Manchester Board of Directors and General Manager

Back Row
John D. Topping, Director
Steve Gates, Director
Rudy C. Kissmann, Director
Cheri A. Pelletier, Director
Mark D. Tweedie, Director
Susan M. Holmes, Director

Front Row
Lisa P. O’Neill, Secretary
Jay Moran, Deputy Mayor
Leo V. Diana, Mayor
Scott Shanley, General Manager

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Directory- Inside Back Cover
The Budget & Research Office is located on the second floor of Town Hall, 41 Center Street.
Phone: (860) 647-5243
Office Hours: 8AM to 4:30PM

More information, including electronic copies of the Budget and other reports, are available online at:
www.townofmanchester.org/Budget/

Specific services and responsibilities include:

- Preparation of the Recommended Budget & Adopted Town Budget
- Preparation of the 6-Year Capital Improvement Plan
- Development of multi-year financial forecasts
- Analysis of the impacts of operations and policy proposals
- Coordination of performance measurement initiatives
- Coordination of special projects and studies
- Monitoring of the operating budget
- Guidance and technical assistance on grant writing and reporting
- Monitoring of grants compliance with State and Federal requirements

In FY13, the Budget & Research Office released the third Performance Measurement report for the Town of Manchester, which was presented to the Board of Directors in December.

The Town of Manchester finalized arrangements to take part in a regional animal control facility with the Town of South Windsor, an effort which was coordinated by the Budget Office. Other initiatives conducted with Budget Office oversight included the SunShot Initiative, which was a study of how towns could improve permitting for solar panel installation, as well as a CRCOG initiative for regionalization of back-office functions.

The Town also received the eighth consecutive GFOA Budget Presentation Award.

WHAT WE DO

Budget Development & Management
Capital Planning
Financial Forecasting & Analysis
Performance Measurement
Research & Program Analysis

FY13 Budget: $167,603
Full Time Positions: 1.5
The Building Inspection Office is located on the second floor of the Lincoln Center, 494 Main Street. Phone: (860) 647-3052. Office Hours: 8AM to 4:30PM, Monday through Friday.

More information, including forms and maps, are available online at: publicworks.townofmanchester.org/Building/

The Building Inspection Division enforces 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, unmowed lawns, peeling paint, unregistered vehicles, trash, and buildings without street numbers.

### Building Inspection

**Upholding building standards for the safety and well-being of Manchester residents**

<table>
<thead>
<tr>
<th># of permits issued:</th>
<th>3,076</th>
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<tr>
<td># of property code complaints:</td>
<td>949</td>
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<tr>
<td># of inspections:</td>
<td>4,872</td>
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### What We Do

- Inspections
- Zoning Enforcement
- Permit Application Review
- Property Code Enforcement

**FY13 Budget:** $841,975

**Full Time Positions:** 8
The Customer Services Office is located on the first floor of Town Hall, 41 Center Street. Phone: (860) 647-5235 Office Hours: 8AM to 5PM

Requests for service and information may be submitted online at www.townofmanchester.org/Manager/Public/Public_Entry.cfm

WHAT WE DO

Responding to Inquiries and Complaints
Public Relations
Sales & Permits
Receipt of Tax Payments

FY13 Budget: $147,253
Full Time Positions: 1

Support of the General Manager’s Office and department heads through internal communications, and development of information for and responses to inquiries from the Board of Directors.

The Center is able to receive citizen requests on a 24/7 basis. At the conclusion of normal business hours, it is equipped with a convenient after-hours voice-mail system. In addition, staff administers the Town’s automated Citizen Request System, which provides around the clock electronic access to Town Hall.

# of passports processed: 263
Inquiries and complaints received: 2,292
Number of transactions processed: 10,664
$ of sales processed: $124,838
# of notarizations performed: 322
The Engineering Office is located on the second floor of the Lincoln Center, 494 Main Street.
Phone: (860) 647-3152
Office Hours: 8AM to 4:30PM, Monday through Friday

More information, including forms and maps, are available online at:
engineering.townofmanchester.org

The Engineering Division is responsible for ensuring the proper construction of all public improvements undertaken by developers and acts as engineering consultant to the Department of Planning and Economic Development during the development approval process. Engineering staff design and inspect the construction of streets, sidewalks, bridges, traffic signals, and water, sanitary sewer and storm drainage facilities throughout the Town of Manchester.

The engineering function entails a variety of activities including surveying, studies and investigations, capital improvement planning, 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.

During the previous fiscal year, the Engineering Division designed, permitted and inspected the following projects:
- Beacon St.
- Gleason St.
- Oakland Terrace
- Grandview St.
- Deepwood Dr. (Deerfield to Crestwood)
- Deerfield Dr.
- Ferndale Dr.
- Goodwin St.
- Garden Grove Rd. (Markwood to nike site)
- Cooper Hill St. (Campfield to Mckee)

Town Engineer: Jeff LaMalva
Director of Public Works: Mark Carlino

WHAT WE DO
- Development Plan Review
- Construction Inspection & Permitting
- GIS & Asset Management
- Project Planning & Design

FY13 Budget: $2,252,082
Full Time Positions: 21.5
The Facilities Management office is located at 321 Olcott Street, 2nd floor.

Phone: 647-3145

More information is available online at: publicworks.townofmanchester.org/facilities

Building Maintenance maintains more than thirty Town office and accessory buildings in a safe and efficient manner while striving to improve the comfort of employees and resident users.

Building Maintenance provided improvements on a number of important capital projects including the renovations at the Probate Court and Axis 901 Manchester’s Coworking Space. The exterior painting of the Town Hall Windows and cupola maintains the integrity and appearance of this landmark building.

Building Maintenance continues to explore energy efficiency improvements opportunities for optimization of building controls and correcting energy leaks wherever possible. This year’s initiatives included re-commissioning of the HVAC building controls at the Manchester Police Department involving enhancement of the eco-friendly demand control ventilation. Continued benchmarking of utility costs provides a tool to help optimize operations throughout Town.

Building Maintenance completed its transition to provide a unified base for all Public Works Field Services employees at the Olcott Street facility which will enhance opportunities for shared support across the different divisions of Field Services.

**WHAT WE DO**

*Building Maintenance*

*Architectural Services*

*Project Management*

*Energy Management*

*FY13 Budget:* $2,075,344

*Full Time Positions:* 8.5
The Field Services Office is located at 321 Olcott Street.
Phone: (860) 647-3233
Office Hours: 7AM to 3:30PM, Monday through Friday

More information, including information on ongoing projects and services information, is available online at:
publicworks.townofmanchester.org

The Highway Division is responsible for maintaining the street system. Roadway maintenance includes the construction of streets and road surface as well as their continued maintenance and street line painting. The Division’s goal is to provide conditions that facilitate safe travel throughout the entire year in all but the most exceptional weather conditions.

The Cemetery Division 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 for funerals and interments, are the primary activities of this Division.

The Fleet Maintenance Division is responsible for repairing and maintaining the Highway Division’s vehicles and equipment, 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 Parks Division, Police Department and Board of Education vehicles and equipment.

The Park Division manages five functions - Parks Administration, Tree Care, Maintenance of Parks and Town owned Facilities, Maintenance of small equipment, and Maintenance of Recreation grounds. The Park Division 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.

**FISCAL YEAR 2012-2013**

**FIELD SERVICES**

- Miles of road resurfaced: 21.36
- # of cemetery interments: 239
- # of vehicles maintained: 518
- Acres of parks & grounds maintained: 160

- 55.25 Full Time Positions

**WHAT WE DO**

- Highway Maintenance & Improvements
- Parks & Grounds Maintenance
- Fleet Maintenance & Repairs
- Cemetery Maintenance & Operation

**FY13 Budget**: $7,544,603
**Full Time Positions**: 55.25
The Finance Administration, Accounting & General Services Offices are located in the Lincoln Center, 494 Main Street. Assessment & Collection is located at the Town Hall, 1st Floor, at 41 Center Street. Office hours are 8:00am - 4:30pm, and 8:30am to 5:00pm for Assessment & Collection.

More information and phone contacts for the Finance divisions can be found on the website:

www.townofmanchester.org/finance/

The Accounting Division’s major accomplishments in 2012/13 include being awarded the Government Finance Officers’ Association Certificate of Achievement for Excellence in Financial Reporting for the 18th consecutive year.

The Accounting and Finance Administration departments continue to partner with all Town departments and divisions to evaluate and strengthen internal financial controls on an ongoing basis.

In fiscal year 2012-2013, the General Services department solicited 108 formal sealed bids for various contracts involving supplies, materials, equipment, services, construction and disposal of surplus equipment.

