendations of the Town Manager. If the Chair of the Board of Education requests this initial joint meeting, the joint meeting shall be held not later than five (5) days before the Town Manager submits a tentative budget to the Board of Directors. Following the submittal of the Town Manager's tentative budget, but not later than seven (7) days before the adoption of the final budget, a mandatory joint meeting of the two (2) Boards shall be held for the purpose of presenting and discussing the appropriation request of the Board of Education.

Sec. 2(d) Definition.

[Amended by referendum 11-8-1960; amended by referendum 10-5-1964; amended by referendum 11-5-1996]

For the purpose of this chapter, "capital improvement program" means a priority schedule of any and all necessary municipal capital improvements projected for a period of not less than six (6) years and so prepared as to show the general description, location and estimated cost of each individual capital improvement and including the proposed method of financing; "capital improvement" means a major improvement or betterment of a nonrecurring nature to the physical plant of the municipality as differentiated from ordinary repairs or maintenance of a recurring nature or the acquisition of any specific item of capital equipment.

Sec. 5-3. Publication.

The budget and budget message and all supporting data shall be a public record in the office of the Town Manager and shall be open to inspection at any reasonable time by any elector or taxpayer. The Town Manager shall cause a summary of the tentative budget and budget message to be advertised in the same manner as provided for giving notice of a public hearing in § 3-8 of this Charter. The third such advertisement of the tentative budget and budget message shall appear not later than March 18 of each year.

Sec. 5-4. Public hearings.

The Board of Directors shall hold a public budget hearing not later than March 23 of each year at which any elector or taxpayer may have an opportunity to be heard. The Board of Directors shall determine the date of the hearing and shall cause a notice of the hearing to be published in a newspaper having a general circulation in the Town not less than three (3) times and not less than five (5) days prior to the date of the hearing. The hearing may be adjourned from time

to time by the Board of Directors as it shall deem necessary.

Sec. 5-5. Consideration by the Board.

After the conclusion of the public hearing the Board of Directors shall continue its consideration of the tentative budget. The Board of Directors may revise any of the estimates of receipts or of expenditures for the ensuing fiscal year except that before inserting any new item of expenditure or increasing any item of expenditure either over the amount requested by any department or recommended by the Town Manager, whichever amount shall be greater, it must call another public hearing, giving notice of such hearing in the same manner as provided for giving notice of a public hearing in § 3-8 of this Charter. The notice of such hearing shall state the nature of the proposed additions or increases.

Sec. 5-6. Adoption.

The Board of Directors shall convene to vote on the adoption of a final budget not later than April 17 of each year. Should the Board of Directors take no final action to adopt the budget on or before May 17 of each year, the tentative budget submitted by the Town Manager shall be deemed to have been finally adopted by the Board of Directors, and it shall be the legal budget of the Town for the fiscal year ensuing, unless a petition for a budget referendum shall be filed and certified in accordance with § 3-13.

Sec. 5-7. Certification.

A copy of the budget as finally adopted shall be certified by the General Manager and recorded in a book kept for that purpose in the office of the Town Clerk. From the date of the beginning of the fiscal year the several amounts stated in the budget as proposed expenditures shall be and become appropriated to the several objects and purposes therein named.

Sec. 5-11. Expenditure prohibited.

No officer, employee, department or agency of the Town shall expend or contract to expend any money in excess of the amount appropriated for that office or department and for that general classification of expenditure. Any contract made in violation of this provision shall be null and void.

Sec. 5-11(a). Appropriation of gifts or other aid.

Any gift, contribution, income from trust funds, or other aid or income from any private source or from the federal or state governments, which is carried upon the records of the Town or is received after July 1, 1968, shall be entered upon the records of the General Fund in a manner recommended by the General Manager and approved by the Board of Directors. When so recorded, such amounts shall be deemed to be appropriated to the purposes of such gift, contribution or other aid or income.

Sec. 5-12. Lapse of appropriation.

All appropriations shall lapse at the end of the fiscal year to the extent that they shall not have been expended or lawfully encumbered excepting any funds appropriated to a reserve fund for capital and nonrecurring expenditures as authorized by Chapter 108 of the General Statutes and excepting any funds appropriated under the provisions of § 5-11(a) of this Charter.

