



Town of
Manchester
ANNUAL REPORT 2008
CONNECTICUT



Town of Manchester

General Government



Mayor
Lou Spadaccini



General Manager
Scott Shanley

Dear Resident,

On behalf of the Board of Directors and Town Administration, we are pleased to present the 2007/08 Annual Report. The 2007/08 reporting period was one of considerable progress on long term efforts to meet ongoing and future needs of the community.

Much of our work this decade has been devoted to the bricks and mortar reinvestments necessary for thriving community and commerce. Comprehensive infrastructure improvements in the West Side have progressed for several years and by the end of 2008 have covered almost the entire neighborhood. Several million dollars were reinvested in roads, sidewalks, and drainage projects throughout the Town. The new Bennet Academy was completed and the Manchester High School expansion project was closed out. Planning began for a full-scope renovation to Highland Park School with funding approved by the voters in June 2008. The voters' approval of public works and school projects in 2007 and 2008 bond referenda has lined up the resources for continued investment.

Similarly, efforts to promote business have produced brisk economic development activity, even during trying economic times. Manchester's reputation as a location suitable for commercial success remains strong as evidenced by redevelopment at the West Middle Turnpike and Broad Street intersection and new investments in the health care infrastructure, including the creation of a new oncology center across from Manchester Memorial Hospital. And where appropriate incentives are necessary, we have encouraged redevelopment through the use of such tools as tax lien sales and tax assessment agreements.

As much as has been done to preserve and enhance Manchester's physical infrastructure and business vitality, it is the citizens and their community spirit that make Manchester vibrant and strong. And challenging economic times haven't eroded that spirit. Just ask any of the 1,500 citizens that voluntarily participate in Rebuilding Together, or any one of the droves that turn out for the Thanksgiving Day Road Race, Cruisin' on Main Street, or Pride in Manchester Week. That we remain as strong a community through economic boom and hardship alike is a testament to the quality and character of the people of our Town. As always, we thank you for your commitment to the Town and welcome your feedback and ideas for helping us better meet the needs of all Manchester residents.



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Town of Manchester

General Government

Board of Directors Accomplishments

July 1, 2007 – June 30, 2008



Board of Directors for 2007-2008.

L-R front: Matthew Peak, Louis Spadaccini, Cheri Ann Pelletier, Scott Shanley

L-R back: Kevin Zingler, Mark Tweedie, Jeffrey Beckman, Lisa O'Neill, John Topping (resigned 5/22/08), David Sheridan (resigned 5/22/08). Rudolph Kissmann and Michael Farina were appointed as replacements (no group picture available).

- Authorized modernization of the Globe Hollow Water Treatment Plant
- Authorized a \$5.9 million Public Works bond resolution which was approved by the voters in the November 2007 referendum
- Authorized a \$2.47 million education bond resolution which was approved by the voters in the November 2007 referendum
- Approved a tax lien sale on a brownfield property in the industrial park and a plan for environmental remediation of the site
- Approved an amendment to the Town's ordinances providing a tax credit to participants in the State Elderly Freeze program
- Approved the replacement of the Head Start facility funded primarily by grants and proceeds from state agencies
- Adopted a landlord registration ordinance
- Authorized an \$8.49 million bond resolution for the renovation of Highland Park School which was approved by the voters in the June 2008 referendum
- Created the Environmental Planner/Wetlands Agent position to oversee inland wetlands regulations and enforcement
- Authorized purchase of 63 Linden Street for the purpose of establishing a new Youth Service Bureau facility
- Authorized funding for the development of a youth, children and families master plan

Human Resources

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

Technology Enhancements

This year the Human Resources Department and the Information Systems Department collaborated on two projects resulting in an on-line job application and Employee Self Service. Job applicants seeking Town positions can now submit all application materials online. This streamlined process results in more effective and efficient recruitment.

Employee Self Service is a new online tool giving employees the ability to view information such as payroll and tax information, benefit accrual leave time, medical benefits, and training and employment opportunities. The site is accessible 24 hours/day from the Town's website and the accessibility, convenience and information for employees is extremely beneficial.

Manchester Government Academy

The 13th session of Manchester Government Academy was conducted in the fall of 2008. Since 2002 there have been over 300 graduates of this ten-week program, which offers the public a hands-on learning experience about local government including a session facilitated by the Manchester Public Schools. Through a series of interactive sessions, academy participants get an inside look at municipal operations including public safety, public works, and the library. Manchester Government Academy is offered in the fall and spring of each year. Detailed information can be found on the Town's website.

Manchester Youth Government Academy

Manchester Youth Government Academy continued with a fall session for a section of high school students enrolled in Participation in American Society at Manchester High School. Each week high school students visit a different municipal department to learn about operations. This program is modeled after Manchester Government Academy and is viewed as a positive youth development opportunity.

Budget & Research Office

The Budget & Research Office provides analytical and informational services to the General Manager, Board of Directors, Town departments, and general public in order to facilitate informed decision making, particularly with respect to the availability and allocation of resources. The Budget & Research Office also facilitates the planning and implementation of new policies, procedures and programs. Specific responsibilities include:

- Preparation of the Recommended Budget and Adopted Town Budget
- Preparation of the Capital Improvement Plan
- Analysis of the impact of operations and policy proposals
- Coordination of special projects and studies
- Monitoring of the operating budget
- Development of multi-year financial forecasts
- Guidance and technical assistance on grant writing and reporting
- Provide training in use of Town's budgetary and capital planning software

Annual Budget Cycle

Preparation Phase:

- Sept-Oct – Background data provided to departments, General Manager's budget instructions to departments.
- Nov-Dec – Departments prepare budget requests; fixed costs estimated, Grand List finalized and revenues projected.
- Jan-Feb – Board of Education prepares and adopts recommended education budget, General Manager reviews department and Board of Education requests, General Manager submits proposed budget to Board of Directors.

Review and Adoption Phase:

- March: First public hearing, Board of Directors reviews all department and BOE budgets.
- April: Board of Directors finalizes budget, second public hearing (if necessary), Board of Directors adopts budget and mill rate.
- May: Budget referendum if citizens petition.
- June: Substitute budget adopted, if necessary. Final budget transfers (if necessary), tax bills prepared and mailed, adopted budget document prepared, fiscal year ends June 30.

Implementation and Management Phase:

- July: New fiscal year begins July 1, prior year appropriations lapse, new year appropriations available.
- July-Aug: Close of prior year.
- July-June: Budget monitoring and reporting, adjustments made (as needed.)

2007/2008 Accomplishments

The Budget Office's major accomplishments in 2007/2008 include being awarded the Government Finance Officer's Distinguished Budget Presentation Award. This award is the highest form of recognition in governmental budgeting and 2007/08 represents the second time Manchester has received this distinction. The Budget Office was also the lead agency managing the Charter Revision process that culminated in six charter amendments on the November 4, 2008 ballot.

Customer Service & Information Center

Discover for yourself this unique Town Hall office; Customer Service is here to meet your needs! Committed to providing exceptional customer service to Manchester's residents, businesses, visitors, and Town personnel, Customer Service is Your Resource for town information & services! Customer Service offers a wide array of services from its convenient location inside Town Hall.

They listen to your concerns and research solutions.

They register your children for recreation programs, answer your questions about tax payments and trash collection, distribute job applications, and sell postage stamps and gift merchandise.

They gather and deliver information that is important to Manchester residents and workers, utilizing Manchester Matters email, Channel 16 bulletins, and the Town's web calendar to bring you news about voting, taxes, trash, recycling and leaf collection, committee meetings, road construction, fire safety, Town jobs, dog licensing, and programs offered by the libraries, schools, health and recreation departments.

They supply details for special events including Pride in Manchester Week, Band Shell Concerts, Cruisin' on Main Car Show, the Thanksgiving Road Race, and the Independence Day Celebration.

Tune in to Cox Channel 16 for community info! Browse through their online Events Calendar, or email them a Citizen Request. And don't forget to sign up for the Manchester Matters e-newsletter! A customer shares her view: "I would like to thank the Town for offering Manchester Matters, and keeping me informed of the many great opportunities happening in town."

Call today: 860-647-5235

Visit at Town Hall: 41 Center Street

Hours: Mon.-Fri. 8 a.m. to 5 p.m.

www.townofmanchester.org

Town of Manchester

General Government

Customer Service & Information Center (continued)

Highlights of services offered to the community:

July 1, 2007-June 30, 2008

- Advertised 1,713 Meetings & Events on the Town's Web Calendar and Cox Channel 16.
- Composed 134 emails to over 1,680 "Manchester Matters" subscribers, alerting them to such news as storm cancellations, road construction, and seasonal programs.
- Acted as community liaison by providing customers with IRS forms, Road Race registrations, and Band Shell concert schedules.
- Collected \$2,551.25 for non-profit agencies such as the Historical Society, Hockanum River Linear Assoc., and VFW by selling Manchester Memorabilia on their behalf. Also processed \$1,477.50 in donations for MACC Charities resulting from dress down Fridays for employees.
- Mailed 891 welcome letters to new residents; 230 of whom asked for comprehensive packages of Town literature.
- Offered electronic service via the Citizen Request System on the Town's website to 599 citizens.
- Accepted \$1,509.00 in donations for the Memorial Tree Planting Program, which provided for 10 new trees to be planted in Town parks and cemeteries.
- Administered the Downtown Special Services District Parking Program for 900+ parking customers.