Significant projects bid during this year were:

• Heating Boiler Replacements at Fire Stations 1, 2 & 3
• Lydall St. & Hackmatak St. Water Main Replacements
• Reconstruction of North Main St.

• Road Reconstruction of Lydall St.
• Architectural Services for Washington & Robertson Schools
• Architectural Services for Cheney Building and Bennet Academy
• Spring St. Bridge Rehabilitation
• Street Light Maintenance

The Office of Assessment and Collection collects real estate, motor vehicle, motor vehicle supplemental, and personal property taxes, as well as water & sewer payments, parking ticket payments, and miscellaneous revenues.

Fiscal Year 2012-2013

Director of Finance: Gregory Simmons

FINANCE

Overseeing and administering finances, purchasing, and revenue collection for the Town of Manchester

<table>
<thead>
<tr>
<th>Grand List:</th>
<th>$3.891B</th>
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<td>Grand List growth over prior year:</td>
<td>-9.0%</td>
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<tr>
<td>Mill Rate, General Fund:</td>
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<td>Mill Rate, S. Manchester Fire Dist:</td>
<td>4.25</td>
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WHAT WE DO

Financial Management & Accounting
Purchasing & Procurement
Assessment & Tax Collection
Insurance Administration

FY13 Budget: $2,193,882
Full Time Positions: 19
**SOUTH MANCHESTER FIRE DISTRICT**

The SMFD administrative offices and the Office of the Fire Marshal are located at 75 Center Street. For emergencies, residents should dial 911; for non-emergency calls, (860) 647-3266. The Fire Marshal may be reached at (860) 647-3267. Information regarding the Fire District may be found online at www.mfire.us

**WHAT WE DO**

Emergency Medical  
Fire Suppression  
Fire Prevention  
Public Service Calls

**FY13 Budget:** $13,820,896  
**Full Time Positions:** 82

Fire company patient care teams comprised of EMTs and Paramedics delivered first responder and advanced life support services to roughly 6,000 people needing medical assistance last year.

In FY 12/13 the EMS division replaced a LifePack 12 with a LifePack 15, giving all Paramedics the ability to monitor patients for levels of Carbon Monoxide and Carbon Dioxide in addition to the other standard monitoring features of a LifePak cardiac monitor.

The department also began using tablet computers in the apparatus. These tablets are loaded with software that takes information from the 911 center CAD system and makes it directly available to companies responding to emergencies. The system provides information such as hydrant locations and property type and mapping, and also allows responders to see other responders locations on a map and communicate incident information between responding companies.

**FISCAL YEAR 2012-2013**

**Fire Chief:** Robert Bycholski
The Health Department office is located on the 2nd floor of the Weiss Center, at 479 Main Street. The Health Department can be contacted at (860) 647-3173, by fax at (860) 647-3188, or by email at healthdept@manchesterct.gov.

More information is available on the website: humanservices.townofmanchester.org/Health/

The Manchester Health Department provides a wide range of information and services, such as senior health clinics, health education programs, resource directories, and environmental inspections.

The Environmental Health staff will be completing a five year focused study at the close of FY 2014, on food temperature maintenance in restaurants with moderate to complex menus. Improper food temperature maintenance is one of several common reasons that food borne illness occurs. Food service establishments that were found to have repeated temperature violations received focused education, and re-inspection following the educational intervention continue to be conducted. A report of our findings will follow the close of this study.

The Community Health program provides a wide variety of programs for disease prevention and improvement of the public’s health of all ages. One of the more prominent programs that has continued this year pertains to the prevention and testing of STD’s, especially in the 13 to 19 year old population. In FY 2009, the focused tracking of indicators within this program began. At the close of FY 2014 an evaluation of the successes and finding will be made available in a report. As a community, the STD surveillance statistics have been close to or above the state average.

Since May of 2008, the Manchester Health Department has been actively involved in community level heart health education and CPR training. As part of this initiative, on September 8, 2009, Manchester received a designation as a “Heart Safe” community.

Other routine Community Health programs and services include Town sponsored flu clinics, weekly blood pressure clinics, Health Fairs and a wide variety of health programming for all ages.

In FY 2013, our local Public Health Emergency Preparedness included a visit by the Center for Disease Control, a federal funding source for State and Local Health Departments, for a comprehensive technical review of our local emergency plans.
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 benefit counseling and administration.

The 18th session of Manchester Government 101 was conducted in the fall of 2012. The ten-week course, which offers the public a hands-on learning experience about local government, also includes a session facilitated by the Manchester Public Schools. Over 400 citizens have participated in Government 101 since it began in 2002. The session is Department.

Human Resources is located at Town Hall, 41 Center Street, lower level. Phone: (860) 647-3233 Office Hours: 8AM to 4:30PM, Monday through Friday.

More information, including job information and application forms, is available online at:
hr.townofmanchester.org/

Attracting, developing and retaining a diverse, well-qualified and professional workforce that reflects the high standards of the community.

WHAT WE DO

Employee Recruitment & Retention
Employee Wellness Programming
Employee Benefits Administration
Employee Training & Compliance
Bargaining Unit Negotiations & Administration

FY13 Budget: $556,716
Full Time Positions: 5

Director of Administrative Services: Dede Moore
The Human Services Administration office is located on the 2nd floor of the Weiss Center, at 479 Main Street. The Director of Human Services may be contacted at (860) 647-3092. More information is available on the website: humanservices.townofmanchester.org/

Human Services Administration continues to provide Volunteer Income Tax Assistance Services to qualified taxpayers through Community Development Block Grant funding and with the assistance of dedicated volunteers. The program has operated for four years and there is a steady demand for services. The majority of taxpayers served are very low income to low income earners who greatly benefit from the free tax preparation services.

The Town’s employment and training programs were discontinued due to loss of funding.

The Human Services Administration office coordinated the Senior Volunteer Tax Credit Program in FY12. This program ran from October to May, allowing seniors the opportunity to volunteer their experience and services to participating departments and charitable organizations in Town, including the Senior Center and the Manchester Area Conference of Churches. By participating, seniors are able to receive as much as $500 in town property tax credits. The program is open to seniors over the age of 65 who own a home in Manchester.

The administration division is responsible for overseeing Early Childhood Programming and grants management of the School Readiness Grant and the Child Daycare grant. The Human Services Director is the municipal liaison for the State of Connecticut Department of Revenue Services Neighborhood Assistance Act (NAA) Program which provides a tax credit to qualified type C corporations that donate to qualified 501-(c)-(3) entities that serve Manchester. The Director of Human Services also serves as the Municipal Agent for Children.

**WHAT WE DO**

- Community Agency Funding
- Program Planning & Development
- Early Childhood Programming
- Oversight of Human Services Divisions

**FY13 Budget:** $955,911

**Full Time Positions:** 2.5
The Information Systems office is located at the Lincoln Center, lower level, 494 Main Street.

Phone: 647-3072

More information is available online at:
www.townofmanchester.org/InfoSystems/

Providing quality technical support in a timely manner to all Town of Manchester departments

Services provided by the Information Systems Department include:
- installation and support of all computer workstations, servers and related hardware; application selection, development, and support; project management; web hosting of Town department web pages;
- Web and mobile application development and support; and providing a secure wide area network (WAN) including wireless.

Programming projects in FY13 included:
- Police parking ticket application
- Disaster call in log application

-Water Department Cross Connect application
-Implementation of web content management system

Network improvements and additions included:
- Upgrade to network switches throughout the network.
- Continue to virtualize servers
- Restructure Police Dept network

Fiber Network Additions and modifications:
- Added 901 Main Street

Wireless Access Points added:
- 901/903 Main Street

Software Implementations and Improvements
- Utility bill data collection
- Recreation software
- Fire Records Management software
- Fire Mobile Data software

WHAT WE DO

Technical Support
Project Management & Design
Network Services
Public Access Broadcasting

FY13 Budget: $1,715,660
Full Time Positions Funded: 12.5
Mary Cheney Library is located at 586 Main Street. Whiton Memorial Branch Library is located at 100 North Main Street. Phone: (860) 643-2471
Mary Cheney Hours: Monday through Thursday 9 am - 9 pm; Friday & Saturday 9 am - 5 pm; Sunday 1-5 from 10/16 to 4/22. Whiton Hours: Monday through Thursday 10 am-8:30 pm; Friday 9 am-5 pm

More information is available online at: library.townofmanchester.org/

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

The Library encourages youngsters from pre-school to high school to read and use library resources through services for those children and for parents and children together. A wide range of programs are offered for youth - from storytimes for newborns to book clubs for Third through Fifth-Graders, as well as many family programs for all ages.