Budget Referendum

Sec. 3-13. Petition for budget referendum.

If, not later than ten days after adoption of the budget in accordance with § 5-6, a petition signed by not less than seven percent of the electors of the Town, as determined from the latest official lists of the Registrars of Voters, is filed with the Town Clerk, to reject the budget adopted by the Board of Directors, the Town Clerk shall, within ten days thereafter, fix the day and place of a special Town election to vote on the petition to reject the adopted budget, and certify the same to the General Manager, and such election shall be called and held in accordance with the provisions of the General Statutes and this Charter for calling and holding a Town election. The day of such special election shall be not more than 35 days after the date of adoption of the budget.

The petition for budget referendum shall be in substantially the following form and shall be approved by the Town Clerk in accordance with section 79 of the General Statutes before circulation:

WARNING: ALL SIGNATURES SHALL BE IN INK OR INDELIBLE PENCIL

We, the undersigned electors of the Town of Manchester, present this petition requesting that the following question be referred to the voters at a referendum: "Shall the annual budget adopted by the Board of Directors on (here insert date of adoption) take effect as adopted?" We certify that we are electors of the Town of Manchester, residing at the addresses set opposite our names, and that we have not signed this petition more than once.

SIGNATURE PRINTED NAME NUMBER STREET

At the referendum, the electors shall choose one of the following three responses to the ballot question:

- Yes.
- No; the adopted budget is too high.
- No; the adopted budget is too low.

If a majority of the votes cast in the referendum are "Yes," or if the total number of votes cast in the referendum is less than 15% of the number of electors of the Town as determined from the latest official lists of the Registrars of Voters, the adopted budget shall take effect in accordance with the provisions of Chapter 5.

Provided that the total number of votes cast in the referendum is 15% or more of the number of electors of the Town, a combined "No" vote by a majority of the electors voting shall reject the adopted budget and require the Board of Directors to adopt a revised budget.

If the adopted budget is rejected, the Board of Directors shall, within seven days after the special election, adopt a revised budget, which may be less or greater than the adopted budget,

BUDGET POLICIES, STATUTES & CHARTER PROVISIONS

as the Board shall deem appropriate based on the results of the referendum. The revised budget shall take effect in accordance with the provisions of Chapter 5.

There shall be no more than one budget referendum in any year.

Balanced Budget Requirement

The Town Charter requires that the adopted budget be in balance. A balanced budget is one in which revenues are equal to expenditures.

Sec. 5-10. Tax rate.

The Board of Directors, at the meeting wherein the final budget is adopted in accordance with §5-6 of this chapter, shall also fix a tax rate which shall be sufficient, together with estimated receipts from other sources, to equal the sum of all appropriations which have been made, including any deficit from the prior year. This section shall not be construed to prevent the issuing of bonds to finance public improvements.

Budget Additions, Amendments & Transfers

The Town Charter provides for additions and amendments to the budget as follows:

Sec. 5-8. Additions.

Whenever the Board of Directors shall deem it necessary and in the best interests of the Town to do so, it may, by majority vote of all its members, make additional appropriations to the Board of Education or to any office, department or agency of the Town government and may make appropriations for purposes not included in the final budget but only after a public hearing to be advertised in the same manner as provided for giving notice of a public hearing in § 3-8 of this Charter. At such hearing any elector or taxpayer of the Town may have an opportunity to be heard. Whenever any such additional or new appropriation increases the total of the expenditure side of the budget, additional means of financing in a like amount shall be provided in such manner as may be determined by the Board of Directors.

Within the offices, departments and agencies, transfers may be made among accounts according to the Administrative Budget Transfers Policy:

Definitions:

Budget transfer: Any transfer of funds between appropriation accounts which results in an increase in the appropriated amount for one account and a decrease in a like amount in another account.

Administrative budget transfer: A budget transfer between appropriation accounts that does not require Board of Directors approval.

Reclassification: A journal entry that changes the account(s) to which a previous revenue or expenditure entry was applied.