The Customer Service and Information Center provides public relations services to all Town Departments, and also assisted in these areas:

- Tax & Assessment: serviced 8,573 customers by collecting \$2,875,476.00 in tax payments, \$2,074.50 in copy fees and researching 1,212 tax & assessment inquiries.
- Public Works: staff sold 32,234 leaf bags and answered over 1,570 questions about the leaf collection, trash & recycling, snowplowing and street sweeping programs, in addition to fielding over 400 calls for the 175 composters made available for sale at a reduced price through a grant.
- Recreation: Staff produced 382 Recreation membership IDs for Town residents, registered 218 people for recreation programs, and distributed 93 camp registration packets.
- Town Clerk: serviced 2,472 customers and collected \$15,984 in printing fees for computerized land records.

Accounting

The Accounting Division is responsible for payroll, accounts payable, pension calculations, reviewing and administering the financial portion of various state/federal grants, monitoring internal controls for all Town departments, managing the Town's cash and investments and preparing the Town's annual financial reports. The Division is also the liaison with the Town's external auditors and is responsible for managing the Town's general ledger system and preparing all necessary work papers for the annual audit to meet state and federal requirements.

The Division processes approximately 150-250 checks per week to satisfy payment to the Town's vendors. The Division also processes the bi-weekly payroll for the Town's approximately 500 full-time employees and numerous part-time and seasonal workers in addition to the monthly payroll for the Town's pensioners.

The Division's major accomplishments in 2007-08 include being awarded the Government Finance Officers' Association Certificate of Achievement for Excellence in Financial Reporting for the 13th consecutive year and partnering with various Town departments and divisions to provide continuing evaluation and strengthening of the Town's internal financial controls.

General Services

The General Services Division is responsible for purchasing, implementing procurement policies and procedures, the Print Shop, the mailroom and telephone services operations. The Print Shop continues to meet most of the Town's printing needs. Annually this office prints the recommended and adopted budgets, Planning and Zoning regulations, various newsletters, brochures, fire and police reporting forms and directories in addition to its daily work load.

Highlights and Accomplishments

In fiscal year 2007-2008, the department solicited 115 formal sealed bids for various contracts involving supplies, materials, equipment, services, construction and disposal of surplus equipment.

Significant projects bid during this year were:

- Manchester High School Family and Consumer Science Renovations
- Manchester Head Start Construction
- Firemen's Museum Window Replacement
- Construction of Public Restroom building at Northwest Park
- Keeney School Parking Lot
- Emergency Generator replacements at various locations.

Assessment and Collection

The Office of Assessment and Collection is responsible for the appraisal of all real estate, motor vehicles, and personal property for inclusion in the annual Grand List and the maintenance of all records related to assessment and tax collection, with appropriate internal controls and security as required by generally accepted accounting principles and financial management processes.

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, landfill and cemetery payments, and miscellaneous revenues.

The Office of Assessment and Collection's functions provide improved customer service by having a combined Assessment and Collection office. All information and resources a taxpayer or customer may require in inquiring and resolving assessment or collection concerns are in one location.

The Office of Assessment and Collection is committed to continuous improvements in customer service. Most recently, the Town began accepting online payments for tax bills. For a small additional fee, taxpayers can pay their tax bills online using a credit card or E-check.

Tax Collections for fiscal year 2007/2008 were as follows:

Current taxes: \$115,935,287 or 100.76% of Adopted Budget for the 2006 Grand List Levy (includes the 2006 Supplemental Motor Vehicle Taxes).

A total of \$3,348,971 in back taxes, interest, lien fees and other tax revenues were also collected.

The Top Ten Taxpayers in Manchester for the Grand List of October 1, 2006 are:

#	Names	Nature of Accounts	Net Assessment (After phase-in)
1	Pavilions at Buckland Hills, LLC, Et. Al.	Buckland Hills Mall	\$109,018,705
2	JC Penney Properties	Retail & Warehousing	\$60,798,338
3	Northland Pavilions, LLC	Apartment Complex	\$54,535,508
4	CT Light and Power Co.	Utility	\$39,563,395
5	Manchester Developers LLC, Buckland Developers, LLC	Apartment Complexes	\$31,254,082
6	Plaza at Buckland Hills LLC	Shopping Center	\$25,255,474
7	Gateway Lauren, LLC	Shopping Centers	\$22,637,498
8	Wal-Mart/Sam's Club	Retail	\$20,632,985
9	Federated/May Department Stores (Macy's)	Retail	\$18,166,119
10	California State Teacher's Retirement System	Apartment Complex	\$18,125,470

There are approximately 18,600 real estate accounts in Manchester, over 47,000 motor vehicles and over 3,000 tangible personal property accounts, along with about 10,000 supplemental motor vehicles billed each year.

Town of Manchester

General Government

Information Systems 2008



Manchester is a five (5) time National League of Cities, Digital Cities Survey Award winner, placing in the Top 10 Nationally in its category of cities between 30,000 and 70,000 in population.

The Information Systems Department supports the information technology architecture for the Town of Manchester and the users of that architecture. The users of municipal computing and data communication are interconnected over Manchester's Fiber Optic Network. The I/S Department supports this network interconnecting Manchester's 36 municipal and school buildings. This effort provides data, voice, video and Internet access to all the departments and schools.

Manchester's Information Systems Department facilitates direct services to the public. In addition to providing access via the Internet to important local information, numerous web-based applications have been developed by Information Systems staff allowing for direct communication to Town departments and online services.

The department is responsible for technical management of Cable Channel 16. The Board of Directors and Board of Education meetings are available for Live Internet Access via the Town website's link mms://live.channel16.org/16live and via archives of the video of these meetings.

Manchester's website was among the first municipal websites in Connecticut. Manchester keeps in the forefront of public service web presence. A massive amount of public information and online applications are kept in place on the website by Town personnel as part of the provision of Manchester's services.

Planning Department

The Planning and Economic Development Department provides policy analysis, technical assistance and administrative support to several Town boards and commissions responsible for growth management, development, redevelopment, historic preservation and open space preservation for the Town of Manchester. These include the Planning and Zoning Commission/Inland Wetlands Agency, the Zoning Board of Appeals, the Economic Development Commission, the Redevelopment Agency, the Housing Commission, the Cheney Historic District Commission and the Downtown Manchester Special Services District.

Economic Development

The department helped negotiate real estate tax assessment agreements to help two local businesses expand their operations in Manchester. One agreement was with Vision Technical Molding and Advance Mold, for their project to add approximately 26,000 square feet to their existing 30,000 square foot facility on Utopia Road. The company currently employs 160 people and is a manufacturer of precision plastic components, and mold machines that manufacture precision components. Their \$3 million investment to expand the facility is expected to add 30 employees over the first two years of the new facility's operation. The tax assessment agreement freezes the assessment at the current, pre-development value, resulting in anticipated savings to the company of approximately \$15,000 annually for a seven-year term.

The other agreement was with Fuss & O'Neill, Inc., a professional engineering consulting firm that began in Manchester and has grown to include offices in the northeast and the south. Fuss & O'Neill will make substantial investments in their headquarters building at 146 Hartford Road and expand into all of the space at 158 Hartford Road adjacent to their headquarters. Both buildings are located in the Cheney Brothers National Historic District and Fuss & O'Neill will invest between \$1.2 and \$1.6 million in the two buildings, retaining 190 employees and adding 30 new employees once the two buildings are improved. The estimated tax savings to the company over the two-year period is approximately \$100,000.



Economic Development Plan Update

The department completed an update of the economic section of the Town's Plan of Conservation and Development, which was adopted by the Planning and Zoning Commission in March, 2008. It details Manchester's nine major retail and industrial districts and outlines issues and opportunities for each. Specific objectives outlined in the plan fall under three overarching goals for economic development in Manchester: Encourage and support the attraction, expansion and retention of a diverse local economy; Provide an appropriate mix of regional, community and neighborhood business areas; and Provide an institutional structure responsive to new economic opportunities. The plan can be found at: www.townofmanchester.org/Planning/documents/FINALTECHNICALREPORT.pdf

Downtown Parking Lot Design Study

The department oversaw consultants who prepared a design study of the conversion of three Town owned downtown parking lots. Crosskey Architects and Ferrero Hixon Associates, working with a steering committee made up of representatives of the Economic Development Commission and the Planning and Zoning Commission, led Town officials and representatives from the Downtown Special Services District, and the Manchester Chamber of Commerce on site and building options for the Forest Street, Birch Street or Cottage Street parking lots. The final consultant report is available online at: www.townofmanchester.org/Planning/documents/ManchesterStudy2008-05-19.pdf

Neighborhood Indicators Project

The department initiated a town-wide Neighborhood Indicators project to quantitatively measure changes in the health and condition of the Town's 13 neighborhoods over time. In order to evaluate the assets and needs of Manchester's neighborhoods, staff, in cooperation with other town departments developed 35 indicators. "People" indicators included age distribution, racial and ethnic diversity, income and public safety. "Place" indicators included statistics on housing, access to services and open space, and public infrastructure. The indicators will be tracked yearly and will be used to help guide public decision-making and investment.

Neighborhood Assessments

In 2007 and 2008 the Planning Department released two more of its series of neighborhood assessment reports which examine property conditions in a neighborhood context. The reports identify patterns of possible maintenance code violations and property deficiencies to assist in targeting staff and financial resources. Department staff worked the Center and Bowers neighborhoods and gathered information on property, premise and structure condition information. Data was compiled, mapped and analyzed, and shared with property maintenance staff. The reports are available online at: www.townofmanchester.org/Planning/Neighborhoods.cfm

Foreclosure Prevention Forum

On May 14, 2008, the Planning and Human Services Departments in conjunction with the Manchester Housing Commission co-sponsored a forum to provide residents information on resources available to prevent home foreclosure. The forum included a panel of experts who offered practical advice to residents facing adjustable rate mortgage resets and impending foreclosure. Panelists came from the Connecticut Fair Housing Center, Housing Education Resource Center (HERC), Connecticut Housing Finance Authority (CHFA) and Consumer Credit Counseling Services of Southern New England.

