Manchester Board of Directors and General Manager

**Back Row:**
Margaret H. Hackett, Director  
Stephen Gates, Director  
Lisa P. O’Neill, Director  
Matthew S. Galligan, Director  
Patrick F. Greene, Director  
Cheri A. Eckbreth, Director

**Front Row**
Rudolph C. Kissmann, Secretary  
Timothy M. Devanney, Deputy Mayor  
Jay Moran, Mayor  
Scott Shanley, General Manager
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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 FY14, the Budget & Research Office released the fourth Performance Measurement report for the Town of Manchester.

The Town of Manchester has implemented a utility tracking system for all departments which will allow for more careful monitoring and analysis of utility costs. Other initiatives conducted with Budget Office oversight included a Manufacturers Initiative with the Workforce Development Commission.

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

### WHAT WE DO

**Budget Development & Management**

**Capital Planning**

**Financial Forecasting & Analysis**

**Performance Measurement**

**Research & Program Analysis**

**FY14 Budget:** $169,341

**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 take place during the construction of a home and many more in commercial construction.

Building Inspectors provide support to emergency services including the Fire Department in determining safety of existing structures and pursue Enforcement as required by the Connecticut State Building Code.

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 enforces the Manchester Property Maintenance Code as it applies to existing buildings and premises, which is 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.

### WHAT WE DO

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

FY14 Budget: $857,660
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

FY14 Budget: $142,219
Full Time Positions: 1
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, 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/or inspected the following projects:

- Broad Street Reconstruction
- Tolland Turnpike Pavement Rehabilitation
- North Main Street Reconstruction
- Lydall Street Reconstruction
- Spring St./Lewis St./Arvine Pl./Comstock Rd. Reconstruction
- Hale Road Bikepath Resurfacing
- Diane Drive Neighborhood Sidewalks
- Sanitary Sewer Improvements - Village Street Neighborhood

Spring Street Bridge Rehabilitation
Sidewalk Replacements - Eva Drive Neighborhood
Sidewalk Replacements - Victoria Rd./Henderson Rd./Proctor Rd.
Sidewalk Replacements - Munro St. and Green Hill St.
Roadway Crack Seal Program
Sidewalk Spot Repair Program

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

FY14 Budget: $2,273,053
Full Time Positions: 21.5
The Facilities Management office is located at 321 Olcott Street, 2nd floor. Phone: (860) 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.

FACILITIES MAINTENANCE

Overseeing building maintenance and major facilities capital projects for the Town and Board of Education

WHAT WE DO

Building Maintenance
Architectural Services
Project Management
Energy Management

FY14 Budget: $2,119,301
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 **Field Services Superintendent**: Kenneth Longo
**Director of Public Works**: Mark Carlino

**FIELD SERVICES**

The **Highway Group** 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 Group’s goal is to provide conditions that facilitate safe travel throughout the entire year in all but the most exceptional weather conditions. They are also responsible for the maintenance of the Town’s storm drainage system; curbs, gutters, drain inlets, underground culverts, and open channels.

The **Fleet Maintenance Group** is responsible for repairing and maintaining the Town’s and Board of Education’s fleet of vehicles and equipment. The fleet is comprised of Highway, Park, Cemetery, Police, Fire, Water and Sewer, Sanitation as well as Town Hall and Lincoln Center vehicles and equipment.

The **Cemetery Group** is responsible for the development and maintenance of municipal cemeteries within the Town. Their primary function is providing services necessary for funerals and interments. They also perform all maintenance operations, such as mowing grass areas and trimming trees and hedges, on the 127 acres of cemetery property.

The **Park Group** is responsible for the development and maintenance of parks, play fields, pools, and recreation areas other than those maintained by the Board of Education. They manage multiple aspects of town owned properties which include parks administration, maintenance of parks and town owned facilities, maintenance of small equipment, and maintenance of recreation grounds and playing fields. The Park Group is also responsible for tree care and grounds maintenance along public rights-of-way.

**FISCAL YEAR 2013-2014**

**WHAT WE DO**

Highway Maintenance, Improvements and Reconstruction
Parks, Grounds, and Playing Field Maintenance
Fleet Maintenance & Repairs
Cemetery Maintenance & Operation

FY14 Budget: $7,629,088
Full Time Positions: 55.0
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/

In fiscal year 2013-2014, the General Services department solicited 84 formal sealed bids for various contracts involving supplies, materials, equipment, services, construction and disposal of surplus equipment.

Significant projects bid during this year were:

• RFP for Broad Street Mixed Use Development
• Whiton Memorial Library Elevator Addition and Code Renovations
• Demolition of Nichols Properties on Broad Street: Buckley and Keeney Schools Electrical Upgrades
• Road Reconstruction Middle Tnpk. East from Princeton St. to Woodbridge

• Replacement of Bigelow Brook Culvert
• Sewer Digester Dewatering and Cleaning
• Thompson Road Neighborhood Water Main Replacement.

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.

WHAT WE DO

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

FY14 Budget: $2,228,319
Full Time Positions: 19.25
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.mfre.us

The Fire Department is a geographically based operation with five strategically located fire stations. Front line apparatus resources include four triple combination Class A pumpers, one combination aerial/pumper (quints) and one service truck. A Paramedic intercept vehicle and shift Commander’s rapid response vehicle complete the fleet.