Purpose:

The Administrative Budget Transfer Policy is a budget management and internal control tool. The policy and process will ensure that plans for addressing changing financial circumstances or operations are in place in advance of the financial impact of those changes.

Budget transfers may be necessary for any one of several reasons. At times, objectives may be realigned requiring a corresponding realignment of resources. Transfers may also be needed as a result of actual expenditures varying significantly from original estimates.

Required Approvals:

Transfers between classifications specified in the Budget Resolutions adopted by the Board of Directors require Board approval. For example, a transfer from the General Fund Contingency account in Fixed/Miscellaneous to an operating department account requires Board approval.

Administrative budget transfers occur between accounts within an operating department and do not require Board approval. They can be carried out administratively, requiring review and approval by the Budget and Research Office, the Accounting Office and, depending on the dollar amount, the General Manager.

1. Administrative Budget Transfers of less than \$10,000:

Required approvals:

- Department Head – Requesting authority
- Budget and Research Office – Review authority
- Accounting Office – Implementation authority

2. Administrative Budget Transfers of \$10,000 or more:

Required approvals:

- Department Head – Requesting authority
- Budget and Research Office – Review authority
- Accounting Office – Implementation authority
- General Manager – Approval

Requests for Administrative Budget Transfers

Requests for administrative budget transfers are to be made using the Munis Budget Transfers and Amendments function. The approval process will be carried out through the Munis workflow function.

Approval of administrative budget transfers will generally be limited to those that occur within the same category of expenditure accounts (such as transfers between two different supplies accounts). In some cases, transfers between expenditures in different categories may be requested after consultation with the General Manager and/or Budget and Research Officer.

Budget Preparation & Adoption

The Town Charter sets out the process and requirements for capital improvement planning.

Sec. 5-2(b). Submission to Board of Directors.

The Manager shall prepare and submit to the Board of Directors a six-year capital improvement program as part of the tentative budget.

Sec. 5-2(c). Contents.

The capital improvement program shall include:

- (1) A clear general summary of its contents;
- (2) A list of all capital improvements for the Town including capital improvements of the Board of Education which are proposed to be undertaken during the six (6) fiscal years next ensuing with appropriate supporting information as to the necessity for such improvements;
- (3) Cost estimates, methods of financing, and recommended time schedules for each such improvement; and
- (4) The estimated annual cost of operating and maintaining the facilities to be constructed or acquired.

The above information shall be revised and extended each year with regard to capital improvements still pending or in process of construction or acquisition.

Sec. 5-2(d). Definition.

For the purpose of this chapter, “capital improvement program” means a priority schedule of any and all necessary municipal capital improvements projected for a period of not less than six (6) years and so prepared as to show the general description, location and estimated cost of each individual capital improvement and including the proposed method of financing; “capital improvement” means a major improvement or betterment of a nonrecurring nature to the physical plant of the municipality as differentiated from ordinary repairs or maintenance of a recurring nature or the acquisition of any specific item of capital equipment.

Debt Policy

Bond Authorization

Bond authorization requires approval by a majority vote of all members of the Board of Directors. The Town Charter provides that all capital projects that are financed by the issuance of bonds or notes in anticipation of bonds must be approved by the voters of the Town at a regular or special election.

Sec. 5-25. Borrowing for capital improvements.

To finance all or any part of the expense of any capital project which the Town may lawfully construct or acquire, the Town may incur indebtedness by issuing its negotiable bonds, or notes in anticipation of bonds, subject to the limitations of the General Statutes. Such bonds shall be authorized by a majority vote of all the members of the Board of Directors. No bonds or notes in anticipation of bonds shall be issued, however, until the project for which the bonds or notes are to be issued has been favorably acted upon by the voters of the Town at any regular or special election duly warned for that purpose. The question to be voted upon at such election shall include a statement of the project and the estimated amount of expenditure, and no bonds or notes shall be issued for any project in excess of said estimate of expenditure. Whenever the actual cost of such a project is determined to be less than the amount derived from the sale of bonds approved for that purpose, all excess moneys remaining therefrom shall be applied to the retirement of said bonds, either to principal or interest or both. Whenever such a project has been approved and undertaken, all expenditures of funds and all purchases and contracts shall be accounted for and made in accordance with the provisions of this Charter pertaining to the accounting for and expenditure of budgeted funds. Nothing in this section shall be construed to limit or restrict the powers of the Town conferred under Chapter 38 of the General Statutes, entitled "Municipal Reserve Fund."