Land Use Inventory

The department partnered with interns from the Central Connecticut State University Department of Geography to produce a land use inventory of the entire town. During the summer of 2008, interns and staff walked every street in Manchester, using handheld electronic devices to record information on each property's land use. The information was then stored as a database and will be used to produce a digital land-use map using the Town's Geographic Information System. The map will provide current base data for the upcoming update of the Town's Plan of Conservation and Development.

Inventory of Natural Resources and Open Space

With help from a Central Connecticut State University Geography Department intern, a series of Geographic Information System maps were produced as part of an inventory of the Town's natural resources and open space. The maps show such resources as water, soil, land cover, and trails and greenway networks. The Open Space and Natural Resources Inventory will assist land use decision makers when considering preservation and conservation needs and opportunities in Manchester's future development.

Town of Manchester

General Government

Planning Department (continued)

Development Activity

Between July 1, 2007 and June 30, 2008, the Manchester Planning and Zoning Commission heard and decided 95 development and regulatory applications. Several were larger residential development proposals including a 30-unit multi-family development on Tolland Turnpike (DLC Ventures LLC), a 25-unit multi-family development on Tolland Turnpike (Maiden Builders LLC), a 48-unit age restricted single family development on Glode Lane and Tolland Turnpike (Fairway Crossing), and a 44-unit independent living residential community on Hartford Road (Orford Village Housing Development Corp.).

The Commission also decided several commercial and industrial development applications. The more significant applications were: approval of a 20,000 square foot industrial building addition on Utopia Road, a new Rockville Bank branch on North Main Street, a new CVS and Dunkin' Donuts at the intersection of Broad Street and a Middle Turnpike West, and a new 31,000 square foot oncology center across from Manchester Memorial Hospital.

Regulation Amendments

The PZC amended the zoning regulations, adopting the Design Overlay Zone. This regulation is intended to ensure the preservation and enhancement of the unique historical and/or architectural qualities of existing structures within various neighborhoods and promote the best examples of architecture found in the overlay district.

On November 5, 2007, the Planning and Zoning Commission, in its capacity as Inland Wetlands Agency, approved revisions to the inland wetlands and watercourses regulations to reflect recent legislation and new model regulations produced by the CT Department of Environmental Protection. The revisions expanded the non-wetland regulated area, or 'Upland Review Area' from 50 to 100 feet in recognition of the importance and sensitivity of wetlands and watercourses to development. Additional revisions were made to allow certain administrative approvals in upland review areas to be approved by the Inland Wetlands Agent.

Community Development Block Grant Program

The Town's Community Development Block Grant program funded a number of public service activities including the following:

- **Housing Rehabilitation Program:** The CDBG program used \$360,240 to rehabilitate 18 housing units in 14 structures and \$30,000 for four emergency furnace replacements during the past year. The Housing Rehabilitation Program eliminates lead based paint hazards and Property Maintenance Code violations to ensure safe and sanitary housing in Manchester's older neighborhoods.
- **Certified Nurse's Aide Training Program:** Operated by the Human Services Department, this program provided the training to eight students, all of whom completed the course and seven of whom were placed in jobs.
- **Center for Service Learning:** The Manchester Recreation Department program provides middle school children the opportunity to develop leadership skills through identifying, planning and carrying out community service projects. This year 50 participants carried out nine community service projects.
- **Volunteer Tax Assistance Site (VITA):** Operated out of the Human Services Department assistance was provided to 132 low wage earners to file for and receive the federal earned income tax credit assistance.

Registrars of Voters

The Registrars of Voters office is located in the Weiss Center, 479 Main Street on the first floor, enter from the rear 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, and fax number is (860) 647-3028.

The Registrars of Voters office register all legally qualified voters including 17 year olds who will be 18 by Election Day, maintains an up-to-date complete voter registry, 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, 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. There is voice mail on the main number in the office for evenings and weekend calls.

The Registrars of Voters office also conducts a yearly Canvass of voters to which enables them to update and maintain accurate records.

The "Voter Location Lookup" and a video of "How to use the New Voting Machines" is located on the Town of Manchester website on the Registrars of Voters page. It was added this past year with the assistance of the Information Systems Department. This year, also with the assistance of the Information Systems Department, we will be adding a map with Voting District breakdowns to the website.

All of Manchester is part of the 1st Congressional District and the 4th State Senatorial District. Manchester consists of 3 State Assembly Districts: District 9 includes voting districts 4 and 9; District 12 includes voting districts 1, 2, 3 and 7; and District 13 includes voting districts 5, 6, 8 and 10. Voter registration for the last two years was as follows:

	2007-2008	2006-2007
Democrats	11,357	10,496
Republicans	5,627	5,717
Unaffiliated	12,230	12,928
Others	58	55
TOTALS	29,272	29,196

Anyone interested on working on Election Day should contact the Registrars of Voters Office.

The Voting District Polling Places are:

District 1	Robertson School, 45 North School Street
District 2	Manchester High School, Brookfield Street Entrance
District 3	Buckley School, 250 Vernon Street
District 4	Martin School, 140 Dartmouth Road
District 5	Senior Citizens Center, 549 Middle Turnpike East
District 6	Nathan Hale School, 160 Spruce Street
District 7	Waddell School, 163 Broad Street
District 8	Verplanck School, 126 Olcott Street
District 9	Keeney School, 179 Keeney Street
District 10	Mahoney Recreation Center, 110 Cedar Street

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 130,000 people are served in person, by mail, the internet 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. All land documents are backed-up by microfilm.

The Town Clerk also maintains vital records (birth, death, marriage, civil union) for the Town.

The records, which date 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 the State of Connecticut.

Also, all records pertaining to meetings, elections, damages, injury claims, summonses, oaths of office, and business name registration are filed and maintained.

In addition to these duties, the Town Clerk issues marriage applications, dog, game, liquor licenses and permits, serves as agent for US Passport Services, including Passport photos, provides notary service and administers absentee ballots for all general and special elections.

For the past several years, the Town Clerk's Office has sponsored Dog Licensing Day, Family History Day and the Genealogy Road Show.

Regular office hours are from 8:30 to 5:00, Monday through Friday.

For more information, please contact us at 860-647-3037 or at: www.townofmanchester.org/Town_Clerk

Land recordings	10,030
Dog Licenses	3,863
Marriage Licenses	344
Game Licenses	5,185
Births	1,105
Passport Applications	283
Deaths	552
Civil Unions	8

Town of Manchester

Public Works

Building Inspection

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.

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 proposed locations, provides guidance for building replacement for everything from malls to tool sheds, and assists in the enforcement of applicable Town ordinances.

The Building Department also enforces the 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 Permits	FY 2008
Total applications received	3,042
Total permits issued	2,926
Total Revenue	\$740,526
Total Construction Value*	\$51,485,856
Inspections conducted	6,797

Code Enforcement	
Cases opened	559
Cases closed	712
Inspections conducted	1,472

Notes: *Includes the value of Town projects where fees were waived.

Engineering Division



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

Responsibilities include the planning, design, permitting and/or construction inspection for public infrastructure projects. In general, this includes all road, sidewalk, drainage, traffic signal, water, sanitary sewer, and parks improvement projects. This Division is also responsible

for the design review and/or construction inspection of private commercial and residential development within Town, including subdivision and site plans before the Planning and Zoning Commission, building permit plot plans, and any other work within the Town's right of way by utility companies or private landowners.

The Engineering Division also maintains and distributes record drawings and mapping on file at the Engineering Division; investigates complaints relating to sidewalks, roads, drainage, traffic and other public works facilities; provides field survey and technical assistance to other Town departments; and provides markout of water and sewer facilities under the Call Before You Dig program. It also administers and maintains databases containing inventory of public works facilities, including sidewalks, pavement condition, water and sanitary sewer facilities, traffic signals, streetlights, signs, etc.

The GIS unit is responsible for maintaining the Town's GIS system, including editing and updating planimetric and utility data, developing GIS applications and mapping for other departments and maintaining the Public Works and GIS webpages.

During the fiscal year, the Engineering Division accomplished the following:

- Designed, permitted and inspected the following projects:
 - Sidewalk replacements at various locations, including Benton, Huntington, Sherwood Circle, and Woodland Street, as well as continued replacements in the West Side neighborhood.
 - Water main replacement in the Elberta Road neighborhood and in West Side neighborhood.
 - Center Springs Park multi-use trail.
 - Drainage improvements on Plymouth Lane, Norwood Street, Irving Street, Birch Mountain Road, Woodbridge Street and Madison Street.
 - Sanitary sewer siphon repair at Hop Brook.
 - Site improvements and parking lot reconstruction at Keeney elementary school.
 - Parking lot expansion and new parent drop off at Buckley elementary school.
 - Intersection improvements and traffic signal replacement at Middle Turnpike West and Adams Street.
 - Streetlight replacements on Chapel Road and Batson Drive.
 - Steele Farms Drive extension to Tufts Drive.
- Provided consultant oversight for the following projects:
 - Park Street Bridge replacement.
 - Design phase of the Broad Street Streetscape and Reconstruction Project.
 - Buckland Area Closed Loop Traffic Control System.
- Successfully obtained competitive grants for the following projects:
 - Traffic signal installation on Slater Street.
 - Bus shelter installations.
 - North Main Street reconstruction.
 - Stormwater quality retrofits on Olcott Street.
- Issued 394 right-of-way permits, 118 water and sewer permits, inspected four active subdivisions and numerous commercial developments.

Facilities Management

The Facilities Management Division oversees the Town's Building Maintenance group and all capital building construction projects for both the Town and Board of Education.