The Fire Department provides fire prevention, fire and public life safety service to the South Manchester Fire District (72% of the Town’s geography). The department also provides the entire community with advanced life support (ALS) medical service at the paramedic level.

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 FY14, the EMS Division began using a battery-powered, mechanical CPR device, giving the Department the ability to deliver consistent, uninterrupted chest compressions to patients in cardiac arrest. This device improves patient survivability during cardiac events.

The Department completed a grant-funded training initiative which brought all members of the Department up to the national standard for Rescue Technician for Vehicle and Machinery Rescue.

This training program, along with new rescue equipment, improves the Department’s ability to rescue citizens involved in motor vehicle accidents.

The Department provides fire and other injury prevention education for elementary school children, seniors and special needs groups to help minimize community risk. Citizens can make personal and medical history information readily available for first responders utilizing the Department’s “File of Life” Program.

### WHAT WE DO

- Emergency Medical
- Fire Suppression
- Fire Prevention
- Public Service Calls

**FY14 Budget:** $14,179,264

**Full Time Positions:** 82
HEALTH DEPARTMENT

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, services, and programs such as senior health clinics, health education programs, resource directories, and environmental inspections.

The Environmental Health staff completed 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. A report of the findings will follow. The intervention was successful in reducing temperature violations. In FY15, the temperature study will be expanded to incorporate other risk factors under the FDA Risk Factor Study model.

The Community Health program provides a wide variety of programs for disease prevention and improvement of the public’s health of all ages. Programs include flu clinics, weekly blood pressure clinics, and health fairs.

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. The Health Department began tracking indicators within this program in FY09.

In 2009, Manchester received a designation as a “Heart Safe Community” from the State Department of Public Health (DPH). The Health Department is actively involved in Heart Health education and CPR training for the community.

In FY14, Manchester and Glastonbury participated jointly in a Local Emergency Drill with the State Department of Public Health to receive mock medications in the volume expected in a public health emergency; enough for 90,000 people. Many Town departments worked collaboratively, including Health, Human Services, Police, Fire, Emergency Management, and Public Works, and both Boards of Education. The DPH evaluation stated the drill was highly successful.

WHAT WE DO

Environmental Health Inspections
Licensing & Permitting
Community Health Programming
Disease Surveillance

FY13 Budget: $867,189
Full Time Positions: 8
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/

**WHAT WE DO**

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

FY14 Budget: $911,647  
Full Time Positions: 2.5
The Human Resources Office 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/

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 19th session of Manchester Government 101 was conducted in the fall of 2013. 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 449 citizens have participated in Government 101 since it began in 2002.

The Employee Mentoring Program celebrated its seventh year of partnering with the Manchester Public Schools. Twenty-five employees mentor a school-aged child weekly and the idea is to begin with a child in the elementary school and mentor through high school. Interested employees receive training from a nationally accredited Mentoring Trainer and refresher training is provided annually.

The Wellness Initiative offered 29 programs to Town employees with 615 participants. Several employee Lunch and Learn sessions were held on a variety of topics including Financial Wellness, Exercise for Busy Bodies and a Healthy Cooking Demonstration.

Other offerings included CPR training, a back safety course and a 12-week on-site Weight Watchers program. The annual Know Your Numbers program was offered and 76 employees participated in the health screening and completed a health risk assessment. Monthly blood pressure clinics continue to be offered to all employees.

**WHAT WE DO**

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

**FY13 Budget: $552,184**
**Full Time Positions: 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/

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 FY14 included:
- Water Department Cross Connect application and mobile application
- Town Clerk portal
- Continued Implementation of web content management system

Network improvements and additions included:
- Upgrade to network switches throughout the network
- Continue to virtualize servers
- Deployed new firewall equipment
- Cameras installed on Main Street
- Wireless Access equipment upgrades

Software Implementations and Improvements included:
- Financial Management System upgrades and improvements
- Library system upgrades
- Building Department software upgrades to include mobile software
- Implementation of software to assist dispatch with call handling.

WHAT WE DO

Technical Support
Project Management & Design
Network Services
Public Access Broadcasting

FY13 Budget: $1,723,286
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 Oct. 12 to March 29.

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 these services to meet their needs for information, creative were held in Fiscal Year 2014, attended by use of leisure time, and life-long education. The library emphasizes attended by 2,665 teens. Additionally, 56 individual service, especially to children, adult programs had 839 attendees.

and serves as a focal point for interaction among diverse community residents of all ages.

The Library encourages youngsters from borrowed during the year. 759,000 items pre-school to high school to read and use were borrowed, which included more than library resources through services for those 400,000 books and magazines, over 30,000 children and for parents and children audiobooks, plus nearly 14,000 ebooks. Together. A wide range of programs are offered for youth - from storytimes for cardholders. Due to renovations, Whiton was newbons to book clubs for Third through closed for two months and annual usage Fifth-Graders, as well as many family figures were down for that building although programs for all ages.

The library’s collection contains about 209,000 books and magazines, 12,000 audio books and music CDs, and over 20,000 DVDs and miscellaneous items. Approximately 351,000 customers walked through the doors of the two library buildings during the fiscal year.

Improvements to the Whiton Branch Building included installation of an elevator, a ramp in the auditorium, new public restrooms, and improved accessibility throughout. This project was funded by a combination of State Grant Funds and the Whiton Fund for capital improvements to that building.