Maturities

General obligation bonds (serial and term) are required to be payable in maturities wherein a succeeding maturity may not exceed any prior maturity by more than fifty percent or aggregate annual principal and interest payments must be substantially equal, except for refunding bonds that result in net present value savings. The term of the issue may not exceed twenty years, except in the case of sewer bonds which may mature in up to thirty years.

Temporary Financing

When general obligation bonds have been authorized, bond anticipation notes may be issued maturing in not more than two years (CGS Sec. 7-378). Bond anticipation notes may be renewed up to eight years from their original date of issue as long as all project grant payments are applied toward payment of temporary notes when they become due and payable and the legislative body schedules principal reductions by the end of the third and each subsequent year thereafter in an amount equal to a minimum of 1/20th (1/30th for water and sewer projects) of the estimated net project cost (CGS Sec. 7-378a). The term of the bond issue is

reduced by the amount of time temporary financing exceeds two years, or, for sewer projects, by the amount of time temporary financing has been outstanding.

Bond anticipation notes must be permanently funded no later than eight years from the initial borrowing date except for sewer notes issued in anticipation of State and/or Federal grants. If a written commitment exists, the municipality may renew the notes from time to time in terms not to exceed six months until such time that the final grant payments are received (CGS Sec. 7-378b).

Temporary notes may also be issued for up to fifteen years for certain capital projects associated with the operation of a waterworks system (CGS Sec. 7-244a) or a sewage system (CGS Sec. 7-264a). In the first year following the completion of the project(s), or in the sixth year (whichever is sooner), and in each year thereafter, the notes must be reduced by at least 1/15 of the total amount of the notes issued by funds derived from certain sources of payment. Temporary notes may be issued in one year maturities for up to fifteen years in anticipation of sewer assessments receivable, such notes to be reduced annually by the amount of assessments received during the preceding year (CGS Sec. 7-269a).

Limitation of Indebtedness

State statutes also limit the total amount of indebtedness municipalities may incur in various categories of debt (CGS Sec. 7-374). Municipalities shall not incur indebtedness through the issuance of bonds which will cause aggregate indebtedness by class to exceed the following:

- General Purposes: 2.25 times the annual receipts from taxation
- School Purposes: 4.50 times the annual receipts from taxation
- Sewer Purposes: 3.75 times the annual receipts from taxation
- Urban Renewal Purposes: 3.25 times the annual receipts from taxation
- Pension Obligation Purposes: 3.00 times the annual receipts from taxation

In no case however, shall total indebtedness exceed seven times the base (annual receipts from taxation).

Investment of Town Funds

Investment of Town funds are made pursuant to Connecticut General Statutes Section 7-400.

Sec. 7-400. Investment of funds. The treasurer of any municipality, as defined in section 7-359, upon approval by the budget-making authority, as defined in said section, of any metropolitan district, of any regional school district, of any district as defined in section 7-324, and of any other municipal corporation or authority authorized to issue bonds, notes or other obligations under the provisions of the general statutes or any special act may invest the proceeds received from the sale of bonds, notes or other obligations, or other funds, including the general fund, as hereinafter provided:

BUDGET POLICIES, STATUTES & CHARTER PROVISIONS

(1) In (A) the obligations of the United States of America, including the joint and several obligations of the Federal Home Loan Mortgage Corporation, the Federal National Mortgage Association, the Government National Mortgage Association, the Federal Savings and Loan Insurance Corporation, obligations of the United States Postal Service, all the federal home loan banks, all the federal land banks, all the federal intermediate credit banks, the Central Bank for Cooperatives, The Tennessee Valley Authority, or any other agency of the United States government, or (B) shares or other interests in any custodial arrangement, pool or no-load, open-end management-type investment company or investment trust registered or exempt under the Investment Company Act of 1940, 15 USC Section 80a-1 et seq. as from time to time amended, provided (i) the portfolio of such custodial arrangement, pool, investment company or investment trust is limited to obligations described in subparagraph (A) of this subdivision and repurchase agreements fully collateralized by any such obligations; (ii) such custodial arrangement, pool, investment company or investment trust takes delivery of such collateral either directly or through an authorized custodian; (iii) such custodial arrangement or pool is managed to maintain its shares at a constant net asset value or such investment company or investment trust is rated within one of the top two credit rating categories and, for any investment company or investment trust not managed to maintain its shares at a constant net asset value, within one of the top two risk rating categories of any nationally recognized rating service or of any rating service recognized by the Banking Commissioner; and (iv) the municipal corporation or authority only purchases and redeems shares or other interests in such investment company or investment trust through the use of, or the custodian of such custodial arrangement or pool is, a bank, as defined in section 36a-2, or an out-of-state bank, as defined in said section, having one or more branches in this state.

(2) In the obligations of any state of the United States or of any political subdivision, authority or agency thereof, provided that at the time of investment such obligations are rated within one of the top two rating categories of any nationally recognized rating service or of any rating service recognized by the Banking Commissioner.

(3) In the obligations of the state of Connecticut, or any regional school district, town, city, borough or metropolitan district in the state of Connecticut, provided that at the time of investment the obligations of such government entity are rated within one of the top three rating categories of any nationally recognized rating service or of any rating service recognized by the Banking Commissioner.

Description of Funds Subject to Appropriation

General Fund – The primary operating fund of the Town. This fund is used to account for all financial transactions and resources except those required to be accounted for in another fund. Revenues are derived primarily from property taxes, state and federal grants, licenses, permits, charges for service, and interest income. The operations and expense centers included in the General Fund are:

BUDGET POLICIES & CHARTER PROVISIONS

- 1) General Government
 - a) Board of Directors
 - b) General Manager
 - c) Budget & Research
 - d) Human Resources
 - e) Customer Service & Information
 - f) Finance
 - g) Accounting
 - h) Assessment
 - i) Collection
 - j) Purchasing
 - k) Planning and Economic Development
 - l) Town Clerk
 - m) Registrar of Voters
 - n) Town Attorney
 - o) Probate Court
- 2) Public Works
 - a) Administration
- 3) Public Safety
 - a) Police
 - b) Fire, EMS & Emergency Management
- 4) Human Services
 - a) Administration
 - b) Health
 - c) Senior, Adult and Family Services
 - d) Senior Center
- 5) Leisure & Family Services
 - a) Recreation
 - b) Youth Service Bureau
 - c) Neighborhoods and Families
- 6) Library
- 7) Education
- 8) Fixed Costs, Miscellaneous, and Debt Service

Enterprise Funds – Account for operations that are financed in a manner similar to private business enterprises, where the intent is that costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The three enterprise funds in the Town of Manchester are the Water, Sewer, and Sanitation funds.

Information Systems Fund – Accounts for the financial operations of the central information systems facility. Information Systems provides services to other departments on a cost-reimbursement basis.

Special Services District Fund – Accounts for the financial operations of the special downtown business district. The District adopts its own budget and the Board of Directors sets the mill rate for the Special Services District Fund.

The Town's audited financial statements include the Town's self-insurance funds, special revenue funds, and other un-appropriated funds not included in the budget document.

Basis of Budgeting

All budgets are prepared on the modified accrual basis. Under this basis of budgeting, revenues are only included if they will be measurable and available during the fiscal period. Expenditures are included if the obligation to pay will occur during the fiscal period, even if the actual cash outlay does not occur within the fiscal period. For debt service and certain other long-term liabilities, only the portion that is due within the fiscal period is included.

The basis of accounting used for budgetary purposes differs from that which is used in the audited financial statements. The audited financial statements are reported in accordance with generally accepted accounting principles (GAAP). Therefore, government-wide financial statements, proprietary fund and pension fund financial statements are reported using the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Governmental fund financial statements are reported using the modified accrual basis of accounting. This basis recognizes revenues as soon as they are both measurable and available (defined as being collected within 60 days of the end of the fiscal year). Most expenditures are recognized when a liability is incurred; however certain specific expenditures (debt service, compensated absences and claims/judgments) are recorded only when payment is due.