During 2007/08, Facilities Management was involved in the following significant projects:

- Completed the Bennet Academy renovation project.
- Project management of closeout at Manchester High School.
- Removal of modular classrooms at various elementary schools resulting from Bennet Academy reopening
- Dividing wall demolition at Washington School.
- Installation of new boiler to serve the Cheney Building and School Street firehouse.
- Completed MHS Family Consumer Science & Science Lab modification project.
- Installation of new emergency generator at Public Works facility.
- Installation of new emergency generator at Fire Station #1.
- Installation of new canopy at Senior Center.
- Asbestos remediation at Grange prior to reutilization by BOE maintenance staff.
- Completion of I.O.H. Pool booster heating retrofit.
- Bowers Elementary chimney liner and breaching design and installation.
- Manchester Municipal Credit Union office reorganization.
- Roof replacements at Love Lane and New State Road Pump houses.
- Highland Park gymnasium roof replacement.
- Weiss Center Carpet Replacement.
- Bentley Alternative Education relocation to the "K" at Manchester High School.
- East Cemetery Roof installation.
- Successful draft and bid of town wide HVAC maintenance contract.

Town of Manchester

Public Works

Field Services

Administrative Division

The Administrative Division is responsible for the management and efficiency of Field Services. Through overall supervision and organization of its various divisions, Field Services preserves, develops and constructs Town-owned properties and structures and provides essential public works services to the citizens of Manchester.



Highway

The Highway Division has the responsibility of maintaining the street system. There are 214 lane miles of road within the Town. This includes the construction of streets and road surface as well as their continued maintenance and street line painting. The division is obligated to insure safe travel throughout the entire year in all but the most exceptional weather conditions. Therefore, snow and ice control maintenance is a major winter season function for the Highway personnel. Clean streets and all that it entails falls under the jurisdiction of this Public Works Division. Spring time street sweeping and maintenance sweeping are key elements to the clean street program. Leaf pick up and disposal is also a major program overseen by the Highway Division. The storm drainage system, curbs, gutters, drain inlets, underground culverts, and open channels are all elements of a storm drainage system that fall under the control and jurisdiction of the Highway Division. There are currently 150 miles of storm drain system and 8,500 storm drains.

The annual paving program included resurfacing of 12 miles of road. These improvements included Bryan Drive, Carmen Road, Cornwall Drive, Pond Lane, Taylor Street, Anderson Street, Armory Street, Bigelow Street, Guard Street, Hemlock Street, Hilliard Street, Hudson Street, Liberty Street, Lodge Drive, Brookfield Street, High School Heli-Pad, Ferguson Road, Wyllys Street, Arch Street, Bank Street, Cooper Street, Cooper Hill Street, Cross Street, High Street, Ridge Street, Short Street, Walnut Street, Birch Mountain Road,

Villa Louisa, Lakewood North & South, Bruce Drive, Hillcrest Road, Village Street, Warren Street, Sunset Street, Trotter Street, Orchard Street, Winter Street, Knox Street, Rosemary Place, Newman Street, Valley Street, Oval Lane, Lake Street, Indian Drive, Westland Street, Overlook Drive, and Eastland Drive.

Cemetery

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 to funerals and interments, are the primary activities of this division. The Cemetery Division maintains 127 acres of property. In FY2007/08 the division performed 229 funerals and sold 129 lots. The Cemetery Division completed an expansion project at East Cemetery this year and began selling plots in the new section. In addition, they have begun a new expansion project at Buckland Cemetery with completion expected in 2008.

Fleet Maintenance

Fleet Maintenance is responsible for repairing and maintaining the Highway Division's vehicles, servicing and repairing Town Hall and Lincoln Center vehicles as well as those of the Water Division, Sewer Division, Sanitation Division, Fire Department, and Senior Citizens' Center. The Fleet Maintenance Division is also responsible for the repair and maintenance of the Parks Division, Police Department and Board of Education vehicles and equipment. There are approximately 500 units including vehicles, trucks and heavy equipment being serviced by this division. These functions are conducted at several garage locations. The management of all resources necessary to providing these services is centralized in the Fleet Maintenance Division. The Fleet Division is working hard to consolidate and improve fleet operations. Specifications, purchasing and maintenance procedures are being updated and monitored.



Parks

The Parks Division currently includes the five functions of Parks Administration, tree care, maintenance of Park and Town owned facilities, maintenance of small equipment, and maintenance of Recreation grounds. The 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. Parks Division maintains 160 acres which include 29 ball fields, 10 soccer fields and two football fields. The division also is responsible for the maintenance and care of the Memorial Tree Program.

Parks Division also accomplished several town wide projects throughout the year. They included the completion of the High School field repairs and renovations, the completion of the second phase of irrigation installation for the scholastic fields, re-sodding of the Mount Nebo football field, organic land care (a pilot program with the State of Connecticut DEP) is currently in the second year of testing and review, Robertson field was renovated, the Senior Center Islands were planned, developed and planted, and the West Side playing field was completed.

Sanitation Division

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. In addition to regular household refuse (municipal solid waste) and recyclables, virtually any material that is accepted at the landfill will be picked up from residential properties through the curbside collection program. The Sanitation website, <http://publicworks.townofmanchester.org/Sanitation>, details what items may be left at the curb.

Approximately 115,000 tons of material, including bulky waste, leaves and yard waste, and various special materials were brought to the landfill in FY 2007/08. Approximately 14,600 tons of municipal solid waste and 3,750 tons of recyclables, in addition to yard waste and bulky waste, were collected from residences through the curbside collection program.

The landfill itself is open Monday through Saturday from 7:15 a.m. to 2:30 p.m. except for major holidays. The facility is located on Landfill Way off Olcott Street.

Residents may purchase leaf bags, recycling bins, trash cans and screened compost from the Sanitation Division.

Household Hazardous Waste collection is scheduled eight times per year between April and June and again from September through October.

Questions regarding landfill usage or curbside collection can be answered by calling 647-3257.

Town of Manchester

Human Services Department

Health Department

The Human Services Department provides overall program planning and development, coordination and administration of health and human services provided by the Town of Manchester. It provides administrative oversight to the Health, Senior, Adult and Family Services, Senior Center and Youth Service Bureau operations, and the Certified Nurse's Aide program. The Department leads in planning and program initiatives, which assess and impact the human service needs of the community and secures grants and other resources to implement new programs. Human Services Administration also provides contract oversight for community agencies receiving Town funds. In addition, Human Services Administration represents the Town on community, regional, and statewide human services planning and advisory groups.

Highlights for the 2007/08 Fiscal year

- Human Service Administration, together with the Senior Center and Senior, Adult and Family worked with the Earned Income Tax Coalition to establish a new Volunteer Income Tax Assistance site at the Senior Center. The new site was "staffed" by thirteen volunteer tax preparers and a site coordinator who completed the required Internal Revenue Service (IRS) training. The IRS recognized the Town of Manchester for the remarkable service to low-income and elderly clients.
- The Human Services Department received performance measurement training and adopted measures for the year. Additionally, Human Services Administration and the Budget Office partnered to establish or refine performance measurements with community agencies that are funded by the Town of Manchester.
- Certified Nurses Aide program. Thirty-two of thirty-five students **graduated** (91.4%)
Thirty of thirty-two students **passed the State CNA exam** (93.8%)
Twenty-four of thirty-two students **were placed in jobs after graduating** (75.0%)

The Manchester Health Department provides full public health services to community residents. Public Health Nurses provide community health programs and some clinic services, as well as tracking of communicable diseases. Environmental Health sanitarians focus on regulatory activities such as food safety, sanitary sewage disposal systems, privately owned wells, public swimming pools, lead abatement, a myriad of other environmental health issues, and environmental health education. A grant funded program that has been added to the Health Department since 2001 is Public Health Emergency Preparedness. Since 9/11, public health has been included with first responders in all-hazards emergencies and involves Community Health and Environmental Health functions to initiate planning and preparedness for Public Health needs and integration with town-wide Emergency Preparedness planning.

The Town of Manchester Health Department was recognized by the Connecticut Greenways Council for special achievement in health promotion of healthy life styles through the use of Manchester's hiking trails and our Trails Mix I & II brochures. The Commissioner of the Department of Environmental Protection, Gina McCarthy, made the Award presentation at their annual awards meeting on June 6, 2008.

Grants:

1) The **Public Health and Health Services Block Grant**, a federal grant that is managed by the State Department of Public Health, has been one source of funding for Living Well Program, an Obesity Prevention/Healthy Life Style promotion program for youth. The Manchester Health Department works collaboratively with the Parks and Recreation Department on this and other local initiatives that encourage fitness and nutrition for overall wellness of children, families and all residents of Manchester.

2) The Health Department has received continued funding for Public Health Emergency Preparedness Grant through a CDC Cooperative Agreement with the State of Connecticut for Bioterrorism and Pandemic Flu preparedness and planning. These funds are used to continue the planning and development of the network of local, regional and state professionals to respond to the public health needs of residents should a biological or other intentional attack occur. Manchester is the lead community partnered with Glastonbury to provide a mass dispensing clinic of medications or vaccinations, should the need arise.

Each Town Department created department specific plans for essential services required during an emergency and three-deep back up for leadership per department. The Town's Continuity of Operations plan may be implemented for any emergency of large scale, especially during a Pandemic illness event.

A Full-Scale Exercise titled, Operation H5N1, a 50% absenteeism Drill for Town Government was held in August 2007. During this Drill, Town Government tested our continuity of Operations plans should a 50% absenteeism occur during a Pandemic Flu event. This was the first drill of its type and scale in the State of Connecticut, and has previously been held in one location nationally: in Seattle-King County in Washington. This level of training and planning moves the Town of Manchester significantly forward in local all-hazards emergency preparedness.