What We Do

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

FY14 Budget: $2,977,521
Full Time Positions: 25
The Planning Department is located on the second floor of the Lincoln Center, 494 Main Street. Office hours: Monday - Friday 8:30 a.m. - 4:30 p.m. Phone: 860-647-3044. More information is available online at: www.townofmanchester.org/Planning/

**WHAT WE DO**

Current Planning & Zoning

Long Range Planning

Community Development

Wetlands & Watercourses

FY14 Budget: $620,496

Full Time Positions: 7

(1.0 FTE funded by CDBG grant)

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.

The Department prepared a grant application to the State Historic Preservation Office securing an $83,990 grant to repair and repaint the exterior of the historic Pine Street Firehouse in the Cheney Historic Landmark District. Working with the Town’s Engineering Department, the Planning Department is assisting in the design stages of a major improvement project for the municipal parking lots in downtown Manchester operated by the Downtown Manchester Special Services District. $1.5M has been secured to improve lighting, wayfinding signs, landscaping, circulation and parking, and sidewalks and pedestrian access. The goal is to encourage more customers and patrons to park in all of the downtown parking lots by creating an attractive, pedestrian friendly environment.

The Department developed and managed the public process to gather ideas for re-use options for the former Nathan Hale School. The Board of Directors asked for options that would create energy, vitality, and a community and neighborhood asset that would be economically sustainable. A report will be delivered to the Board in September 2014.

Axis901, Manchester’s coworking space operating out of downtown Manchester, celebrated its first anniversary. In its first year, Axis901 has become a resource for the Hartford area entrepreneurial community, has 30 paying members, and was proud to receive a CT Main Street Program Award of Excellence for the Axis901 and MCC on Main project.
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: (860) 645-5500
Dial 911 for emergencies.

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

WHAT WE DO

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

FY14 Budget: $18,450,610
Full Time Positions: 153.5

Improving the quality of life for all by upholding laws, protecting lives and property, and providing a safe and secure environment

Chief of Police: Marc Montminy

Manchester Police Department

In Fiscal Year 2013/2014, the Town of Manchester continued to see a downward trend for reported Part I Crimes, with an -11.5% reduction from the previous year. Overall, as in past years, the majority of Part I Crime totals (93%) were the result of larcenies and property crimes. Only 6% of Part I crimes reported were comprised of violent crime.

PERSONNEL

In FY 2013/14, two Sergeants, two Detectives, three Officers, and one Dispatcher retired. Promotions included two Sergeants and two Detectives. Additionally, three new officers and four Dispatchers were hired.

TRAFFIC SERVICES

Consistently, one of the most complained about issues facing town residents is traffic-related issues. The Manchester Police Department supplements its daily Patrol enforcement with its Traffic Services Section. This unit is comprised of three Officers and a Sergeant who are responsible for the investigation of serious and fatal motor vehicle collisions, the enforcement of motor vehicle traffic-related statutes, and public education as it relates to traffic activities.

The Traffic Section also investigates and documents minor injury and non-serious motor vehicle collisions on a daily basis in support of the Patrol Section, and conducts selective enforcement activities in areas where there are a high number of motor vehicle collisions.
RECREATION

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
www.facebook.com/ManchesterRecreation

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 30th and ended on August 8th.

Swimming lessons were offered for all campers at Martin, Mahoney and Robertson camp as part of their camp day. Teen Swim Lessons continued to be a success this summer with a full class of 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 lifelong skill of swimming and allowed them to feel safer and stronger around water.

Additionally, several new special events were added to the aquatic summer schedule and were well received; a particular favorite was Noodle Night.

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. 61 homeowners were assisted by approximately 700 volunteers, 140 local businesses and 28 local volunteer contractors. 10 roofs were provided through CDBG funding. 3 ramps were installed and 6 houses were painted.

The Recreation Department offered an after school program at Bennett 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.

Manchester continues to be a regional leader in adult organized sports. This past year 82 teams competed in the Spring/Summer softball leagues and 52 teams competed in the Fall leagues. During the indoor season 42 volleyball teams and 14 basketball teams took part in league play held Monday-Thursday evenings at Illing Middle School.

The Department’s three Recreation Centers operate October through May. The Mahoney Recreation Center, Bennett Leisure Center, and the Community “Y” offer a full schedule of activities including instructional classes, drop in time, special events, and practice and game time for youth sports leagues.

<table>
<thead>
<tr>
<th>Organized Sports</th>
<th>Rec Centers &amp; Youth Programs</th>
<th>Pools &amp; Aquatics Programming</th>
<th>Summer Camps</th>
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<tbody>
<tr>
<td>FY14 Budget: $2,096,174</td>
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<tr>
<td>Full Time Positions: 8.5</td>
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<tr>
<td>(Senior Center not included)</td>
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| Swim lesson registrations:       | 1,771                       |
| Camp participants:              | 986                         |
| After-School FLASH participants:| 150                         |
| # of organized sports games played: | 130                     |

Director of Parks & Recreation: Scott Sprague
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

WHAT WE DO

Elections & Referenda
Voter Registration
Voter List Maintenance
Voting Machine Maintenance

The Registrars of Voters office registers all legally qualified voters including 17 year olds who will be 18 by Election Day; maintains an up-to-date complete voter registry; and supervises and conducts 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-Ret.)
Timothy H. Becker (R)
Senior, Adult & Family Services (SAFS) is located on the 1st floor of the Weiss Center at 479 Main Street. SAFS can be contacted at (860) 647-3096 or ksullivan@manchesterct.gov. Office Hours: 8:30am - 4:30pm

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.