For the Town of Manchester, the specific differences between the modified accrual/accrual basis used in the financial statements and the budgetary basis of accounting are as follows:

- State of Connecticut “on-behalf” contributions are made to the Connecticut Teachers’ Retirement System for Town teachers. These contributions are not included in the budget; however, they are included in both revenue and expenditures on a GAAP basis.
- For budgetary purposes, encumbered amounts are treated as expenditures (i.e. purchases and commitments are reported as expenditures when ordered). The GAAP basis of accounting does not recognize encumbrances as expenditures until the items purchased are actually received.

A formal Budget-to-GAAP reconciliation is included in the Town’s comprehensive annual financial report

GLOSSARY OF TERMS

A

Account: a term used to describe an accounting code within any given organizational unit that is designated for specific types of expenses or revenues (e.g. "Regular Employee Salary," "Professional Development," "Equipment," etc.). Referred to as an Object Code in Manchester's accounting system.

Accounting System: Records and procedures which record, classify, and report information on the financial position and operation of the Town of Manchester. (See also: Munis)

Action Plan: A strategy or set of strategies that are applied towards meeting performance measurement targets.

Appropriation: An authorization made by the legislative body of a government that permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

ARPA: American Rescue Plan Act, a Federal grant program which provided Manchester with \$24,985,218.92 in funding, which can be used for services and programs qualifying within several allowable spending categories, provided funds are allocated by 12/31/24 and spent by 12/31/26.

Assessed Valuation: A valuation of real estate and certain personal property by the Town Assessor as a basis for levying property taxes. The assessed value of any property is set at 70% of its market value. The 70% assessment ratio is the same throughout Connecticut and is required by state law.

Asset: Resource held by the Town which has a monetary value.

Audit: A comprehensive investigation of the manner in which the government's resources were actually utilized; conducted by an independent accounting firm on an annual basis.

B

Balanced Budget: A budget in which revenues are equal to expenditures.

Board of Directors: The nine-person elected legislative body of the Town, which includes the Mayor.

Bond: A written promise to pay a specified sum of money (called principal or face value) at a specified future date (called the maturity date[s]) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt.

Budget Document: The official written statement prepared by the budget office and supporting staff which presents the proposed budget to the legislative body. Following adoption, the proposed budget is revised to reflect changes made by the legislative body and is published as the Adopted Budget.

Budget Message: A general discussion of the proposed budget presented in writing as a part of or supplemental to the budget document. The budget message explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the chief executive.

C

Capital Asset: A physical asset that has useful life of more than one year and a value of \$5,000 or more.

Capital Expenditure: An expenditure that acquires, improves, expands, replaces or extends the life of a capital asset.

Capital Improvement: A major improvement or betterment of a nonrecurring nature to the physical plant of the town as differentiated by ordinary repairs or maintenance of a recurring nature or the acquisition of any specific item of capital equipment.

Capital Improvement Plan: A multi-year plan used to coordinate the financing and timing of capital asset replacements and improvements, usually covering a six-year period.

CCM: Connecticut Conference of Municipalities. A state-wide association of towns and cities, which provides a variety of services to its member municipalities including research, training, lobbying, and labor relations.

CDBG: Community Development Block Grant. A federal grant program administered by the Department of Housing and Urban Development (HUD).

Character: A grouping of accounts used to report budget allocations in the department detail sections of the budget book. The most common characters used are Personal Services, Employee Benefits, Purchased Services, and Supplies. Each of these consists of several accounts (e.g.

GLOSSARY OF TERMS

Personal Services consists of Regular Salaries, Part Time Salaries, Overtime, etc.).

CHEFA: Connecticut Health and Educational Facilities Authority; a quasi-public entity which provides low-cost financing to nonprofit entities, primarily for the rehabilitation or construction of health or educational facilities.

COLA: Cost of living adjustment; an adjustment which is applied annually to salaries and certain other contractual reimbursements in order to approximate the impact of inflation year to year.