These are aimed at developing independent intellectual growth and a lifetime love of reading and learning. 834 children’s programs were held in Fiscal Year 2013, attended by 25,057. The 97 Teen programs were attended by 1,959 teens. Additionally, 38 adult programs had 433 attendees.

Manchester’s public library remains among the busiest group of all public libraries in Connecticut, based on the number of items borrowed during the year. Over 777,000 items were borrowed, which included more than 415,000 printed books and magazines, nearly 34,000 audiobooks, plus just over 10,000 ebooks. There were 25,822 valid Manchester cardholders at year’s end.

The library’s collection contains over 219,000 books and magazines, about 13,000 audio books and music CDs, and over 25,000 DVDs and miscellaneous items. Approximately 342,000 customers walked through the doors of the two library buildings during the fiscal year.

Nine ‘East of the River’ public libraries cooperated during the year to host author Charlotte Rogan who spoke in Glastonbury regarding her bestselling book “The Lifeboat.” Near the end of the fiscal year, a new service was introduced of ‘downloadable’ issues of magazines -- "emagazines" to go along with ebooks.

Planning was underway for improvements to the Whiton Branch Building, including installation of an elevator and improved accessibility throughout.

**WHAT WE DO**

| Circulation of Books & Media |
| Reference & Internet Stations |
| Programming |
| Membership Services |

FY13 Budget: $2,931,014
Full Time Positions: 25
The Manchester Police Department is located at 239 East Middle Turnpike, and is open 24 hours a day. Records Division is open Monday through Friday 8:30 a.m. to 3:30 p.m.

Phone: 645-5500. Dial 911 for emergencies.

More information is available online at: http://www.manchesterpolice.org/

Chief of Police: Marc Montminy

MANCHESTER POLICE DEPARTMENT

In Fiscal Year 2012/2013, the Town of Manchester continued to see a downward trend with crime statistics for Part I Crimes. Overall, as in past years, the majority of Part I Crime totals were the result of various larcenies, with a minimal percentage being comprised of violent crime.

The Patrol Division responded to 45,743 calls. During the times when officers are not responding to calls for service, they are patrolling the city’s 27 square miles of residential, commercial, and industrial areas mixing preventative patrol with traffic enforcement and drug interdiction.

The East Central Narcotics Taskforce is a regional narcotics unit comprised of Officers from Manchester, South Windsor, Vernon, and Glastonbury. During FY 12/13, The ECNT conducted 496 narcotics cases, made 228 arrests, executed (96) search warrants, and seized $109,711 in cash, (9) Guns, and (42) Vehicles.

During FY 12/13, our Animal Unit began operating in the newly created “TRACS” Animal Control Facility located in South Windsor. “TRACS” stands for the “Tyler Regional Animal Control Shelter” in honor of late South Windsor Police Chief Gary Tyler.

The shelter serves the communities of Manchester, South Windsor and East Hartford. The towns involved in the T.R.A.C.S. partnership are responsible for investigating and enforcing the animal care and control laws in their own community.

In Fiscal Year 2012/2013, The Police Department was able to make several enhancements to the operation via grants and asset forfeitures, including:
- Construction of a $450,000 state of the art dispatch center
- Purchase of a $385,000 Regional Mobile Command Post
- Purchase of a $350,000 Regional armored personnel carrier

WHAT WE DO

Law Enforcement & Investigations
Accident Records
Dispatch Services (Fire and Police)
Animal Control
Outreach & Education

FY13 Budget: $17,833,850
Full Time Positions: 153.5
PLANNING AND ECONOMIC DEVELOPMENT

The Planning and Economic Development department oversees long-range planning and community development projects; coordinates the plan review process for zoning, subdivision, and inland wetlands applications; and provides staff support for the Planning and Zoning Commission, Zoning Board of Appeals, Redevelopment Agency, Economic Development Commission, Housing Commission and other development and conservation related commissions.

In December 2012 the Planning and Zoning Commission adopted Manchester 2020, the Town’s Plan of Conservation and Development. The culmination of over two years of consultation and public meetings with Town boards, commissions and interested Manchester residents, Manchester 2020 is intended to guide future growth, redevelopment and conservation for the Town.

Axis901, Manchester’s coworking space, opened in April 2013 at 901 Main Street above MCC on Main. Axis901 offers business office space to entrepreneurs and startup businesses. For a monthly fee, members have access to free Wi-Fi and scanning/printing and meeting rooms in a setting that fosters collaboration with other entrepreneurs. Axis901 is becoming an important resource to the start-up and entrepreneurial community in Manchester and the Hartford area.

The department assisted the Board of Directors with negotiations to acquire 33 acres of land in the Case Mountain recreational area. These properties, located off of Spring Street, include the landmark bridge and dam at the lower Case Pond, portions of the carriage trails, and a number of stone walls and related features. The department also oversaw the assessment of structural conditions at the Carol Maude Dennison cabin to determine what work is necessary to stabilize the building and prepare it for some appropriate occupancy, funded in part by a grant from the state of Connecticut.

The department worked with the Downtown Special Services District (SSD) to conduct a downtown ideas forum in February 2013. Staff also worked with the SDD to develop business recruiting brochures.
The Center Springs Main Office is located at Center Springs Park, 39 Lodge Drive. Office Hours: Monday-Friday, 8:30 a.m. - 4:30 p.m. Phone: (860) 647-3084.

More information, including the Parks & Recreation Program Brochure, is available on the website:

recreation.townofmanchester.org

The Recreation Department plans, develops and manages parks and recreation facilities and provides leisure services to meet the changing needs of Manchester’s growing population.

The Summer Camp program served over 900 Manchester youth ages 5-15. Summer camp began on June 25 and ended on August 3.

Swimming lessons were offered for all campers at Martin and Robertson camp as part of their camp day. In addition, a new program of Teen Swim Lessons was introduced this summer and was well received with 10 teenagers ages 12-16 participating in beginner swim lessons. This class has been extremely beneficial to the youth participating and has introduced them to the life long skill of swimming and allowed them to feel safer and stronger around water.

Rebuilding Together continues to assist low-income homeowners in Manchester by providing repairs at no cost to the homeowner. The focus remains on elderly and disabled individuals and veterans. 63 homeowners were assisted by approximately 900 volunteers, 150 local businesses and 35 local volunteer contractors. 15 roofs were provided through CDBG funding. 3 ramps were installed and 6 homes were painted.

The Recreation Department offered a new after school program at Bennet 6th Grade Academy called FLASH (Friends Learning Athletics, Service and Health) for 150 students. The program was held Monday-Friday, 2:40 to 5:30pm with a focus on athletics, leadership, health and wellness and service learning.

The department also implemented a new program registration, membership and facility scheduling software. This has increased overall online registration transactions from under 10% to over 50% of total registrations.

Director of Recreation: Scott Sprague

**What We Do**

Organized Sports
Rec Centers & Youth Programs
Pools & Aquatics Programming
Summer Camps

FY13 Budget: $2,288,545
Full Time Positions: 8.5
(Senior Center not included)
The Registrars of Voters office is located in the Weiss Center, 479 Main Street, on the first floor. Enter from the parking lot at the ground level. Office hours are Monday through Friday from 8:00 a.m. to 4:30 p.m., telephone number is (860) 647-3025, fax (860) 647-3028, or through the Town website: www.townofmanchester.org/Registrar

The Registrars of Voters office register all legally qualified voters including 17 year olds who will be 18 by Election Day, maintain an up-to-date complete voter registry, supervise and conduct all elections, caucuses, primaries and referenda for the town of Manchester. Spring registration sessions are held at Manchester High School, Howell Cheney technical School, East Catholic High School, Manchester Regional Academy and Manchester Community College. The registrars are available, on request, to conduct special voter making sessions by calling our office during the hours listed above.

The Registrar of Voters office also conducts a yearly Canvass of voters, which enables them to update and maintain accurate records. We, as a town, were chosen to be part of a Beta Test group for a new state system by the Secretary of the States office, which was ongoing through the entire year. Our office was also involved in testing the new Electronic Voting Results system for the Secretary of the States Office during the August primary, which involved only 6 towns.

Two years ago, a State Redistricting was done, which completely changed the voting districts for our town, to which we undertook and accomplished well before the state mandated deadline.

The video of “How to use the New Voting Machine” as well as “Voter Location Lookup” are located on the Registrars of Voters page within the Town of Manchester website.