Highlights:

Conservator Program
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.

Relocation Assistance
94% of dislocated households were returned to permanent, affordable housing within 60 days of the dislocating event. 98% of those households were connected to additional support services.

Dial-a-Ride
Provided 12,478 rides to 519 Senior and Disabled riders.

Financial Rebate Assistance
2831 low-income households received $1,829,881 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
881 low-income residents from 311 households received the equivalent of $58,311 in assistance through Feed the Children, Seasonal Sharing, Recreation Waivers and School Supply drive.

WHAT WE DO

Social Work
Information & Referral
Assistance Programs
Conservator Services
Senior/Disabled Transportation

FY14 Budget: $512,783
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 277,252 tons of material, including bulky waste, leaves and yard waste, and various special materials were received at the Landfill in FY14. 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 4,731 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 FY14, the Town recycled 64 tons of electronic waste.

**WHAT WE DO**

Residential Collection  
Curbside Compliance & Enforcement  
Landfill Management  
Leaf Composting

**FY13 Budget:** $7,320,000  
**Full Time Positions:** 12.1
The Senior Center is located at 549 East Middle Turnpike and is open Monday-Friday, 8:30-4:30. Phone: (860) 647-3211

More information is available on the website:

recreation.townofmanchester.org

WHAT WE DO

Recreational Programming
Meal Program
Transportation
Information & Referral

FY14 Budget: $632,718
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
8:30am - 5:00pm
Phone: (860) 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 100,000 people are served in person, by mail, by telephone and by the Internet.

There are many different records that can be found in this office. Land Records, Survey Maps, Vital Records (Birth, Death and Marriage), Board of Director and Selectmen Minutes (back to 1823), Election Results, Annual Reports and Budgets, Charter Commission Proceedings, Trade Name Registrations, and Military Discharges. Copies can be obtained in accordance with Statutory and Freedom of Information laws. Most all records maintained are accessible to the public. The exceptions are Birth Certificates and Military Discharges, where eligibility to access and obtain copies are governed by State Laws. Vital Records like Land Recordings are permanent records.

Land Records such as copies of Deeds and Mortgages dating back to 1823 are available at Town Hall. This information can be found in both paper and digital form.

On the town web site, Land record indexes from 1965 to date are also available. There also is a subscription service to view the images and make copies of this data on a 24/7 basis. In addition to maintaining public records, 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.

The Town Clerk’s Office sponsors 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.

<table>
<thead>
<tr>
<th>Transaction Total</th>
<th>53,695</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Recordings</td>
<td>7,609</td>
</tr>
<tr>
<td>Dog Licenses</td>
<td>3,786</td>
</tr>
<tr>
<td>Marriage Licenses</td>
<td>331</td>
</tr>
<tr>
<td>Births</td>
<td>1,600</td>
</tr>
<tr>
<td>Deaths</td>
<td>673</td>
</tr>
</tbody>
</table>
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.

The Water Department replaced the spillway at Lydall Reservoir #1. The project included installing a new concrete spillway complying current regulations and increasing the height of the dam for greater safety. A small bridge was installed over the spillway to allow access to the majority of the dam for maintenance.

In FY14, the Water & Sewer Department completed a large-scale utility replacement project in the Village Street neighborhood. As part of this multi-year project, new water and sewer mains were installed throughout the area in order to replace aging pipes and improve the level of service to our customers. The project also eliminated water and sewer mains that ran through private property.

The Sewer Department continues with the construction of a comprehensive upgrade of the wastewater treatment plant which began FY12. This multi-year project provides treatment for the removal of nitrogen and phosphorus, thus reducing the impact these pollutants will have on the Hockanum River.

Significant improvements to all aspects of the facility have been accomplished under this project, including the replacement of the majority of process equipment, machinery and extensive renovations to tanks and structures. The project is scheduled to be substantially completed by January 2015 or soon thereafter. This project was made possible through a grant from the State’s Clean Water Fund program.

WHAT WE DO

Water Purification & Distribution
Infrastructure Maintenance
Wastewater Collection & Treatment
Reservoir/Watershed Protection & Maintenance

FY14 Budget:
$8,553,215 Water
$7,623,794 Sewer
Full Time Positions: 51.3
The Youth Services Bureau is located at 63 Linden Street. Administrative office hours are 8:00 a.m. - 4:30 p.m. Monday - Friday. The YSB telephone number is (860) 647-5213.

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

YOUTH SERVICES BUREAU

The Youth Services 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

FY14 Budget: $586,996
Full Time Positions: 6.0
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

**FISCAL YEAR 2013-2014**

**BOARD OF EDUCATION**

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

**School Budget**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Budget</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014-2015</td>
<td>$106,506,279</td>
<td>1.89%</td>
</tr>
<tr>
<td>2013-2014</td>
<td>$104,535,293</td>
<td>3.86%</td>
</tr>
<tr>
<td>2012-2013</td>
<td>$100,646,835</td>
<td>1.37%</td>
</tr>
<tr>
<td>2011-2012</td>
<td>$ 99,287,515</td>
<td>1.54%</td>
</tr>
<tr>
<td>2010-2011</td>
<td>$ 97,784,441</td>
<td>1.78%</td>
</tr>
<tr>
<td>2009-2010</td>
<td>$ 96,071,237</td>
<td>0.78%</td>
</tr>
<tr>
<td>2008-2009</td>
<td>$ 95,326,178</td>
<td>2.96%</td>
</tr>
</tbody>
</table>

Total Student Enrollment: 6,212 Number of Certified Staff: 682.17

The School Board’s approved FY2014-2015 Operating Budget was prepared using the actual October 1, 2013 enrollment figure of 6,181, which was a decrease of 44 students from the October 1, 2012 enrollment figure of 6,225.