As a follow-up to the August 2007 50% Absenteeism Drill, lessons learned were used and we hosted a second Full Scale Exercise pertaining to Pandemic Influenza medical response and the management of large volume of medical patients. Included in the June 2008 Drill were the Town Government and Board of Education in the opening of the Town's Emergency Operations Center, and use of several Schools, and the Manchester Memorial Hospital. This was the first full scale exercise of its kind in Manchester that tested the Hospital's emergency plans to Triage a surge of (volunteer) patients, some with special needs, and transport them to one of the designated Town Schools where an Alternate Care Facility was set up to receive patients. Regional resources, such as portable field hospital tents and equipment, added authenticity to this exercise. Again, much was learned from this exercise.

After-Action Reports of both Drills are available in Executive Summary upon request. In the coming year, federal funding has been directed more toward Regional Public Health Preparedness. However, local planning to further improve identified needs and areas of improvement in our local Public Health Preparedness planning are anticipated.

Community Health:

The 2007-2008 Influenza Vaccination season once again brought particular challenges to the Community Health Staff to provide vaccine to those with the highest health risks.

The Health Department instituted a new option for participants to pre-register with our staff and complete the required medical forms prior to the clinic. Several opportunities for pre-registration were provided at the Senior Center. We found this effort to be very worthwhile and well received by the clinic participants. We

provided an Express Line for pre-registrants. This further reduced waiting time and added efficiency to our Clinics. The opportunity for pre-registration will be a permanent addition to our future clinics.

The Health Department and Recreation Department have continued to lead the community-based "Healthier U" initiative with a new program called **Living Well After School**. "Healthier U" focuses on nutrition, fitness and lifestyle changes developed to promote and encourage healthy families. **Trail Mix I** provides information on Town hiking trails and **Trail Mix II** is a Guide to Neighborhood Walks. Both **Trail Mix I** and **Trail Mix II** guides are available for the public at many locations including the Health Department, Customer Service and Recreation Departments.

The Fifth Annual Nancy K. Pilver Breast Cancer Awareness Wreath Ceremony was sponsored by the Health Department in October 2007. The Wreath Ceremony had been held for seven years until it was renamed in honor of Nancy K. Pilver, who was a tireless advocate for breast cancer awareness and research. The Mayor provides an annual proclamation of October as Breast Cancer Awareness month. State Senator Mary Ann Handley as well as other local elected officials, Town Government representatives and Manchester residents came to pay tribute to Nancy, to remember those lost to breast cancer and to honor breast cancer survivors.

In addition to the weekly blood pressure clinics sponsored by the Health Department for seniors, the Health Department Clinic Nurse has been located at the Senior Center two days per week. The Clinic Nurse is available for individual appointments, or to stop in with medical questions. The Clinic Nurse also is involved in providing a wide variety of health promotion programs for the Town's seniors as advertised in the Senior Center newsletter.

Environmental Health:

The largest Environmental Health enforcement program is the Food Service Licensing and Inspection Program. All food services, such as year-round restaurants to food booths at temporary seasonal events require the review, inspection and approval of food handling and management by our State-certified food service inspectors. The inspectors' duties also include food borne illness investigations. The Environmental Health staff of the Health Department provides training for not-for-profit food vendors to safely prepare, sell and serve food to the public. New to the local food safety program is "food security". This is an area of safe food management that has been included in our local program within the scope of bioterrorism prevention.

Town of Manchester

Human Services Department

Health Department (continued)

Land development for residential homes that are not served by public sewers and/or public water involves the review, inspection and approval of various environmental concerns pertaining to private homes, and enforcement of the Connecticut Public Health Code. Development of lots for private homes and businesses requires collaboration of the Environmental Health staff with all Town Code enforcement officials, Public Works and Engineering.

The Environmental Health staff enforces the State of Connecticut Public Health Code regulations to render toxic leaded surfaces lead safe, especially where children reside. During FY2007-2008, Manchester participated in a regional lead abatement program known as LAMPP. LAMPP provides forgivable loans to eligible property owners for lead abatement in rental units of low and very low-income tenants. Information on the LAMPP program is available through the Health Department.

Manchester public swimming pools and public bathing areas are inspected throughout the summer months, with regular water quality sampling. The Pool Inspection program focuses on sanitation, proper disinfection of pool water and life saving safety equipment for injury prevention. Day care facilities are likewise inspected routinely as part of the Connecticut Day Care Licensing Program.

The Community Health and Environmental Health Staff continue to follow lead poisoning cases to remove the lead hazard and protect the occupants of a dwelling, monitor West Nile Virus and Lyme disease in the community, in partnership with the State Department of Public Health. Health educational materials in the prevention of Lead Poisoning, West Nile Virus and Lyme disease are some additional services provided to the community.

2007 – 2008 Statistics

Community Health

Flu Clinic	827
Reportable Diseases	614
Lead >20 mg/dl	4
Lead <20 mg/dl	28

Environmental Health

Restaurant Inspections	895
Other Inspections	90
Food Licenses issued	312
Complaints	101
B100a Applications	44

Senior, Adult & Family Services Case Management

During fiscal year 2007 – 2008 Senior, Adult and Family Services assisted 3,714 residents, including 52 clients served through the Conservator Program, and provided a total of 25,441 contacts. Manchester Dial-a-Ride provided 9,858 rides to residents.

Since 2000, the division has seen a steady increase in requests for assistance and services from residents. The types of concerns and problems that residents are contacting us about are overwhelmingly regarding basic needs, with the top reasons being affordable housing, financial assistance, health and dental care, energy assistance and utility bills, and issues related to aging, especially home care services. Again in 2007/08, a significant amount of time was devoted to assisting residents with the MEDICARE Part D program. In the past year, 75% of residents that were provided social work services were for older adults, 15% were people younger than 60 with a disability, 8% were younger families and 2% single adults. This statistic includes the social workers at the Senior Center.

- **Dial-A-Ride** – Submitted the third year proposal for Expanded Transportation services and received the funding from the State of CT. Developed and implemented additional programs which include Saturday service, band shell trips in the summer, Senior Center evenings and additional trips, trips to the Motor Vehicle Department and some limited out of Town medical trips.
- **Rent Rebate Program** – 861 applications were prepared and submitted to the State of CT for the Renter's Rebate program. Over \$385,000 in claims was returned to Manchester residents. (5/15/08 – 9/15/08 application period)
- **Earned Income Tax Credit Program** – Worked with the Manchester Earned Income Tax Coalition to publicize the EITC program through distribution of information packets and development of informational material. Also partnered with the Senior Center and a local bank to provide a basic banking workshop.
- **Point in Time Homeless Counts** – Partnered with the Planning Department in leading the Point in Time Homeless Counts in October 2007(week-long) and the Statewide 1-night homeless Count in January 2008. A report of the findings was developed and published in May 2008.
- **Seasonal Sharing** – Worked in cooperation with Manchester Area Conference of Churches and the Blue Angels program to address needs at the holidays.

- **Foreclosure Forum** – Partnered with the Planning Department and the Town Housing Commission to develop a forum on resources for foreclosures in the spring. We also posted resources on our web site for residents in need.
- **2008– 2009 Town of Manchester Human Services Directory** – Updated and published the directory and distributed throughout the community. In addition, we posted it on our web site.

Senior Center

Senior Center 2008 Summer "Daycations"

During the Summer of 2008 the Senior Center began a program of once-a-month mini-bus trips for active seniors. These weekday trips were planned, in part, in response to the high fuel prices that may have kept seniors home during the traditional vacation season. The trips were extremely well received and attendees responded very positively to the overall trip experience. In June, trip participants traveled to The Florence Griswold Museum, followed by a boat ride on the Connecticut River at Essex to Gillette Castle and back. In July, participants traveled to The New England Carousel Museum and the American Clock and Watch Museum both in the Bristol area. The Carousel Museum is also home to the Museum of Fire History allowing the seniors to absorb a lot of history in one short day. In August, senior participants traveled to the Mashantucket Pequot Museum and Research Center. A guide gave an overall hour tour of the museum and the seniors were on their own after lunch to revisit exhibits of particular interest to them. Many participants mentioned that they had "always wanted to go there and would never have the opportunity because it's too far to drive."

Manchester Historical Society Lecture Series

East Side, West Side, All Around the Town

The Senior Center hosted a series of lectures about Manchester History in the Spring of 2008. The series discussed the history and lore of our town as it developed from the "Five Mile Tract" to "Orford Parish" and finally to Manchester, nicknamed the "Silk City" or "City of Village Charm." Each week a different side of town was presented. Also discussed were some familiar, and some not-so-familiar people and places that shaped the town. Participants investigated early history leading up to the centennial in 1923 and beyond. Slide shows, pictures, and newspaper articles were included as part of the presentation.



Youth Service Bureau

The Manchester Youth Service Bureau (MYSB) provides a variety of programs and services to youth who live and/or attend school in Manchester. The mission statement is the following: "The Manchester Youth Service Bureau is a community-based youth serving agency that provides a variety of no-cost programs and services using a personal approach, facilitated by dedicated staff, for the purpose of helping to develop responsible individuals who make positive contributions to the community." Staff works with a variety of community agencies, organizations and other Town departments to collaborate on programs as well as to refer youth to additional services. Programs are aimed at such topics as life skills, job readiness, diversion, youth leadership development, and outreach. The MYSB also operates a drop-in teen center facility.

In FY 07-08, there were 420 individual, unduplicated youth served. Of these, 221 were male and 199 were female. There were 61 referrals from the school, 70 referrals from the Police Department, and 73 from parents/guardians, as well as a variety of other referral sources. The top two reasons for referral were positive youth development and delinquent behavior. There were a total of 1,917 hours of programming this fiscal year.