The Voting District Polling Places are as follows:

District 1: Robertson School, 45 North School St.
District 2: Manchester High School, Brookfield Street Entrance
District 3: Buckley School, 250 Vernon Street
District 4: Waddell School, 163 Broad Street
District 5: Highland Park School, 397 Porter Street
District 6: Martin School, 140 Dartmouth Road
District 7: Keeney School, 179 Keeney Street
District 8: Verplanck School, 126 Olcott Street

Registrars of Voters: Francis A. Maffe, Jr. (D)
Timothy H. Becker (R)

WHAT WE DO
Elections & Referenda
Voter Registration
Voter List Maintenance
Voting Machine Maintenance

FY13 Budget: $236,738
Part Time Positions: 4
The Senior, Adult & Family Services office is located on the 1st floor of the Weiss Center, at 479 Main Street. The SAF Department can be contacted at (860) 647-3096, by fax at (860) 647-3063. More information is available on the website: humanservices.townofmanchester.org/Elderly/

Manchester Senior, Adult and Family Services Department offers information, referral, outreach, advocacy, assessment of needs and individual consultation on human services benefits and programs. The department serves adults aged 60 years and older, people with disabilities, families and individuals 18 years and older needing help connecting with community services.

Staff members maintain a high level of knowledge about community resources in order to be responsive to citizen needs and to collaborate with others in assessing current services and developing new programs to fill service gaps.

Improving the quality of life and help maintaining the independence of Manchester residents

<table>
<thead>
<tr>
<th>Highlights:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Conservator Program</strong> 100% of conserved clients maintained stable housing and stable finances. 98% of conserved clients received a level of care that met their unique needs and capabilities.</td>
</tr>
<tr>
<td><strong>Relocation Assistance</strong> 87% of dislocated households were returned to permanent, affordable housing within 60 days of the dislocating event. 53% of those households were connected to additional support services.</td>
</tr>
<tr>
<td><strong>Dial-a-Ride</strong> Provided 11,186 rides to 419 Senior and Disabled riders.</td>
</tr>
</tbody>
</table>

**Financial Rebate Assistance**
2875 low-income households received $1,665,526 in cash assistance through the Renters Rebate and Energy Assistance programs. These households realized an average 5% increase in annual income as a result of the financial assistance.

**Family Assistance**
957 low-income residents from 327 households received the equivalent of $41,354 in assistance through Feed the Children, Seasonal Sharing, Recreation Waivers and School Supply drive.

**WHAT WE DO**
- Social Work & Referral Assistance Programs
- Conservator Services
- Dial-a-Ride Bus Service

**FY13 Budget**: $503,898
**Full Time Positions**: 4
The Manchester Sanitation Division administrative offices are located at 321 Olcott Street. The Town Landfill is located at 1 Landfill Way.

Phone: 647-3200
Landfill Odor Complaints: 647-3257

More information, including hours of operation, curbside, leaf vacuuming and landfill service guidelines, and recycling information is available online at:

publicworks.townofmanchester.org/Sanitation

The Sanitation Division operates the Town’s landfill and composting facilities, oversees the curbside collection of refuse, recycling and yard waste and administers the Regional Household Hazardous Waste Collection Facility. The Sanitation Division is an enterprise fund and finances all activities through user fees, the largest source of which is tipping fees charged to commercial haulers. The revenues generated by the landfill operation pay for the residential curbside collection program. Approximately 202,500 tons of material, including bulky waste, leaves and yard waste, and various special materials were received at the landfill in FY 2012/2013. In addition to regular household refuse (municipal solid waste) and recyclables, virtually any material that is accepted at the landfill is currently collected from residential properties through the curbside collection program.

Single Stream Recycling, which commenced on July 1, 2009, continues to result in higher residential recycling rates than was experienced prior to the change. This past fiscal year, the town recycled 4,741 tons of recyclables at the Connecticut Resources Recovery Authority’s Hartford recycling plant.

As a result of the state’s 2011 electronic waste recycling law, the Town has been diverting electronics from the waste stream, both those placed curbside and delivered to the transfer station. Televisions, computers, monitors and printers are currently being collected at the curb for recycling. These items, as well as all other electronic devices, such as stereo’s, DVD players, cell phones, cameras, etc., can also be recycled by bringing them to the Town’s transfer station during normal business hours. There is no cost to recycle electronics at the transfer station.

During Fiscal Year 2012/2013, the Town recycled 110 tons of electronic waste.

FISCAL YEAR 2012-2013

Director of Public Works: Mark Carlino

SANITATION

WHAT WE DO

Residential Collection
Curbside Compliance & Enforcement
Landfill Management
Leaf Composting

FY13 Budget: $6,808,828
Full Time Positions: 12.1
The Senior Center is located at 549 East Middle Turnpike and is open Monday-Friday, 8:30-4:30.

More information is available on the website:
recreation.townofmanchester.org

The Senior Center offers a wide variety of programs and services including lunch five days per week, exercise, health and educational programs, trips, music, cards, crafts, games and many other recreational classes and activities. Individual social work consultation, blood pressure clinics, fall risk assessments, and support groups are offered on site as well.

The Senior Circle, a small group therapeutic recreation program, operates twice weekly. Therapeutic recreation services are also provided through AT HOME - Activities Travel to the Homes of Manchester Elders. A Breakfast Club and basketball program sponsored by the Center are offered off site.

The Center is open to residents age 60 and over during weekday business hours. In addition, residents age 55 and over may participate in two 10-week evening sessions per year and on Saturdays from September through June. Transportation is provided to and from the Senior Center and for shopping trips. Members of the Senior Center are encouraged to volunteer and assist staff with programs, classes, and events.

The Senior Center implemented a commitment fee this year for instructor based programs. The Town also implemented a lottery mail-in registration system. With the additional funds from the commitment fee, the Senior Center has been able to offer additional classes that previously had waiting lists.

New programs have been implemented, generated by member requests, including a biking club, karaoke, cribbage, scrabble, ping pong and Broadway dance.

The Senior Center Director: Eileen Faust

SENIOR CENTER

Providing meaningful social and physical activities for Manchester seniors

Number of members: 1,581
Number of classes held: 1,926
Number of social work cases managed: 188
Number of meals served: 11,134
Number of one-way trips provided: 9,713

WHAT WE DO

Recreational Programming
Meal Program
Transportation
Information & Referral

FY13 Budget: $559,185
Full Time Positions: 5.5
The Town Clerk’s Office is located on the first floor of Town Hall, 41 Center Street. Office Hours: Monday - Friday 8:30 a.m. - 5:00 p.m. Phone: 647-3037

More information is available online at:

www.townofmanchester.org/Town_Clerk/

The Office of the Town Clerk serves as the official keeper for Manchester’s public records, and provides a variety of services for citizens and customers. Each year nearly 150,000 people are served in person, by mail, the Internet electronic land recordings or by phone.

Most records are open to the public. These include land records and maps dating back to 1823, which are maintained in accordance with Connecticut General Statutes. Access to indexes as well as original land documents and maps are available by computer or by hard copy at the Town Clerk’s office. Indexes from 1823 to the present are also available online. Land record images back to 1965 are available on the CT. Town Clerks subscription portal (“Connecticut-townclerks-records.com”). The Town Clerk also maintains vital records inclusive of birth, death, marriage & military discharges.

The birth, death and marriage records, which go back to 1853, are on permanent file in the Town Clerk’s vault. Copies of vital records are available by request in accordance with access eligibility laws set by Connecticut General Statutes.

Also, all records pertaining to meetings, elections, damages, injury claims, summonses, oaths of office, and Trade Name registration are filed and maintained. Copies of these documents can also be accessed in accordance with Connecticut Statutes.

In addition to these duties, the Town Clerk issues marriage applications, dog, game, liquor licenses and permits, US Passport photos, provides notary service and administers absentee ballots and certify election result’s for all general and special elections, notary public registration and justices of the peace.

For the past fifteen years, the Town Clerk’s Office has sponsored Dog Licensing Day, Family History Day and the Genealogy Road Show. Education tours of the town clerk records vault and presentations are available upon request.
The Manchester Water Administrative offices are located at 125 Spring Street. The wastewater treatment facility is located at 120 Thrall Road.

Phone: 860-647-3115
Billing Inquiries: 860-647-3135

More information is available online at:
www.townofmanchester.org/Water

The Manchester Water and Sewer Department operates the water and wastewater treatment, collection and distribution facilities for the citizens of Manchester, Connecticut and parts of neighboring communities. This includes approximately 4,000 acres of Watershed surrounding seven reservoirs and ten active groundwater sources.

In FY13, the Water & Sewer Department began a large-scale underground utility replacement project in the Village Street neighborhood. As part of this multi-year project, new water and sewer mains are being installed throughout the area in order to replace aging pipes and improve the level of service to our customers. The project will also eliminate public lines that run through private property.