**Student Performance**

In the spring of 2015, Connecticut will begin the implementation of a new statewide testing instrument called the Smarter Balanced (SB) assessment. The SB assessment is a summative computer-adaptive test designed to measure student achievement and growth of student learning in literacy and mathematics in grades 3-8, and 11 as part of program evaluation and school district, and state accountability systems.

The SB assessment replaces the Connecticut Mastery Test (CMT) for reading and mathematics in grades 3-8 and the Connecticut Academic Performance Test (CAPT) for reading and mathematics in grade 10. The CMT science assessment will continue in grades 5 and 8 as will the CAPT science assessment in grade 10.

During the transitioning period between the CMT to SB, Manchester Public Schools utilized the Northwest Evaluation Association (NWEA) assessment. The NWEA assessment is a norm-referenced assessment in reading and mathematics that compares individual student performance with the performance of students in a norm group. In 2013-2014, the NWEA assessment was given to students in kindergarten through grade 10.
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-groups must grow at a faster rate.

The following NWEA data tables illustrate that in the areas of reading and mathematics all sub-groups represented continue to make some growth towards the grade level norms noted by the yellow rhombus above each sub-group’s data. Yet, overall white students continually meet and or exceed grade level norms in kindergarten through grade 10 compared to other sub groups. Black students consistently outperform Hispanic students, and students with special needs, students eligible for free and reduced lunch, and English language learners continually lag behind.

Also worthy of noting, as students move into upper elementary school, the challenge of closing the achievement gap becomes greater. NWEA scores for grades 3-5, 6, and 7-10 indicate that much work remains to prepare all students for success in learning and work beyond high school - especially in the area of mathematics.
FISCAL YEAR 2013-2014

Superintendent: Matthew Geary

BOARD OF EDUCATION (cont’d)

NWEA Grades 3-5 Sub Group Data
Fall 2013 – Spring 2014

NWEA Reading Grade Level to Norms

NWEA Math Grade Level to Norms

NWEA Grade 6 Sub Group Data
Fall 2013 – Spring 2014

NWEA Reading Grade Level to Norms

NWEA Math Grade Level to Norms

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FISCAL YEAR 2013-2014

Superintendent: Matthew Geary

BOARD OF EDUCATION (cont’d)

NWEA Grades 7-8 Sub Group Data
Fall 2013 – Spring 2014

NWEA Reading Grade Level to Norms

NWEA Math Grade Level to Norms

NWEA Grades 9-10 Sub Group Data
Fall 2013 – Spring 2014

NWEA Reading Grade Level to Norms

NWEA Math Grade Level to Norms

27
Listed below is an overview of the CMT Science results from 2014 compared to 2013. The comparison data listed by school supports the need for a new rigorous Science, Technology, Engineering, Arts and Mathematics (STEAM) curricula (PK -12), and increased professional development opportunities for teachers, and updated resources to support the implementation of STEAM. The District’s Improvement Plan for long range planning and support indicates an emphasis in these academic areas.

<table>
<thead>
<tr>
<th>School</th>
<th>Number Tested</th>
<th>% At/Above Goal</th>
<th>Number Tested</th>
<th>% At/Above Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bowers</td>
<td>66</td>
<td>42.4%</td>
<td>67</td>
<td>64.2%</td>
</tr>
<tr>
<td>Buckley</td>
<td>44</td>
<td>77.3%</td>
<td>34</td>
<td>67.6%</td>
</tr>
<tr>
<td>Highland Park</td>
<td>42</td>
<td>69.0%</td>
<td>44</td>
<td>63.6%</td>
</tr>
<tr>
<td>Keeney</td>
<td>66</td>
<td>57.6%</td>
<td>60</td>
<td>66.7%</td>
</tr>
<tr>
<td>Martin</td>
<td>47</td>
<td>46.8%</td>
<td>39</td>
<td>59.0%</td>
</tr>
<tr>
<td>Robertson</td>
<td>43</td>
<td>32.6%</td>
<td>40</td>
<td>55.0%</td>
</tr>
<tr>
<td>Verplanck</td>
<td>43</td>
<td>30.2%</td>
<td>37</td>
<td>27.0%</td>
</tr>
<tr>
<td>Waddell</td>
<td>59</td>
<td>49.2%</td>
<td>49</td>
<td>71.4%</td>
</tr>
<tr>
<td>Washington</td>
<td>62</td>
<td>19.4%</td>
<td>54</td>
<td>22.2%</td>
</tr>
<tr>
<td>Illing</td>
<td>383</td>
<td>43.6%</td>
<td>418</td>
<td>45.2%</td>
</tr>
<tr>
<td>MHS</td>
<td>375</td>
<td>24.8%</td>
<td>378</td>
<td>33.9%</td>
</tr>
</tbody>
</table>

Curriculum and Instruction

Manchester Public School staff is in the process of developing curricula for students in kindergarten through grade 12 reflective of Connecticut’s Core State Standards in literacy and mathematics. It is important that the school system implement rigorous curricula in tandem with high expectations for all students.