This year, there were several new programs that began as a result of new grant funding. Through a grant from the Office of Policy and Management, the MYSB was able to implement two evidence-based programs. The first, Girls Circle, is a program for girls ages 9-18 (in age specific groups) to help young women explore what it means to be a girl, to enhance ideas, explore your future, foster self-esteem, and help girls maintain authentic connections with peers and adult women in their community. The second is the Strengthening Families program. This is a parent, youth, and family skills building program designed to help parents/caregivers learn nurturing skills that support their children, teach parents/caregivers how to effectively discipline their youth, give youth a healthy future orientation and an increased appreciation for their parents/caregivers and teach youth skills for dealing with stress and peer pressure.

Town of Manchester

Human Services Department

Youth Service Bureau (continued)

The MYSB, in a collaborative effort with the Board of Education, the Police Department, the Community Child Guidance Clinic and Manchester Memorial Hospital, received funding for a mental health/juvenile justice planning grant. This plan is an effort to reduce the number of youth ages 6-11 in the Nathan Hale School District from entering intensive mental health services or the juvenile justice system through early identification, better needs assessment, brief interventions, and prevention programs.

The Peer Advocate Team (PAT) had 36 regular participants and completed 1,244 total hours of service and programs. They were able to attend CT Youth Forums every month, volunteered to do programming with the Crossroads program, worked at the soup kitchen, volunteered at the March of Dimes Walk, completed the Hunger 101 workshop, and much more.

The employment program had two components this year. The Learn and Earn Year Round program had a total of 15 participants. They were able to learn about readiness for the work force through employability skills, resume writing skills, and job cluster investigation. They also completed a group project. The Summer Youth Employment Program had 50 participants. Thirty of those youth were part of the "in-house" program where they learned about job skills, different professions, resume writing, and more. They also completed a project where they researched a variety of jobs and then put on a fashion show with attire from those different professions. The other 20 youth were placed at a variety of businesses in the community for real work experience.

Other highlighted programs included the 2nd year of the "My Buddy" program which matched high school students with kindergarten and first graders for special events and trips in a mentoring capacity (over 30 youth and children were involved in this program), and the Boyz To Men mentoring program for teenage males which is a group style mentoring program with positive adult male role models for youth (15 youth participated on an ongoing basis).

The MYSB is doing a great deal of programming aimed at the needs of Manchester youth. Each year, programs and services expand so more youth can be served. With the addition of the Early Childhood Specialist, we are able to provide programs and services for children and youth ages 0-18 and their families.



Cerified Nurse's Aide Program

The Town operates Certified Nurse's Aide (CNA) training programs in the fall and early spring of each year. Each intensive eight-week, 240-hour course imparts the entry-level skills necessary to become a CNA.

The goal of each program is for all participants to pass the State CNA exam and obtain employment in an unsubsidized job, thereby reducing reliance upon public assistance.

Potential participants must be low-income, at least 18 years old and eligible to work in the United States. They must pass a drug test, physical, TB test, chicken pox and measles test, and a police background check before being accepted into the program. It is especially important that they also be interested in helping people and providing care for them, particularly the elderly.

These two programs were made possible through funding from the following sources:

- **Capital Workforce Partners**
- **Town of Manchester** / Community Development Block Grant Program
- **Bank of America** / Foulds Family Foundation
- **Manchester Road Race**

Public Safety

Manchester Fire-Rescue-EMS

Committed to providing quality, courteous and professional life safety and public services, the Manchester Fire-Rescue-EMS Department has an authorized strength of 81 uniformed personnel including Officers, Fire Inspectors, Firefighters and Firefighter-Paramedics. A civilian staff consisting of an Executive Assistant, Clerical Assistant and one part-time Data Management Tech provide support to the organization. A Fire-Police Division, consisting of four volunteer civilian responders, provides support to field operations. The Fire Department is a geographically based operation with five strategically located fire stations. Front line apparatus resources include three triple combination Class A pumpers, two combination aerial/pumpers (quints) and one service truck. A Paramedic intercept vehicle and Shift Commander's rapid response vehicle complete the fleet.

The Fire Department provides prevention, fire and public-life safety service to 72% of the Town's geography (Manchester Eighth District Fire Department services the remaining 28% from separate stations) and services the entire community with advanced life support medical service (Paramedic level). During fiscal year 2007-08, the Department responded to a total of 7,620 incidents.

Incidents

Medical/Rescue	5,694
Fire	159
Hazardous Condition	271
Public Service	434
Good Intent	633
False Alarm	429
Total Incidents	7,620

In 2007, the Department finished training three recruit Firefighter-Paramedics to fill vacancies created from retirements in 2006. In 2008, the Department retired three members and completed training for three additional recruit Firefighter-Paramedics to keep the ranks fully staffed.

The Department celebrated its 50th anniversary on June 30, 2007, the date the South Manchester Fire District and its Fire Department ended its 60 year existence. Its equipment and buildings were taken over by the Town of Manchester for the sum of one dollar. Although the actual name change was not implemented for almost twenty years, this was the beginning of the Town of Manchester Fire Department with the Department becoming a fully staffed career department.

The Fire Department reaches out to the community in many ways. Basic and Advanced Life Support medical personnel are assigned to Manchester Midget Football; Manchester High School varsity, junior varsity and freshman football and Manchester Silkworms baseball games. The Department participates in the Shattered Dreams, School to Careers and Safe Kids programs with the Manchester school system. The Vial of Life program is administered by the Department and fire companies work elderly blood pressure screening programs. The Fire Department can be seen during Pride in Manchester week and at many Town and organization-sponsored events.

The Department took delivery of a new Life Pak 12 defibrillator monitor that allowed a six-year old unit to be placed into reserve status. It also took delivery of a new thermal imaging camera with the latest available infrared technology. This camera replaced one destroyed in a fatal house fire in 2004. A new Shift Commander's vehicle was delivered this fiscal year replacing a 2002 Chevrolet Suburban.

The Fire Department participated in one Task Force 57 activation. Task Force 57 is a mutual aid response group for service to capitol region fire departments. The Department also conducted and participated in a half dozen rescues of injured or lost persons from Case Mountain.



Public Safety

Manchester Fire-Rescue-EMS

(continued)



The Fire Marshal's office brought fire safety lessons to the attention of 4250 elementary school children in visits to the schools. Fire safety messages were also delivered by participation in Heritage Day, Citizens Academy, Block Watch meetings, Safe Kids Program and Cruisin on Main. Community Risk Reduction was also accomplished with over 1,100 inspections performed, 288 plan reviews completed and 79 origin and cause investigations initiated. This year's fire prevention message, "Prevent Cooking Fires", was delivered to over 2,500 children.

The Fire Department honors five primary values:

1. **Customer Service:** Our internal and external customers constitute our number one priority. We treat our customers with respect and dignity in our efforts to address their needs. We care for our customers as if they were members of our own family.
2. **Safety:** Is the cornerstone of our organization's foundation. It is an attitude we embrace in belief and practice.
3. **Teamwork:** While individual effort is valued, the Department's long-term success will be the result of teamwork. We encourage, respect and incorporate valid team input.
4. **Professionalism:** We value an organizational culture exemplified by accountability, compassion, dedication, honesty, initiative, integrity, leadership, pride and respect.
5. **Progressiveness:** We will pursue advancement opportunities in education, standards, technology and trends within the dynamic environment of the fire service.

Manchester Police Department

The Manchester Police Department continues its commitment to provide the citizens of Manchester with the very best of community policing that includes a wide variety of services and an extremely dedicated and professional staff.

During the year, the Chief and Command Staff attended the Incident Command System training courses along with Fire Department commanders. These courses are mandated by the Federal Emergency Management Agency (FEMA) and are designed to improve communication and command, and control of emergency service personnel during major disasters.

In addition to those courses, all Police Department personnel including sworn officers and civilians received training in the department's "All Hazards Plan." This was a comprehensive review of department emergency response procedures and a familiarization with the national Incident Command System. This training is also an annual requirement under CALEA standards.

Operations

In fiscal year 07/08, the Manchester Police Department handled 46,810 calls for service, 6,537 of which included an arrest. There were also 6,773 motor vehicle stops and 2,977 citations issued as a result. Other types of calls included 2,867 motor vehicle accidents, 1,080 Motor Vehicle Civilian Complaints, 145 Field Interview Reports and 1,865 animal complaints. Eight new officers were hired in fiscal 2007/08. Promotions included one Deputy Chief, two Captains, two Lieutenants, two Sergeants and one Detective.

Investigative Services Division

Manchester Police Department Detectives garnered national attention for the ingenuity they used in solving several robberies and burglaries at a local pharmacy. The suspect had been targeting prescription medication, so Detectives hid a GPS tracking device inside of a "bait" canister of prescription medication. When the suspect burglarized the business again, he took the bait bottle with him and Detectives were able to track his location and arrest him without further incident.



East Central Narcotics Task Force

The East Central Narcotics Task Force investigated 273 cases, made 147 arrests, served 30 search warrants and made numerous property seizures including Body Armor, 9mm Beretta handgun, 2 laptop computers, 17 vehicles and \$90,888 in cash.

Traffic Services

In 2007/08, the Traffic Services Unit investigated two fatal and numerous serious injury motor vehicle collisions. The Unit hosted 8 DUI and 4 seatbelt checkpoints and participated in 29 Metro Traffic Service (Regional Traffic Team) DUI/seatbelt checkpoints. This Unit has a very active Commercial Motor Vehicle enforcement arm, which resulted in numerous unsafe commercial motor vehicles being stopped and grounded. In addition, this Unit participates in several Metro Traffic Services commercial motor vehicle enforcement campaigns. The Traffic Unit's Citizen Initiated Traffic Enforcement volunteer squad provided the Police Department with 1,300 hours of valued volunteer service. This Unit aided the Police Department in being recognized in Connecticut's Law Enforcement Challenge, as having the Best Overall Occupant Safety Enforcement Program in Connecticut.