Other Water Department projects include:
- A new booster station for the Upper Glastonbury service area
- Replacement of old, cast iron water mains on Lydall & Hackmatack Streets
- New Emergency Generators to ensure uninterrupted sources of power to the Birch Mountain & Upper G Booster Stations, funded with assistance from a grant through a State’s revolving water fund
- New high-efficiency LED outdoor site lighting for the Globe Hollow Water Treatment Plant partially funded through a grant from CL&P

The Sewer Department continued with the construction of a comprehensive upgrade of the wastewater treatment plant that began in FY12. This is a multi-year project which will provide treatment for the removal of nitrogen & phosphorus, thus reducing the impact these pollutants will have on the Hockanum River. Significant improvements to all aspects of the facility will be accomplished under this project, including the replacement of the majority of process equipment, machinery and extensive renovations to tanks & structures. The project is scheduled to be substantially completed by November 2014. This project was made possible through a grant from the State’s Clean Water Fund program.

In addition to the treatment plant construction, the Sewer Department also replaced the Birch Mountain Wastewater Pump Station in FY13.

**WHAT WE DO**

**Water Purification & Distribution**

**Infrastructure Maintenance**

**Wastewater Collection & Treatment**

**Reservoir/Watershed Protection & Maintenance**

**FY13 Budget:** $14,364,049

**Full Time Positions:** 53.5
The Youth Services Bureau is located at 63 Linden Street. Administrative office hours are 8:00a.m.-4:30p.m. Monday - Friday. The YSB telephone number is (860) 647-5213.

More information is available on the website:
humanservices.townofmanchester.org/YSB/

The Manchester Youth Service Bureau is a community-based youth agency that provides a variety of no-cost programs and services, using a personal approach, facilitated by dedicated staff.

YSB programming provides opportunities for skill building and personal growth, essential for helping youth become resilient, empowered, productive and engaged citizens. The YSB runs a variety of programs throughout the year and refers youth to other resources for additional support when necessary.

The YSB continues to collaborate on a community wide initiative to reduce school based arrest and exclusionary discipline, and increase intervention options. In partnership with the school system, the YSB is co-facilitating the MAPS Collaborative (Manchester Agencies, Police and Schools) to work on this initiative. The Collaborative includes a variety of stakeholders including representatives from schools and Central Office, YSB, Police Department, Probation, Juvenile Court, DCF, community agencies, and more. The initiative includes an improved referral system, an updated Graduated Response model, program expansion, increased diversion initiatives, staff training, and more.

The YSB also co-facilitates the Rockville Juvenile Court District LIST (Local Interagency Service Team) to look at gaps in services and programming for the court involved or at-risk population. Representatives from a variety of towns in the region participate.

Manchester continues to help facilitate the State Department of Education standardized data collection process with all 102 YSBs throughout the state. All YSBs are now reporting on the same data and are using the same surveys to help create a more standardized method of measuring success. Data will be used to track program success as well as school attendance rates, school discipline (suspension and expulsion), grade promotion and more.

WHAT WE DO

Employment & Life Skills Programs
Juvenile Offender Diversion Program
Early Childhood Programming
Community Service Program

FY13 Budget: $603,200
Full Time Positions: 6.5
The Manchester Board of Education Central Office is located at 45 North School Street. Phone: (860) 647-5041 Office Hours: 8AM to 4:00PM

More information is available online at: http://boe.townofmanchester.org/boe.htm

The School Board’s approved FY2012-2013 Operating Budget was prepared using the actual October 1, 2012 enrollment figure of 6,225, which was a decrease of 169 students from the October 1, 2011 enrollment figure of 6,394.

Student Performance

Listed Table 1 below is data comparing 2007 to 2013, whereby Manchester is being measured with our counterparts across the State, using the Connecticut Mastery Test and the Connecticut Academic Performance Test (CMT/CAPT. The data indicates not appreciable growth in scores with the exception of reading in grades 6, 7, and 8. However, the notable growth in reading is still below the state average.
Achievement Gap

The achievement gap commonly refers to the observed and persistent disparity on a number of educational measures between the performance of groups of students, especially groups defined by race/ethnicity, special education and socioeconomic status. In order to close any achievement gap, it is important that the majority population moves forward but the sub-group must grow at a faster rate. Listed below is the CMT overview of Math and Reading from 2007 compared to 2013 to best analyze the achievement gap growth over time within the content areas of literacy and math.

CMT District % At or Above Goal Achievement Gap Data - Mathematics

The data indicates that more white students have achieved goal along with a similar percentage of black students, but the achievement gap persists. Except for students with special needs, achievement gap in performance between white and Hispanic students, students with free and reduced lunch and those not eligible for free and reduced lunch, and English language learners has increased as well.

The achievement gap in reading between white, black and Hispanic students also shows growth between 2007-2013. Again, the data indicates not only our white population is growing, but our black and Hispanic students have made slight gains within the last 6 years in reading.
As students move in to high school, the challenge of closing the gap becomes greater. Connecticut Aptitude Performance Test (CAPT) scores indicate that much work remains to prepare all students for success in learning and work beyond high school. Under the new leadership, Manchester High School has taken many steps to begin the process of preparing all students to meet high levels of proficiency in both college and career readiness. We believe that the programs described below focus on a variety of capacities that ensure student success.

Manchester High School moves forward with a focus on developing programmatic and instructional initiatives, to raise student achievement for all students in every subject. Under the guidance of the new principal, Mr. Geary, efforts to improve student performance on the CAPT continues to be a focus for instruction. In addition, programmatic initiatives will be developed to address the continuing concerns over achievement gaps within student academic performance. Teachers and administrators will use CAPT benchmark and other assessment data points to determine instructional needs and to identify students who need additional support and services.

<table>
<thead>
<tr>
<th>Grade 10</th>
<th>CMT Subject Area</th>
<th>Manchester District</th>
<th>State</th>
<th>Manchester District</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reading</td>
<td>42.5</td>
<td>45.5</td>
<td>32.0</td>
<td>48.5</td>
<td></td>
</tr>
<tr>
<td>Writing</td>
<td>47.6</td>
<td>53.0</td>
<td>55.0</td>
<td>62.1</td>
<td></td>
</tr>
<tr>
<td>Math</td>
<td>31.5</td>
<td>45.3</td>
<td>35.4</td>
<td>52.6</td>
<td></td>
</tr>
</tbody>
</table>

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This past year, 86 percent of the Manchester High School Class of 2013 chose to continue their education. For the class of 2013, 44 percent are currently attending four year colleges; while 42 percent are attending two year colleges. This level of college enrollment among our graduates is evidence of the importance placed on the pursuit of continuing education beyond high school. Students are encouraged to aspire to higher education by funding participation in the PSAT for both our sophomores and juniors, and in the College Board’s Readistep assessment for students in grade nine.

Impressive gains over time, comparing 2007 to 2013, are a highlight of this year’s analysis specific to population. As seen below, our black 6th grade population shows an increase in reading of 11 points, and black 8th grade Math and Reading gains of 19 points respectively, over time. Our Hispanic populations show an increase in the number of students achieving goal in reading and science. Our ELL student performance in reading and writing has increased significantly over six years. Similarly, the percentage of students who receive special education support increased significantly in reading and mathematics in grade 7.

CMT % At or Above Goal
The preceding graphs provide the community with a brief overview of the progress that specific groups of students have achieved within the Manchester Public Schools have made within the CMT test data. Overall, the district moves forward with new strategies and initiatives to enhance reading and math for all students. Success for all continues to be an emphasis within Manchester Public Schools.

Curriculum and Instruction
Manchester Public School staff is developing curricula for students in kindergarten through grade 12 using the new Common Core State Standards in every content area. Similarly, the Connecticut State Department of Education’s Common Core of Teaching provides guidance to administrators and teachers regarding expectations in this area for instruction at all levels. It is important that the school system maintain rigor to ready our students for 21st century learning. Student programs must grow to empower and engage all students, in order to complete the cycle for Manchester to increase achievement for all students.

Throughout the following year, the district will continue its work in developing enriching and rigorous Common Core programming, data review teams, and creating effective learning communities. Every year our program is geared toward ensuring that the students of Manchester will be college and career ready for the future.

Training and Professional Development
Manchester Public Schools continues to have high expectations for student achievement. The mission of each school is for every student to become a successful lifelong learner. Teachers support students in this endeavor by focusing on strategy acquisition and the development of higher-order thinking skills to comprehend, critically analyze and communicate understandings through oral and written models using the Common Core. It is the intent of all curricula to engage students in an active and rigorous thinking process that supports meaningful language to infuse new learning.