Contingency Account: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

CRCOG: Capitol Region Council of Governments; a voluntary association of 29 municipal governments in central Connecticut which oversees regionalization of services, including procurement, planning, and advocacy.

CRRA: Connecticut Resource Recovery Authority; a quasi-public agency that oversees a number of regional trash-to-energy facilities, landfills, recycling centers, and transfer stations which serve over 110 Connecticut cities and towns.

Current Tax Levy: The total amount of revenues to be raised through property taxes at the current mill rate. The current tax levy is the central figure used to calculate the mill rate. It is distinct from non-current levy taxes which consist primarily of taxes and interest owed from prior years.

D

Debt Service: Payment of interest and repayment of principal on debt that the Town has issued, typically for large capital projects.

Deficit: (1) The excess of an entity's liabilities over its assets. (See Fund Balance). (2) The excess of expenditures or expenses over revenues during a single accounting period.

Delinquent Taxes: Taxes which remain unpaid on and after the date on which a penalty for non-payment is assessed.

Department: A major administrative section of the Town which indicates overall management responsibility for an operation or a group of related operations within a functional area (sometimes comprised of one or more divisions)

Division: An organizational subsection of a department.

E

ECS: Education Cost Share. The Education Cost Sharing (ECS) grant has been in existence since 1989-90. It continues to be Connecticut's primary education equalization aid program and accounts for well over 50 percent of the total state contribution to public elementary and secondary education.

Effectiveness: The degree to which outcomes measure up to the stated goals and objectives of a program.

Efficiency: The amount of input required to generate some fixed unit of output.

EMS: Emergency Medical Services; includes paramedic services, Emergency Medical Technicians (EMT's), first aid, basic and advanced life support, etc.

Encumbrance: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specific future expense.

Enterprise Fund: A fund established to account for operations financed in a manner similar to a private business enterprise; i.e., where the costs of providing goods and services to the public are financed or recovered through user charges.

Equity: The degree to which services benefit a set of constituents that accurately reflects the composition of the target population.

Expenditures: Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes are made.

F

Fiscal Year: An accounting period of 12 months, which in Connecticut begins on July 1 and ends on June 30. In Manchester, the fiscal year is typically named for the two calendar years it spans. For example, the fiscal year that begins on July 1, 2007 and ends on June 30, 2008 will be referred to as Fiscal Year (FY) 2007/08.

GLOSSARY OF TERMS

Fixed Asset: Assets of long-term character which are intended to be held or used, such as land, capital improvements, buildings, machinery, furniture and other equipment.

FTE: Full time equivalent; the equivalent of one full-time employee.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

Fund Balance: The difference between assets and liabilities in a governmental fund at a particular point in time (such as the end of the fiscal year). A negative fund balance is sometimes referred to as a fund deficit. See Unreserved, Undesignated Fund Balance.

G

GAAP: Generally Accepted Accounting Principles; accounting rules used to prepare, present, and report financial statements for a wide variety of entities, including publicly-traded and privately-held companies, non-profit organizations, and governments.

General Fund: The fund that accounts for most municipal operations, including education, police, public works, human services, general government, recreation, library services, and most debt service.

General Manager: The Chief Executive Officer of the Town, not including the public education functions which are overseen by the Board of Education

General Obligation (GO) Bonds: When a government pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds. Sometimes the term is also used to refer to bonds that are to be repaid from taxes and other general revenues.

GIS (Geographic Information Systems): The use of computer software to produce detailed and interactive maps using aerial and/or satellite images.

Goals: Specific measurable results that a program is attempting to attain within some given timeframe

Grand List: 1) A valuation of real estate and certain personal property by the Town Assessor as a basis for levying property

taxes. 2) The total of all Personal and Real Property on which taxes are based and levied.

Grant: A contribution of assets (usually cash) from one governmental unit or other organization to another unit or organization. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes.

H

HUD: The U.S. Department of Housing and Urban Development.

I

Indicators: measurable characteristics or changes that represent achievement of an outcome

Information Services/ Information Technology (IS/IT): Services provided to develop and maintain computer hardware, software, applications, and infrastructure

Interfund Transfer: The shifting of dollars between government funds, often as reimbursement for shared resources or services provided by another Town government entity.