Police Activities League

Manchester PAL programs served more than 450 children and youth. Programs offered include karate, basketball, boxing, softball, summer recreation, swimming lessons, and homework clubs.

Athletic, recreational and educational programs are provided in safe, supervised environments with caring adults who act as coaches, mentors, and tutors. Children learn athleticism, discipline, and commitment through karate, basketball, softball, and boxing programs. Homework Clubs provide a safe environment after school where children receive academic support, internet resources, healthy snacks, positive adult mentors and tutors, field trips, and practice with social skills. Summer programs offer recreational opportunities including field trips, swimming lessons, and other activities.

New programs this year include a grant funded Community Service Club where children identify projects of importance. They work together to provide civic, community, and service activities to improve the community, learn about responsibility, and become positive contributors.



Two new Homework Clubs will open soon in collaboration with schools and community agencies to provide academic support for struggling students. PAL continues to work with volunteers and agencies as a positive youth development agency providing opportunities for children and youth.

Town of Manchester

Recreation Department

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.

RECREATION DEPARTMENT HIGHLIGHTS INCLUDED:

- Pride in Manchester Week - Joseph D. Negri Annual Concert in the Park. Conducted Saturday, June 7th – featuring Tire Biter and The Marvelettes. Approximately 5,000 attendees.
- Living Well after school was held at the Community “Y” Recreation Center and accommodated 30 Robertson Elementary School children. Living Well operated after school Monday through Friday from 3:15 to 5:30 p.m. from January to June. The goal of the Living Well after school program is to provide a curriculum of leisure and nutrition to enhance the physical, emotional, social and psychological well being of school aged children. The program included exercise, fitness and nutrition wellness specialists exposing participants to such programs as yoga, tai chi, dance, swim lessons, hiking, kayaking, water yoga, canoeing, rock climbing, archery, skiing, and healthy cooking and eating. Participants attended wellness trips once a week to local parks, trails, and leisure centers for exercise and activity for the benefits of health and exposure to local places to be active.
- The Center for Service Learning operated after school at Illing Middle School from November 2007 through June 2008. The program serviced 50 students during two sessions of the program. Service Learning is a powerful teaching method that connects meaningful community service with academic learning, personal growth, civic responsibility and reflective experience. Relating this definition to the role of The Center for Service Learning, students were taught the basic elements and principals of service learning and how to select, plan, organize, implement and evaluate a successful service project. The CSL completed 12 service projects throughout the 2007 – 2008 season. Among the service project highlights was the “CSL Feeds Families” project. The CSL partnered with 4 local elementary schools for a super food drive. Together the CSL and the local elementary schools collected over 2,600 non-perishable food items that they delivered to the MACC food shelter. The “CSL Go Wild Go Green” event encouraged 200 sixth graders to promote the importance of environmental stewardship and the youth impact on the planet. CSL students created, implemented and staffed the event, made decorations out of recyclable materials and designed the awareness component.
- K-9 Kerplunk Doggie Dunk: The Manchester Recreation Department hosted two fun filled special events for canines and their human companions. The festivities were conducted at Globe Hollow Swimming Pool, which included three sessions from 10:00 a.m. to 2:00 p.m. Over 100 Manchester dogs and their owners attended each event. Dogs were able to enjoy an area to run off leash, a free swim, socialization, and a doggie wash.
- Boomer Social Email Networking Group has over forty participants registered. Many new and creative activities have been implemented such as attending brunch at various restaurants, shows at Cheney Hall, visiting Bow Tie Cinemas in New Haven, a day at Westport's Historical sites, hiking at Bluff Point in Groton and much more.
- Manchester Rebuilding Together Program continues to be one of the largest of its kind in the nation. On Rebuilding Day Rebuilding Together, 50 projects were completed by 1,500 volunteers on April 26th. Twenty-one other projects were completed during the year. Highlights included the replacement of 168 windows with the help of a grant from the Lowes Charitable & Educational Foundation and two “Heroes at Home” projects sponsored by Sears which focused on renovations at veterans homes. (www.townofmanchester.org/rebuildingtogether)



Public Library

The Manchester Public Library provides books and other materials and services desired by community members in order to meet their needs for information, creative use of leisure time, and life-long education.

Highlights

Manchester's public library is the fifth busiest, out of almost 200 libraries in the state, based on number of materials loaned annually, and features the fourth highest number of children's books loaned. The library's collection of items consists of nearly 190,000 books, over 13,000 audio books and music CDs, and over 18,000 DVDs/ videocassettes, as well as thousands of issues of magazines and other miscellaneous items.

1,089 library programs were held during the fiscal year with a total attendance of 28,949 people, and ranged from story times for newborns and their parents, to an adult program featuring the Dog Whisperer.

A One Book program was held, the purpose of which is to bring community members and organizations together by having everyone read the same book and then take part in various tie-in activities. The book chosen was *The Circus Fire*, by Connecticut author Stewart O'Nan. More than 200 people attended the author program at Manchester Community College. It is estimated that approximately 1,000 people read the book. Funding for this well-received event was provided by the SBM Foundation, Inc.

The library's most popular event continues to be its ten week Summer Reading Program, during which 1,358 children read 27,120 books, almost 2,000 more books than were read last year.

Upcoming Programs and Events

A monthly Adult Book Discussion series is held at the Mary Cheney library building for those interested in meeting with others to talk about what they have read.

Several hundred children's programs are offered in the course of a year, for newborns and their parents, through 6th graders. Programs are held at both library buildings.

The Friends of the Library group will hold two annual book sales, in addition to running the continuous book sale at the Whiston branch library building. The Friends have paid for museum passes which can be borrowed from the library. These passes give free or reduced admission to Mystic Aquarium, Lutz Children's Museum, the Harriet Beecher Stowe House, and other museums.

Manchester Public Schools



The following programs and initiatives took place during Manchester Public School's 2007-08 academic year. The Manchester Board of Education operated 10 elementary schools, one middle school, a high school, an alternative secondary school, a special education secondary school, and a Head Start preschool program.

School Budget

Fiscal Year	2007-2008 Budget:	\$92,582,680
	2006-2007 Budget:	\$88,353,644
	2005-2006 Budget:	\$82,986,851

Total School Enrollment:

6,815 Number of Certified Staff 2007-08: 651

The School Board's approved FY08 Operating Budget was prepared using the New England School Development Council (NESDEC) projection for the 2007-08 school year for 6,834 students. Actual enrollment as of October 1, 2007 was 6,815 students, which is a decrease of 19 from the projected amount, and a decrease of 284 students from the October 1, 2006 enrollment figure of 7,099 students.

Student Performance

The focus of Manchester Public Schools is student achievement for all students. This includes closing the achievement gap for all subgroups; racial, socio-economic, special education, and English language learners. The standard for measuring student achievement is to have all students meet proficiency levels or above on the Connecticut Mastery Test (CMT) and Connecticut Academic Performance Test (CAPT). The federal No Child Left Behind Act (NCLB) continues to have a significant impact on Manchester Public Schools using the results of the CMT and CAPT to measure student achievement. In an effort to meet the statutory requirements to achieve 100 percent academic proficiency in reading, mathematics, and science for all students by 2014, the present inadequacies of NCLB funding will continue to place financial burdens on the school district.

Manchester Public Schools

During the 2007-08 year, Manchester Public Schools achieved “Safe Harbor” as a district. This means that regulations imposed at the next level will be on hold for one year. If the school district continues to achieve “Safe Harbor” for a second year, Manchester Public Schools will be off of the district in need of improvement list. Additionally, students made significant gains at the high school and in many elementary schools with a mean average gain of 10.9 points, when measuring the status of all of our student categories. Furthermore, students of color and students with disabilities or special needs made solid achievement gains in the areas of math, reading, and writing. District efforts are focused on ensuring that all students improve performance to achieve and exceed state goals.

The following charts illustrate student performance:

Manchester District Scores					
PERCENT MEETING STATE Proficient and Above					
Grade	CMT Subject Area	2006-07		2007-08	
		Manchester District	State	Manchester District	State
Grade 3	Reading	72.3	69.3	66.5	68.4
	Writing	85.8	82.4	86.8	82.9
	Mathematics	79.2	80.1	80.3	80.7
Grade 4	Reading	68.7	70.6	72.0	69.7
	Writing	84.0	84.1	86.2	84.8
	Mathematics	78.9	80.9	82.2	81.5
Grade 5	Reading	72.6	73.4	72.3	74.0
	Writing	90.0	85.7	86.0	85.7
	Mathematics	80.2	82.5	81.0	83.1
Grade 6	Reading	72.9	75.7	77.9	77.6
	Writing	83.8	83.8	85.3	82.9
	Mathematics	81.2	82.7	83.3	84.3
Grade 7	Reading	69.2	75.5	74.2	79.7
	Writing	71.2	81.1	76.3	80.1
	Mathematics	68.2	80.2	77.9	82.6
Grade 8	Reading	69.2	76.4	73.2	77.0
	Writing	74.6	82.5	76.9	82.7
	Mathematics	69.7	80.8	75.7	81.2
PERCENT MEETING STATE Proficient and Above					
Grade	CAPT Subject Area	2006- 07		2007- 08	
		Manchester District	State	Manchester District	State
Grade 10	Reading	79.0	79.7	89.3	82.7
	Writing	80.6	82.2	87.8	88.2
	Mathematics	69.8	77.2	79.8	79.7
	Science	78.7	81.4	76.6	80.5

Professional development is a key component of implementing the changes necessary to maintain the momentum of increasing student achievement. Continuous professional development training is necessary for all staff members. This training is focused on specific instructional techniques that are culturally responsive to close the achievement gaps. Teachers continually learn how to reflect on practices, challenge beliefs, and adjust delivery in the classroom to effectively meet the needs of all students in the district. The district will seek support to continue its work on developing professional learning communities, expanding data teams, addressing differentiated instruction, creating academic review boards, continuing Courageous Conversations, developing positive behavior supports in each school, and including children with special needs in general education classes.