Ongoing professional development training is necessary for all staff members to effectuate continued growth and impact change, necessary to maintain the momentum of increasing student achievement. The district maintains support for developing professional learning communities, expanding scientifically research-based data teams, addressing differentiated instruction, creating academic review boards, culturally relevant pedagogy, developing positive behavioral interventions and supports in classroom, inclusive of children with disabilities. Funding through the Alliance Grant enabled the district to provide curriculum coaches in literacy and numeracy in grades K-8.

Cultural competence is core to the issue of the racial achievement gap and equity planning. As we create culturally responsive classrooms, we specifically acknowledge the celebration of our culturally diverse students and the need to find relevant connections between themselves, the subject matter, and the task teachers ask them to perform. The Equity Trainer ensures that our teachers are adequately trained in cultural competence. The Equity Trainer also provides faculty with materials and models that support the use of culturally appropriate pedagogical practices. Additionally, support is provided to teachers to help infuse multicultural principles throughout the curricula, and prepare teachers to respond to the needs of our diverse learners. Appropriate and relevant professional development opportunities continue to be the essential training for the faculty.

Redistricting and Racial Balance
Before the start of the school year, the Board of Education closed Nathan Hale Elementary School and students were redistricted to several schools including: Highland Park Elementary, Keeney Elementary, Martin Elementary, Waddell Elementary, and Buckley Elementary. The table below describes the result of redistricting and the impact on racial balance. The table reveals that all elementary schools are racially balanced. Note that absolute imbalance cannot be greater than 25 percent.
### 10/01/11 Racial Balance

<table>
<thead>
<tr>
<th>Schools</th>
<th>Grades</th>
<th>District % Minority</th>
<th>District Total*</th>
<th>School Enrollment</th>
<th>Total Minority Students</th>
<th>School Minority Percentage</th>
<th>Absolute Imbalance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bowers KF, 1-5</td>
<td></td>
<td>60.51%</td>
<td>3335</td>
<td>432</td>
<td>231</td>
<td>53.47%</td>
<td>7.04%</td>
</tr>
<tr>
<td>Buckley PK, KF, 1-5</td>
<td></td>
<td>60.33%</td>
<td>3413</td>
<td>401</td>
<td>167</td>
<td>41.65%</td>
<td>18.68%</td>
</tr>
<tr>
<td>Highland Park KF, 1-5</td>
<td></td>
<td>60.51%</td>
<td>3335</td>
<td>280</td>
<td>105</td>
<td>37.50%</td>
<td>23.01%</td>
</tr>
<tr>
<td>Keeney KF, 1-5</td>
<td></td>
<td>60.33%</td>
<td>3413</td>
<td>405</td>
<td>178</td>
<td>43.95%</td>
<td>16.38%</td>
</tr>
<tr>
<td>Martin KF, 1-5</td>
<td></td>
<td>60.51%</td>
<td>3335</td>
<td>241</td>
<td>93</td>
<td>38.59%</td>
<td>21.92%</td>
</tr>
<tr>
<td>Nathan Hale KF, 1-6</td>
<td></td>
<td>60.51%</td>
<td>3335</td>
<td>214</td>
<td>177</td>
<td>82.71%</td>
<td>22.20%</td>
</tr>
<tr>
<td>Robertson KF, 1-5</td>
<td></td>
<td>60.33%</td>
<td>3413</td>
<td>319</td>
<td>308</td>
<td>82.22%</td>
<td>21.89%</td>
</tr>
<tr>
<td>Verplanck KF, 1-5</td>
<td></td>
<td>60.51%</td>
<td>3335</td>
<td>361</td>
<td>248</td>
<td>83.32%</td>
<td>21.92%</td>
</tr>
<tr>
<td>Waddell KF, 1-5</td>
<td></td>
<td>60.33%</td>
<td>3335</td>
<td>391</td>
<td>278</td>
<td>84.24%</td>
<td>22.70%</td>
</tr>
<tr>
<td>Washington KF, 1-5</td>
<td></td>
<td>60.51%</td>
<td>3335</td>
<td>300</td>
<td>233</td>
<td>77.67%</td>
<td>17.16%</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td></td>
<td>60.51%</td>
<td>3413</td>
<td>2059</td>
<td>1015</td>
<td>60.51%</td>
<td>10.51%</td>
</tr>
</tbody>
</table>

*Per Section 10-226b - represents the total number of students across all schools in grades covered by the particular school.*

### 10/01/12 Racial Balance

<table>
<thead>
<tr>
<th>Schools</th>
<th>Grades</th>
<th>District % Minority</th>
<th>District Total*</th>
<th>School Enrollment</th>
<th>Total Minority Students</th>
<th>School Minority Percentage</th>
<th>Absolute Imbalance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bowers KF, 1-5</td>
<td></td>
<td>61.54%</td>
<td>3011</td>
<td>407</td>
<td>207</td>
<td>50.86%</td>
<td>10.68%</td>
</tr>
<tr>
<td>Buckley PK, KF, 1-5</td>
<td></td>
<td>61.32%</td>
<td>3056</td>
<td>332</td>
<td>135</td>
<td>40.66%</td>
<td>20.66%</td>
</tr>
<tr>
<td>Highland Park KF, 1-5</td>
<td></td>
<td>61.54%</td>
<td>3011</td>
<td>264</td>
<td>123</td>
<td>46.59%</td>
<td>14.95%</td>
</tr>
<tr>
<td>Keeney KF, 1-5</td>
<td></td>
<td>61.54%</td>
<td>3011</td>
<td>346</td>
<td>162</td>
<td>46.82%</td>
<td>14.72%</td>
</tr>
<tr>
<td>Martin KF, 1-5</td>
<td></td>
<td>61.54%</td>
<td>3011</td>
<td>290</td>
<td>146</td>
<td>50.34%</td>
<td>14.20%</td>
</tr>
<tr>
<td>Robertson KF, 1-5</td>
<td></td>
<td>61.54%</td>
<td>3011</td>
<td>356</td>
<td>304</td>
<td>85.39%</td>
<td>21.85%</td>
</tr>
<tr>
<td>Verplanck KF, 1-5</td>
<td></td>
<td>61.54%</td>
<td>3011</td>
<td>352</td>
<td>278</td>
<td>84.24%</td>
<td>22.70%</td>
</tr>
<tr>
<td>Waddell KF, 1-5</td>
<td></td>
<td>61.54%</td>
<td>3011</td>
<td>373</td>
<td>229</td>
<td>65.06%</td>
<td>3.52%</td>
</tr>
<tr>
<td>Washington KF, 1-5</td>
<td></td>
<td>61.54%</td>
<td>3011</td>
<td>379</td>
<td>290</td>
<td>76.52%</td>
<td>14.98%</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td></td>
<td>61.54%</td>
<td>3056</td>
<td>1874</td>
<td>1015</td>
<td>61.54%</td>
<td>10.51%</td>
</tr>
</tbody>
</table>

*Per Section 10-226b - represents the total number of students across all schools in grades covered by the particular school.*
Special Education

Manchester Public Schools uses a continuum of progressive and innovative instructional service delivery models to implement special education services and support programs for students with disabilities in the least restrictive environment. These services and support programs provide students with disabilities access to the general education curricula, help to improve their academic achievement, reduce the time that they are removed from general education classrooms, and increase their time with non-disabled peers. In order to level the playing field for students with disabilities and ensure their maximum success, various comprehensive inclusionary instructional models and assistive technology applications are implemented throughout the district.

An increasing number of Manchester students with special needs are attending magnet, charter, and private schools. Manchester Public Schools is responsible fiscally for these students, as well as for overseeing the specially designed instruction and related services they require for success. Additionally, there are increasing numbers of children with emotional or behavioral concerns and multiple needs who require more supervision (paraprofessional), increased behavior consultation, and intervention, and programs with increased structure and supports.

Legal fees are directly related to mediation requests by parents, parent complaints to the Connecticut State Department of Education (CSDE), occasional expulsion or residency hearings, and review of policies as needed. Additionally, the district is fiscally responsible for parental satisfaction for Manchester students who attend magnet and charter schools as well.

In addition to parent choice placements, agencies such as Department of Children and Families and the juvenile justice system place students out of our district. Due to the comprehensiveness of our programming for students with disabilities, Manchester Public Schools makes every effort to maintain our students within the district. When the district cannot meet the unique learning needs of a particular child, the district seeks placement in a specialized program so that the child can achieve educational progress.