Inputs: Resources that are applied towards doing a specific job.

L

LoCIP: Local Capital Improvement Program. Used in reference to a State grant to municipalities for non-education related capital projects.

M

Mayor: The member of the Board of Directors who received the most votes and functions as the chairman of the board.

GLOSSARY OF TERMS

Mill: One tenth of one percent of the taxable Grand List

Mill Rate: The property tax rate that is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of property valuation.

Mission: the statement of purpose for a program or department.

Modified Accrual Basis: The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or available revenues, which should be accrued to reflect properly the taxes levied and revenue earned.

MSIP: Manchester Self Insurance Program; a fund that sets aside resources for the payment of insurance claims for which the Town is liable.

Munis: A software program that serves as Manchester's primary accounting system. All expenses, revenues, employee data, and budget information is entered into this system.

N

Non-Current Levy Taxes: Property tax revenues that consist primarily of taxes and interest owed from prior years. Non-current levy taxes are not included in the Current Tax Levy which is the central figure used to calculate the mill rate.

O

Object Code: *see Account.*

Objectives: general results that a program or department intends to achieve

Operating Budget: A plan of financial operation embodying an estimate of proposed expenditures for the calendar year and the proposed means of financing them (revenue estimates).

Outcomes: the broader implications of work efforts as they relate to the fundamental goals and objectives of said work. For example, the outcome of a road paving program could be measured in improved road quality rating, or reduction in the number of complaints received regarding poor road quality.

Outputs: The direct results of work efforts from any Town program or department, typically expressed in quantified units of measure. For example, the output of a road paving program could be measured in miles of roads paved.

P

Principal: the portion of debt payments put towards paying off the original amount financed, as opposed to interest which is charged over and above the amount borrowed.

PT: part time, referring to employees working fewer than the threshold number of hours per week to be considered full time.

R

Reserve: An account used to indicate that a portion of a fund balance is restricted for a specific purpose, typically spanning across fiscal years, and is therefore not available for general appropriation. An example would be a repairs and replacement reserve, in which funds are set aside for inevitable maintenance and replacement of a fixed asset.

Revaluation: the process through which the taxable value of real estate is re-assessed based on current market values, improvements and additions.

Revenue: The term designates an increase to a fund's assets which:

- does not increase a liability (e.g., proceeds from a loan);
- does not represent a repayment of an expenditure already made;
- does not represent a cancellation of certain liabilities; and
- does not represent an increase in contributed capital.

Revenue Estimate: A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.

RFP: Request for Proposals. This involves advertising in a publication and/or on the Town website that the Town is seeking some form of services from outside contractors. An RFP document is distributed to interested parties and defines the exact scope of work and specifications requested, as well as provides instructions for how proposals are to be submitted.

GLOSSARY OF TERMS

S

SMARTR: School Modernization and Reinvestment Team Revisited; refers to two sets of efforts to plan and fund a series of school renovations & reorganizations (SMARTR 1 & 2) which were both approved for bond funding by the Manchester voters.

Special Assessment: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

STIF: State of Connecticut Treasurer's Short-Term Investment Fund.

Subsidy: Funding provided to an agency or organization to assist with operating expenses.

Surplus: The amount by which revenues exceed expenditures in a given year.

T

Tax Levy: The total amount to be raised by general property taxes.

Tax Rate: The amount of taxes (mills) levied for each \$1,000 of assessed valuation.

TOMMIF: Town of Manchester Medical Insurance Fund.

U

Unreserved, Undesignated Fund Balance: The portion of fund balance which has not been reserved or designated for a specified purpose. Can be considered the Town's available reserves or "rainy day" fund.

V

Vacancy Savings: Budgeted expenditures in a department's budget that remain unspent as a result of retirements and resignations, due to the gap in time between separation and recruitment of a new hire, and as a result of the wage differential between new employees and their predecessors.

Valuation: The official value established for various properties, within set State guidelines, for taxation purposes. The assessed valuation of property is that portion of the property's value against which taxes may be levied, which is 70% of the market value.

Y

YSB: Youth Services Bureau; a division of the Leisure, Families & Recreation department which oversees youth programming.