Throughout the 2013-2014, teams of teachers, with the support of instructional coaches, have created and implemented several curricular units in mathematics and literacy. The district has purchased a web-based curriculum mapping program, Curriculum Connector, to provide a framework for continuity across the district and to ensure that teachers have real time access to the curriculum and resources at all times and to eventually share the curriculum, supporting materials, and samples of student work with parents, families, and the community.

Training and Professional Development

The mission of each of Manchester’s schools is for every student to become a successful lifelong learner. Teachers support students in this endeavor by providing collaborative experiences that develop students’ active participation, creativity, and higher-order thinking skills.

Ongoing professional development training is necessary for all staff members to ensure continued growth and impact change, necessary to maintain the momentum of increasing student achievement. The district maintains support for developing professional learning communities, addressing differentiated instruction, culturally relevant pedagogy, developing positive behavioral interventions and supports in classroom, inclusive of all students. Funding through the Alliance Grant has enabled the district to support these professional opportunities.
District Improvement Supported by the Alliance Grant

The school district received Alliance funds from the State Board of Education in the amount of $2.4 million dollars to support improvement efforts in the areas of talent, academics, culture and climate, and systems and operations.

Talent

In the area of talent, two committees completed their work in developing the new evaluation systems based on the recommended State guidelines during the summer of 2013. The district fully implemented both systems for all teachers and administrators during the 2013-2014 school year. To drive continuous improvement, discussions among teachers and administrators in all evaluation and other collaborative meetings, are centered on performance data and student work. The district combined Alliance and Board of Education funds to purchase assessments, including Measures of Academic Progress for students in grades 1 - 10, which tests reading and mathematics from the Northwest Evaluation Association (NWEA). These benchmark assessments provide detailed information about students’ skills in reading/language arts and mathematics, and more importantly, those skills that are areas of weakness and suggestions for teachers to differentiate instruction. The NWEA assessments therefore serve two purposes: to monitor student achievement throughout the year, and to monitor how instruction is impacting student outcomes.

To support new and existing staff, the district provides four full and six half days of professional development. We recognize that this schedule of professional development opportunities is simply not enough time to improve practice, thus we are also committed to providing job-embedded professional development opportunities and resources to support weekly common planning time in all schools in the future. The district used funding from the Alliance Grant to support additional release time or paid curriculum time to ensure that teachers are ready to implement the curriculum, aligned to Connecticut’s Core State Standards (CCSS), and developed by teams of teachers and coaches across the district.

Literacy and numeracy coaches, in place at all schools, lead this work. The district provided the new instructional coaches with training in providing effective job embedded professional development for teaching the CCSS in literacy and numeracy for teachers in grades K-12. It is our belief that hiring highly qualified staff members, providing significant job-embedded professional development built into the school calendar, weekly collaborative time, and additional hours and days supported through substitute teachers or stipend, and offering opportunities for teacher leadership in the form of coaching positions, will allow us to place, retain, and develop human capital. We believe that this kind of job-embedded professional learning, supported when necessary by experts in the areas of differentiation, blended learning, and critical and creative thinking, is the key to improving teaching and learning. Teachers are able to gain support from colleagues as well as coaches to address areas where the evaluation process indicates growth is necessary.

Academics

The work to implement the CCSS into the curriculum began at Manchester High School in the summer of 2012. Teachers began training around the Understanding by Design (UbD) process and a useable unit template, containing, enduring understanding, essential questions, CCSS, objectives, assessments, performance tasks, and suggested activities. Teams of teachers, with the support of instructional coaches, have developed and implemented curriculum aligned to the CCSS in English, Math, Social Studies, Science, and Business Education. Additionally, special education teachers and speech and language pathologists have worked with consultants to align both curriculum and individual student goals to the CCSS. Work remains in World Language and other elective areas at the high school level. Curricular units and a limited number of samples of student work are now displayed on the high school website. Looking at student work more regularly and skillfully in the future will help improve instruction. Unit development has also occurred in Mathematics and Language Arts at Bennet Academy, our sixth grade school.
New K-12 Directors of Teaching and Learning for Humanities and STEAM were hired and curriculum development began at the K - 8 level. Working in teams, K - 8 teachers unpacked the CCSS and began designing and implementing units of study to standardize expectations across the district. While teachers have flexibility to develop and implement strategies and activities of their choice, and the district encourages creativity, ensuring the all students have access to high quality standards-based curriculum is a focus of the district. This work began in March 2014, is expected to continue over the next two years, and will include opportunities for summer curriculum writing for teams of teachers. The district has purchased a web-based curriculum mapping program to ensure that teachers have real time access to the curriculum and materials at all times and to eventually share the curriculum, supporting materials, and samples of student work with parents, families, and the community.

Our work to intervene when students struggle with the CCSS aligned curriculum is ongoing and multi-faceted and includes programming for students who have not had a pre-school experience, extended programming (into the summer) for students in grades K - 3 who are below proficient in reading and math, and web-based interventions used both in the classroom and in a separate setting.