Analysis of Special Education Data Application and Collection (SEDAC) for the last several years shows that the district consistently places a lower percentage of students with disabilities in out-of-district than our District Reference Groups (DRG) or the State, this is due to the innovative programming by the department of pupil personnel services. Likewise, others (DCF, courts) place 60% of Manchester students in specialized programs. Since Manchester maintains more children in district; there is a greater need for teachers, paraprofessional support, and specialized consultants to meet the needs of our learners. Additionally, there are at least nine group homes and numerous foster homes in Manchester that house students requiring specially designed instruction, related services, and transportation. The public and private tuition lines are budgeted based on expected reimbursement from Excess Cost Grants (State), Medicaid (State/Federal), and tuition billed to other districts. The Manchester Public Schools is committed to providing a quality education to all students.

Manchester Preschool Center

In its fourth year of operation, the Manchester Preschool Center served 210 families and children in a combination of service options. The Head Start program maintained full enrollment throughout the year with an ongoing waiting list of nearly 40 families. Of its nine classrooms, seven were in session for four hours a day, while two classrooms ran seven-hour days, including a seven-week summer program. A significant waiting list also existed for the full-day option.

The school improvement plan (SIP) for the Head Start program focused on three content areas. To improve academic rigor, teachers participated in a year-long seminar series to help identify teaching strategies across all learning domains that would help students improve their depth of knowledge and critical thinking skills. To improve literacy skills, the program utilized READ tutors to help struggling students acquire and expand their knowledge of print, phonological awareness and letter and sound recognition. To improve students’ social and emotional development, teachers acquired skills to help students identify their feelings and to improve their problem-solving skills.

The Integrated Preschool Program operated two classrooms, each with a morning and afternoon session. One classroom served three-year-old students, while the second served four-year-old students. Those classrooms integrated typically developing students with children identified with special needs. A full array of support services provided children and their families with professional services to meet each child’s unique needs. The Preschool Center also serves as a base for the Child Find Program.

Acting Superintendent: Dr. Richard Kisiel
which receives referrals for children under the age of three who are evaluated to determine whether or not they will be eligible for special services once the child reaches the age of three.

Head Start and the Integrated Preschool Program continued to collaborate. Some of our students are offered dual placements and others may be exited from special services and moved directly to Head Start. Support services through the special education department are also available to Head Start students identified through the PPT or SRBI process.

**Alternative Education Program**

The New Horizons program continues to show measures of extraordinary success. The alternative program is an opportunity to provide appropriate education for children with behavior concerns. Students express a connection to the school and the attendance and achievement rates support this. Regardless of the potential success of the New Horizons program, Manchester Public Schools remains concerned about the representation of students of color in alternative education. Discipline, including suspensions and expulsions, continues to show disproportionate numbers of African American and Hispanic males. Therefore, Manchester Public Schools is focused on maintaining an effective alternative education program to address this issue. Diversity training, positive behavioral environments, and sound instruction and practices emphasizing authentic hands-on applications and embedded critical thinking skills instruction are initiatives that need to be continually fostered in both the regular and alternative educational settings. Alternative educational programming is one more step on the continuum to address the needs of all children, Grades 7 through 12.

**Adult Education**

Manchester Adult & Continuing Education is evolving and adjusting based on State mandates and community needs. The vision to bring Adult Education alive from 9 AM to 9 PM is becoming more of a reality. We, of course, have our REACT (Reaching Education Achievement for College Transition) program in place, GED and ESL classes at the One Stop, Continuing Education classes. This year, we expanded to three of the elementary schools, offering a GED class and two ESL classes. All students have access to tutoring, social worker services from the Youth Service Bureau and credit recovery opportunities through Odyssey Ware, an online program, where students can complete assignments and courses on the computer with teacher support in a lab setting.

The National External Diploma Program is a rigid competency based high school equivalent option for attaining a high school diploma. We participated in an NEDP state evaluation process and did very well. We have been granted approval to continue operation the NEDP program in Manchester. In addition, NEDP has begun a full-launch to transition from paper/pencil coursework to a computer based program.

Manchester has taken tremendous strides integrating technology in all aspects of the Adult Education experience to support structural enhancements, as well as to provide relevant opportunities and experiences to our clients. As Adult Education moves to an e-testing environment, all students entering Adult Education must take an assessment to determine placement and programming. All students, except ESL students, were appraised and pre-tested in a single session. Testing results are generated instantly providing the student and teacher immediate feedback so that teachers and students can focus on individual needs within the first week of school.

Manchester has created a draft of the Teacher Evaluation process for Adult Education to ensure it is aligned with Manchester Public Schools. There are some differences noted and relevant only to Adult Education. The mandate for implementation of an evaluation system for Adult Education is July of 2014.

We are presently entering our third year of the free college transition program, REACT. We provide academic support to our high school graduates who need practice time before they can successfully transition to college. We are also an Accuplacer Testing site to accommodate high school graduates and give them a convenient location in which to take the Accuplacer for college academic placement.

Workplace education programs, business workshops and non-profit agency programs will continue to expand (e.g. business academies with a variety of locations within the community) through a variety of venues. Finally, Continuing Education ran 110 classes this year compared to 11 courses 3 years ago.
## TOWN OF MANCHESTER, CONNECTICUT SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE BUDGET AND ACTUAL (BUDGETARY BASIS) - GENERAL FUND AND FIRE DISTRICT FUND FOR THE YEAR ENDED JUNE 30, 2013

(Thousands)

### GENERAL FUND

<table>
<thead>
<tr>
<th>Revenues:</th>
<th>ORIGINAL BUDGET</th>
<th>REVISED BUDGET</th>
<th>ACTUAL</th>
<th>VARIANCE (FAVORABLE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property taxes, interest and lien fees</td>
<td>$123,613</td>
<td>$123,613</td>
<td>$122,293</td>
<td>($1,320)</td>
</tr>
<tr>
<td>Intergovernmental revenue</td>
<td>36,072</td>
<td>36,077</td>
<td>35,799</td>
<td>($278)</td>
</tr>
<tr>
<td>Investment and interest income</td>
<td>172</td>
<td>172</td>
<td>37</td>
<td>($135)</td>
</tr>
<tr>
<td>Licenses, permits and fines</td>
<td>1,891</td>
<td>1,891</td>
<td>1,788</td>
<td>($103)</td>
</tr>
<tr>
<td>Charges for goods &amp; services</td>
<td>1,626</td>
<td>1,718</td>
<td>1,549</td>
<td>($169)</td>
</tr>
<tr>
<td>Other</td>
<td>436</td>
<td>436</td>
<td>748</td>
<td>312</td>
</tr>
<tr>
<td><strong>Total revenues</strong></td>
<td>163,810</td>
<td>163,907</td>
<td>162,214</td>
<td>($1,693)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures:</th>
<th>ORIGINAL BUDGET</th>
<th>REVISED BUDGET</th>
<th>ACTUAL</th>
<th>VARIANCE (FAVORABLE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>General government</td>
<td>5,553</td>
<td>5,543</td>
<td>5,274</td>
<td>269</td>
</tr>
<tr>
<td>Public works</td>
<td>13,520</td>
<td>13,478</td>
<td>13,004</td>
<td>474</td>
</tr>
<tr>
<td>Public safety</td>
<td>17,891</td>
<td>17,896</td>
<td>17,589</td>
<td>307</td>
</tr>
<tr>
<td>Human services</td>
<td>2,911</td>
<td>2,891</td>
<td>2,635</td>
<td>256</td>
</tr>
<tr>
<td>Leisure services</td>
<td>5,779</td>
<td>5,759</td>
<td>5,559</td>
<td>200</td>
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<tr>
<td>Employee benefits</td>
<td>2,957</td>
<td>2,957</td>
<td>2,876</td>
<td>81</td>
</tr>
<tr>
<td>Other</td>
<td>277</td>
<td>362</td>
<td>221</td>
<td>141</td>
</tr>
<tr>
<td>Education</td>
<td>101,906</td>
<td>101,995</td>
<td>101,581</td>
<td>14</td>
</tr>
<tr>
<td>Internal service fund charges</td>
<td>2,614</td>
<td>2,614</td>
<td>2,613</td>
<td>1</td>
</tr>
<tr>
<td>Debt service</td>
<td>9,204</td>
<td>9,214</td>
<td>9,198</td>
<td>16</td>
</tr>
<tr>
<td>Capital outlay</td>
<td>202</td>
<td>204</td>
<td>122</td>
<td>82</td>
</tr>
<tr>
<td><strong>Total expenditures</strong></td>
<td>162,612</td>
<td>162,709</td>
<td>160,950</td>
<td>1,759</td>
</tr>
</tbody>
</table>