By intervening prior to a student’s entrance into kindergarten, Manchester believes that it will better prepare its students to perform under the standards of the Common Core. Although six weeks cannot compare to experience our children receive through the head start program or attendance at a private preschool or our own integrated program, children and families will become familiar with school routines, kindergarten readiness skills, and be introduced to PBIS. Families will also have the opportunity to begin a pattern of school engagement. A coordinated effort between the Manchester Public Schools and the Town of Manchester to support early childhood programming in the community will improve the learning opportunities for children not enrolled in district preschool programs. The Jumpstart program serviced 60 children during the summer of 2013 and will continue in 2014.

As a district we are extremely excited about our summer program. During the summer of 2013, over 700 students participated in a six week full-day summer extended school year program for students in grades 1-5, and a half-day program for kindergarten children. Both programs began on July 1. Classroom teachers recommended to parents student participation in the program based on level of literacy skills. The program includes instruction in literacy and numeracy skills aligned to the CCSS for three hours in the morning. Following lunch, enrichment activities, pre-selected by the students, took place for the last three hours of the day. On Friday afternoons, students participated in field trips exposing them to a variety of cultural and recreational experiences in the area.

Additionally, we currently offer literacy/numeracy enrichment programs after school at four of our schools with plans in place to strengthen the existing programs and add new programs at every school where one does not currently exist.

**Culture and Climate**

During 2013-14, Manchester Public Schools worked diligently to improve the climate and culture of all of our schools. The persistent achievement gap across the Manchester Public Schools indicates the need to expand both new and existing interventions to support struggling students and provide more rigorous standards for all students. In order to create a culture of high expectations for all students, those who struggle must have access to individualized academic and behavioral interventions as well as wraparound services to ensure their success in school and improvement their achievement. It seeks to achieve this end with a continued focus on increasing collaboration between community agencies and schools to meet the social, emotional, and mental health needs of students and their families. The district seeks to meet this mission by organizing and educating the community, adapting prevention-oriented and evidence based school discipline models that foster a safe and engaging school climate, reducing the suspensions, expulsions, arrests, drop outs and truancy through increased family and community partnerships, and increasing family engagement and parent leadership skills through evidence based programming.
We have had success in offering services in the areas of substance abuse counseling, online credit recovery, restorative discipline, and parent education through the new outreach office and their work with families and local and state agencies. We also employ two Board Certified Behavior Analysts to assist teachers, students, and parents with managing behaviors that exist both at school and at home. Plans are in place to expand the number of family resource centers from our current number of one to a total of five. This expansion will allow for more immediate family and community engagement when behavioral or attendance related issues arise.

Systems and Operations

Critical to our work to create systems and processes that promote organizational efficiency and effectiveness is a new District Improvement Team that was formed in October 2013. This team is comprised of teachers, support staff, union leadership, building administrators, and district administrators. For the first time in recent history, the team is representative of the diverse population of the Manchester Public Schools, including every school and grade level. The team met monthly and worked to develop indicators of success for the district goals. The team is now prepared to review the Theory of Action and revise the District Improvement Plan to ensure that all strategies support the goals measured by the established indicators. An initiative mapping, led by an outside consultant, was conducted to review of all current initiatives for alignment to the District Improvement Plan. A systems audit will be conducted to ensure effective communication, collaboration, consistency, and efficiency within and across district systems.

Additionally, all schools in the district create School Improvement Plans that outline the strategies employed at the building level to support the district goals. Because accountability is reciprocal and the primary work of the district is to support schools, these plans also identify supports needed and drive the distribution of resources across the district. In an effort to support staff to increase their capacity to improve student outcomes, the central office leadership team has been redesigned and redeployed to support, rather than direct, schools. The central office leadership team is working to assist schools build their capacity for change and improvement by focusing on the implementation of professional learning communities (PLCs) and better targeting professional development opportunities and resources. It is important to note that over the past two years, the district curriculum and instruction office has been completely restructured. In July 2013, a new Assistant Superintendent for Curriculum and Instruction was hired and subsequently, two Directors of Teaching and Learning, one for Humanities and one for STEM, were hired.

Special Education

Manchester Public Schools uses a continuum of progressive and innovative instructional service delivery models to implement special education services and related services 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. Our vision is for high expectation for all learners.