**Excess (deficiency) of revenues over expenditures** | 1,198 | 1,198 | 1,264 | 66 |

**Other financing sources (uses)**

| Transfers in | 1,681 | 1,681 | 2,746 | 1,065 |
| Transfers out (2,879) | (3,029) | (3,042) | (13) |
| **Total other financing sources (uses)** | (1,198) | (1,348) | (296) | 1,052 |

**Net change in fund balances** | $- | ($150) | $968 | $1,118 |

**Fund balance, beginning of year** | $13,379 | $13,379 |

**Fund balance, end of year** | $13,379 | $13,379 |

### GENERAL FUND BALANCE SHEET JUNE 30, 2013 & 2012

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$1,666</td>
<td>$0</td>
</tr>
<tr>
<td>Investments</td>
<td>1,378</td>
<td>4,874</td>
</tr>
<tr>
<td>Property taxes receivable, net</td>
<td>4,760</td>
<td>3,904</td>
</tr>
<tr>
<td>Accrued interest on taxes</td>
<td>1,482</td>
<td>1,221</td>
</tr>
<tr>
<td>Accounts receivable, net</td>
<td>96</td>
<td>949</td>
</tr>
<tr>
<td>Intergovernmental receivables</td>
<td>766</td>
<td>238</td>
</tr>
<tr>
<td>Due from Special Services District</td>
<td>25</td>
<td>32</td>
</tr>
<tr>
<td>Interfund receivables</td>
<td>18,835</td>
<td>17,045</td>
</tr>
<tr>
<td>Other assets</td>
<td>37</td>
<td>147</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$29,045</td>
<td>$28,410</td>
</tr>
</tbody>
</table>

### LIABILITIES & FUND BALANCE

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts and other payables</td>
<td>$2,278</td>
<td>$2,029</td>
</tr>
<tr>
<td>Accrued liabilities</td>
<td>1,496</td>
<td>1,037</td>
</tr>
<tr>
<td>Intergovernmental payables</td>
<td>60</td>
<td>59</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>10,563</td>
<td>11,160</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>$14,397</td>
<td>$14,285</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities &amp; Fund Balance</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fund balance:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nonspendable</td>
<td>$37</td>
<td>$147</td>
</tr>
<tr>
<td>Committed</td>
<td>24</td>
<td>32</td>
</tr>
<tr>
<td>Assigned</td>
<td>2,764</td>
<td>3,310</td>
</tr>
<tr>
<td>Unassigned</td>
<td>11,823</td>
<td>10,836</td>
</tr>
<tr>
<td><strong>Total fund balance</strong></td>
<td>$14,648</td>
<td>$14,625</td>
</tr>
</tbody>
</table>

<p>| <strong>Total Liabilities and Fund Balance</strong> | $29,045 | $28,410 |</p>
<table>
<thead>
<tr>
<th>Department</th>
<th>Official</th>
<th>Phone</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Animal Control</td>
<td>Elieein McConnell</td>
<td>645-5516</td>
<td>Thrall Rd.*</td>
</tr>
<tr>
<td>Assessor</td>
<td>John Rainaldi</td>
<td>647-3016</td>
<td>TH</td>
</tr>
<tr>
<td>Board of Directors</td>
<td>Leo Diana</td>
<td>647-3130</td>
<td>TH</td>
</tr>
<tr>
<td>Budget</td>
<td>Brian Wolverton</td>
<td>647-5243</td>
<td>TH</td>
</tr>
<tr>
<td>Building</td>
<td>Greg Smith</td>
<td>647-3052</td>
<td>LC</td>
</tr>
<tr>
<td>Cemetery</td>
<td>Chris Passera</td>
<td>647-3081</td>
<td>PW</td>
</tr>
<tr>
<td>Customer Service</td>
<td>Doreen Petrozza</td>
<td>647-5235</td>
<td>TH</td>
</tr>
<tr>
<td>Engineering</td>
<td>Jeff LaMalva</td>
<td>647-3158</td>
<td>LC</td>
</tr>
<tr>
<td>Facilities Management</td>
<td>Christopher Till</td>
<td>647-3145</td>
<td>PW</td>
</tr>
<tr>
<td>Finance</td>
<td>Gregory Simmons</td>
<td>647-3121</td>
<td>LC</td>
</tr>
<tr>
<td>Fire</td>
<td>Robert Bycholski</td>
<td>647-3266</td>
<td>FD</td>
</tr>
<tr>
<td>General Manager</td>
<td>Scott Shanley</td>
<td>647-3123</td>
<td>TH</td>
</tr>
<tr>
<td>General Services</td>
<td>Gerald Dupont</td>
<td>647-3031</td>
<td>LC</td>
</tr>
<tr>
<td>Health</td>
<td>Maryann Cherniak-Lexius</td>
<td>647-3173</td>
<td>WC</td>
</tr>
<tr>
<td>Highway</td>
<td>Kenneth Longo</td>
<td>647-3244</td>
<td>PW</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Dede Moore</td>
<td>647-3126</td>
<td>TH</td>
</tr>
<tr>
<td>Human Services</td>
<td>Mary Roche Cronin</td>
<td>647-3092</td>
<td>WC</td>
</tr>
<tr>
<td>Information Systems</td>
<td>Jack McCoy</td>
<td>647-3072</td>
<td>LC</td>
</tr>
<tr>
<td>Library</td>
<td>Douglas McDonough</td>
<td>643-2471</td>
<td>MCL</td>
</tr>
<tr>
<td>Parks</td>
<td>Kenneth Longo</td>
<td>647-3244</td>
<td>PW</td>
</tr>
<tr>
<td>Planning &amp; Economic Development</td>
<td>Mark Pellegrini</td>
<td>647-3044</td>
<td>LC</td>
</tr>
<tr>
<td>Police</td>
<td>Marc Montminy</td>
<td>645-5500</td>
<td>PD</td>
</tr>
<tr>
<td>Probate</td>
<td>Judge Michael Darby</td>
<td>647-3227</td>
<td>PC</td>
</tr>
<tr>
<td>Public Schools</td>
<td>Dr. Richard Kisiel (interim)</td>
<td>647-3442</td>
<td>BOE</td>
</tr>
<tr>
<td>Public Works</td>
<td>Mark Carlini</td>
<td>647-3067</td>
<td>LC</td>
</tr>
<tr>
<td>Recreation</td>
<td>Scott Sprague</td>
<td>647-3084</td>
<td>RD</td>
</tr>
<tr>
<td>Registrar</td>
<td>Timothy Becker/Francis Maffe.</td>
<td>647-3025</td>
<td>WC</td>
</tr>
<tr>
<td>Sanitation</td>
<td>Mark Carlini</td>
<td>647-3248</td>
<td>PW</td>
</tr>
<tr>
<td>Senior Center</td>
<td>Eileen Faust</td>
<td>647-3211</td>
<td>SC</td>
</tr>
<tr>
<td>Tax Collector</td>
<td>Beth Jacobs</td>
<td>647-3018</td>
<td>TH</td>
</tr>
<tr>
<td>Town Attorney</td>
<td>Ryan Barry</td>
<td>647-3132</td>
<td>TH</td>
</tr>
<tr>
<td>Town Clerk</td>
<td>Joseph Camposeo</td>
<td>647-3037</td>
<td>TH</td>
</tr>
<tr>
<td>Water &amp; Sewer Department</td>
<td>Edward J Soper</td>
<td>647-3115</td>
<td>WD</td>
</tr>
<tr>
<td>Youth Services</td>
<td>Erica Bromley</td>
<td>647-5213</td>
<td>YSB</td>
</tr>
<tr>
<td>Zoning Enforcement</td>
<td>Jim Davis</td>
<td>647-3057</td>
<td>LC</td>
</tr>
</tbody>
</table>

Website: Visit the Town of Manchester’s official online website at [www.townofmanchester.org](http://www.townofmanchester.org)

Sign up for Manchester Matters e-mail service and get the news you need about your community delivered direct to your desktop

Sign up for e-Recreation e-mail and learn the facts about Parks and Recreation News and Events online at [http://recreation.townofmanchester.or/erecreation/public/](http://recreation.townofmanchester.or/erecreation/public/)

Silk City TV: Watch Cox Channel 16 to learn more about the programs and services offered by the Town of Manchester. Live broadcasts of Board of Directors and Board of Education meetings as well as a large variety of shows dedicated to Town departments and school events are featured.

Town of Manchester Fiscal Year 2012/2013 Annual Report Contributors: Edited & Designed by Brian Wolverton, Budget & Research Office