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 20 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 professional development 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 continue to acquire skills and use the on CSEFEL model 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 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 has grown tremendously since its inception three years ago. We are a Pearson Vue Testing Site and an Accuplacer Testing Site. We offer National Career Readiness, MS Word, and A+ Computer Technology pre-certification opportunities for all students. The organization participated in an accreditation process, Program Compliance Quality Review, which proved to be an effective and constructive experience. College transition, REACT, continues to serve more students due to the expansion of our partnership with Manchester Community College. We now provide free academic support programs for students at MCC, as well as at various adult education sites in Manchester and Vernon. Manchester Adult and Continuing Education has expanded daytime ESL classes to accommodate more students as they aspire to learn and become proficient in English. In addition, ESL classes and GED classes are also offered at some of the elementary schools for the convenience of walking families. All students continue to have access to tutoring, social worker services, technology support, and online coursework, where students can complete assignments and courses on the computer with teacher support in a lab setting. Manchester Adult and Continuing Education continues to pilot the Teacher Evaluation process to ensure that we remain current and aligned with the K-12 system, as well as prepared for full implementation. Workplace education programs, business workshops and non-profit agency programs will continue to be a service offered to local businesses within the Manchester community. Finally, Continuing Education offered 65 courses for the fall semester.
<table>
<thead>
<tr>
<th>Revenues:</th>
<th>GENERAL FUND</th>
<th>VARIANCE FAVORABLE (UNFAVORABLE)</th>
<th>FIRE DISTRICT FUND</th>
<th>VARIANCE FAVORABLE (UNFAVORABLE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property taxes, interest and lien fees</td>
<td>$129,862</td>
<td>$129,862</td>
<td>$130,519</td>
<td>$657</td>
</tr>
<tr>
<td>Intergovernmental revenue</td>
<td>34,121</td>
<td>34,721</td>
<td>36,248</td>
<td>$1,527</td>
</tr>
<tr>
<td>Investment and interest income</td>
<td>150</td>
<td>223</td>
<td>44</td>
<td>($179)</td>
</tr>
<tr>
<td>Licenses, permits and fines</td>
<td>1,850</td>
<td>1,850</td>
<td>1,801</td>
<td>($49)</td>
</tr>
<tr>
<td>Charges for goods &amp; services</td>
<td>1,520</td>
<td>1,760</td>
<td>1,617</td>
<td>($43)</td>
</tr>
<tr>
<td>Other</td>
<td>476</td>
<td>477</td>
<td>600</td>
<td>123</td>
</tr>
<tr>
<td>Total revenues</td>
<td>167,979</td>
<td>168,893</td>
<td>170,829</td>
<td>1,936</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures: Current:</th>
<th>GENERAL FUND</th>
<th>FIRE DISTRICT FUND</th>
</tr>
</thead>
<tbody>
<tr>
<td>General government</td>
<td>5,633</td>
<td>5,633</td>
</tr>
<tr>
<td>Public works</td>
<td>13,651</td>
<td>13,855</td>
</tr>
<tr>
<td>Public safety</td>
<td>18,509</td>
<td>18,548</td>
</tr>
<tr>
<td>Human services</td>
<td>2,879</td>
<td>2,835</td>
</tr>
<tr>
<td>Leisure services</td>
<td>5,706</td>
<td>5,706</td>
</tr>
<tr>
<td>Employee benefits</td>
<td>2,998</td>
<td>2,998</td>
</tr>
<tr>
<td>Other</td>
<td>253</td>
<td>160</td>
</tr>
<tr>
<td>Education</td>
<td>105,925</td>
<td>106,165</td>
</tr>
<tr>
<td>Internal service fund charges</td>
<td>2,555</td>
<td>2,554</td>
</tr>
<tr>
<td>Debt service</td>
<td>9,636</td>
<td>9,696</td>
</tr>
<tr>
<td>Capital outlay</td>
<td>0</td>
<td>80</td>
</tr>
<tr>
<td>Total expenditures</td>
<td>167,745</td>
<td>168,150</td>
</tr>
</tbody>
</table>

| Excess (deficiency) of revenues over expenditures | 234 | 743 | 4,659 | 3,916 | (2,895) | (3,108) | (1,803) | 1,305 |

<table>
<thead>
<tr>
<th>Other financing sources (uses)</th>
<th>GENERAL FUND</th>
<th>FIRE DISTRICT FUND</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfers in</td>
<td>1,702</td>
<td>1,822</td>
</tr>
<tr>
<td>Transfers out</td>
<td>(2,836)</td>
<td>(3,445)</td>
</tr>
<tr>
<td>Premium on bond sale</td>
<td>547</td>
<td>547</td>
</tr>
</tbody>
</table>

| Total other financing sources (uses) | (1,134) | (1,643) | (1,233) | 410 | 1,616 | 1,616 | 1,371 | 245 |

| Net change in fund balances | $900 | ($900) | $3,426 | $4,326 | $1,279 | ($1,492) | $432 | $1,550 |
| Fund balance, beginning of year | 13,379 | 16,805 | |
| Fund balance, end of year | 16,805 | 1,537 | |
## Department Directory

<table>
<thead>
<tr>
<th>Department</th>
<th>Official</th>
<th>Phone</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Animal Control</td>
<td>Elease 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>Jay Moran</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>Emergency Management</td>
<td>David Billings</td>
<td>647-3266</td>
<td>FD</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>David Billings</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 Longo</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>Matt Geary</td>
<td>647-3442</td>
<td>BOE</td>
</tr>
<tr>
<td>Public Works</td>
<td>Mark Carlino</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>Tim Becker/James Stevenson</td>
<td>647-3025</td>
<td>WC</td>
</tr>
<tr>
<td>Sanitation</td>
<td>Mark Carlino</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>Patrick Kearney</td>
<td>647-3115</td>
<td>WD</td>
</tr>
<tr>
<td>Youth Services</td>
<td>Sharon Kozey</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>

**Notes:**
- BOE = 45 N. School Street
- PD = Probate Court 66 Center Street
- SC = Senior Center 549 East Middle Turnpike
- WD = Water Dept. 125 Spring Street
- LC = Lincoln Center 494 Main Street
- TH = Town Hall 41 Center Street
- WL = Whiton Memorial Library 100 North Main Street
- MCL = Mary Cheney Library 586 Main Street
- PW = Field Services 321 Olcott Street
- YSB = Youth Service Bureau 63 Linden Street
- RD = Recreation Department 39 Lodge Drive

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.org/erecreation/public/](http://recreation.townofmanchester.org/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 2013/2014 Annual Report Contributors: Edited & Designed by Brian Wolverton, Budget & Research Office