Curriculum and Instruction

The Connecticut State Department of Education’s (CSDE) Common Core of Teaching provides guidance to administrators and teachers regarding the structures expected for effective instruction in classrooms at all levels. During the last two years, Manchester Public Schools has worked to rewrite the curricula in math, reading, social studies and science. The four areas are up-to-date and have implemented the CSDE’s The Connecticut Framework: K-12 Curricular Goals and Standards and are aligned with the materials tested in the CMT and CAPT assessments. Manchester Public Schools develops curricula for students in Kindergarten through Grade 12 in every content area based on national and state standards.

Manchester Public Schools continues to have high expectations for student achievement and a strong tradition of comprehensive professional development. Board of Education funds currently support a number of programs and materials related to improving students’ academic skills, as well as focusing on the achievement gap between white students and students of color. Support for language arts and math curricula is provided at the building level through the work of literacy and numeracy trainers, curriculum specialists, and math coaches.

In accordance with No Child Left Behind requirements, students were tested in science in Grade 5 and Grade 8 for the first time in the spring of 2008. Teachers were given additional training and materials to support student preparation in this area. This training will continue to strengthen all science areas. Additionally, numerous professional development initiatives are being implemented in the areas of reading, writing and math as the district strives to address the needs of an increasingly diverse population and maintain the momentum which has resulted in increased student achievement.

Racial Balance Plan

Manchester Public Schools has been proactive in its attempts to address racial imbalance within the district. The school system’s long-term strategy is to address racial imbalance systemically rather than on a school-by-school basis. This is achieved by developing a plan that will become institutionalized, ensuring stability over time. This approach is in the best interest of the children, as well as the Manchester community since ethnic/racial enrollment increased to 51 percent of the district wide population in 2008-09. Fostering long-term stability will be important to ensure that the proposal is sustainable and ensures comprehensive effects.

All students are currently offered several opportunities designed to help reduce racial, ethnic and economic isolation. Academic experiences are provided that are culturally responsive, embrace differences, and focus on an understanding of diversity. Two elementary schools continue to participate in a School Choice Program which provides school themes that are integrated throughout the curricula. For example, Washington Media Arts Magnet School was specifically created in an effort to balance the student racial population. Focusing on media arts, the school offers space to selected students in neighboring communities, attracting non-minorities that keep the school in compliance with state statutes. Overall, families are attracted to Washington School because of the diversity and exposure to various ethnic and cultural experiences.

Nathan Hale continues to offer students a special focus on Spanish and technology. Students enjoy opportunities to speak a foreign language and learn to use the latest technical hardware. This school actively recruits families to participate in these opportunities. Additional programs include sister school relationships with surrounding systems, race relations study circles, regional magnet school connections, and an emphasis on recruiting faculty and staff of color. The Manchester Board of Education continues to be committed to supporting the school district in an effort to address racial, ethnic and economic isolation.

The district also provides regular staff development on culturally relevant teaching techniques in the classroom. Programs such as Courageous Conversations and Efficacy Initiatives encourage positive discussions about race and ethnicity. Courageous Conversations is a project that connects the school and the community through discussions about race and the effect it has on relationships.

Special Instructional Review

High School: In 1999, the New England Association for Schools and Colleges (NEASC) made a series of recommendations regarding positions, facilities and funding for Manchester High School. In August 2007, to the credit of the town, the Board of Education and faculty of the Manchester High School, NEASC reported that Manchester High School was removed from warning status by

successfully addressing concerns from the previous evaluation with the completion of the new Freshman Center and upgrades to the collection in the Library Media Center.

Approximately 90 percent of the graduates of Manchester High School pursue post secondary education at two and four year colleges and universities. In 2008-09, Manchester High School has begun the process of collapsing the number of levels of instruction with Grade 9 students. By 2011-2012, the general level of instruction will be phased-out at Manchester High School. Additional instruction for Grade 9 students with academic needs in Language Arts and Mathematics has been implemented to support students through this change in the instructional level system. To accommodate these learning needs, a variation on the block schedule, called “Skinny Block”, has been implemented to allow small group instructional support in these areas. In addition, the freshman program is supported by two assistant principals and

School Year	Advanced	
	Placement Enrollments	Honors Enrollments
2007-08	288	1,639
2006-07	308	1,755
2005-06	328	1,752
2001-02	148	1,337

two guidance counselors dedicated to the freshman program. Also, each freshman student is assigned to a team of ninth grade teachers, a faculty advisor and to an upper class student mentor through our “Project Lift” program.

Manchester High School continues to have a significant enrollment in both Advanced Placement courses offered through the College Board and in Honors level courses.

Manchester High School has established as its motto, “Mastering High Standards.” To accomplish this goal, students must pass multiple “proficiency” assessments in their courses. These “proficiencies” are designed to guarantee that students understand the essential learning concepts in their courses. Curriculum revision is an ongoing process accomplished through a three year review cycle. Curricula are linked directly to state and national standards as well as to proficiency expectations and CAPT standards. In addition to the 22 credits required to achieve a diploma, Manchester High School students must meet performance standards in the following six areas: English, Mathematics, Social Studies, Technology, Science and Service Learning. All of these innovations have resulted in improved performance on the statewide testing program, CAPT. Based on the improvement in scores from the March 2008 administration of CAPT for Grade 10 students, Manchester High School has been placed in “Safe Harbor” under NCLB standards.



Special Education
Manchester Public Schools implements an inclusion model for the delivery of special education services and supports that improve student access to the

general education curriculum. This program enhances academic achievement and reduces the time students with special needs are removed from their regular classroom and peer groups. The school system's delivery model is conducted in the general education classroom, thus benefiting students.

Out-of-district placement of students with special needs has a significant impact on both the school budget and students. Manchester Public Schools places select students out-of-district when a child with unique learning needs requires a specialized program which is currently unavailable in Manchester. In addition to district choice placements, and parent choice placements such as magnet schools, agencies such as the Department of Children and Families and juvenile courts often place students out-of-district. However, according to an analysis of Special Education Strategic School Profiles for the last seven years, data indicates that Manchester Public Schools places a lower percentage of special education students out-of-district than their state counterparts. The implication of placing students out-of-district can be seen in the tuition lines.

Initiatives that should be continually fostered in both regular and alternative educational settings include diversity training, positive behavioral supports, co-teaching and optimum pedagogical instruction that emphasizes higher order thinking with multi-sensory applications. The State Education Resource Center (SERC) has been partnering with Manchester Public Schools to provide support and training in these areas with a focus on early intervention services, co-teaching, transition and differentiated instruction.

For more than two years, Manchester Public Schools has significantly decreased the disproportionate representation of students of color in special education. The district continues to work on decreasing the significant overrepresentation of male students of color in some of the disability categories. The school district has met its targets in relation to including students with moderate disabilities in general education.

Water & Sewer

The guiding principle of the Water & Sewer Department is to continually improve water quality and value to customers while protecting natural resources through prudent financial planning, investment in our infrastructure, efficient management and technical proficiency. This principle applies to both the drinking water that is supplied to the tap, as well as to the treated wastewater that is ultimately discharged into the Hockanum River.

The Globe Hollow Water Treatment Facility is located at 125 Spring Street. It is a conventional water treatment facility designed to treat a daily average flow of six million gallons per day (mgd) with a peak capacity of 12 mgd. Construction of this facility began in 1982 and it was dedicated in May of 1985. In the 23 years since going on line, it has processed nearly 46 billion gallons of safe drinking water to customers.

The water entering the treatment plant is supplied by a series of seven reservoirs, all of which flow into the Globe Hollow Reservoir, the scenic body of water observed crossing the causeway on South Main Street. In order to supplement these surface water supplies, the Town also owns a series of ten groundwater wells. Two of these wells are used to make up volume in the Globe Hollow Reservoir when necessary; however, the eight other wells have the ability to pump directly into the water distribution system. Since these wells utilize groundwater as a source, less treatment is necessary than with surface water, however it still undergoes close monitoring to ensure compliance is maintained with all regulatory requirements.

During the past year the facility met all federal and state drinking water health-related requirements. However, Manchester did experience a region-wide drought that almost resulted in the declaration of a water supply emergency which would have placed mandatory restrictions on the unnecessary usage of water. Fortunately, by recognizing the contributing factors of low rainfall and increased consumption early, a water alert and advisory notice was issued in time that the public could respond and curtail their usage through voluntary measures, thereby averting a more serious situation. The Town's water supply remained adequate for both domestic consumption and fire protection during this unusual span of dry weather due to the sacrifices and judicious use of water by the Town's customers. These conservation efforts, combined with some heavy late-season precipitation, refilled the reservoirs to levels where the advisory notice could be rescinded thus permitting the resumption of normal water usage.

Operating continuously for over two decades takes its toll on equipment, structures, vessels and instruments used in the treatment process. New, improved cost-effective technologies emerge making existing equipment obsolete and expensive to repair. Regulations become more stringent and demand for not only safe, but consistently high quality water increases as advances in the industry make these desirable properties achievable and affordable. In order to do this however, re-investment in the infrastructure needs to occur. Recognizing this need, the Board of Directors authorized a capital improvement project that will provide for treatment process improvements, facility repairs, replacement of worn out, obsolete equipment and compliance with building codes and regulatory mandates. Another aspect of the project is to make the facility more "green", by improving energy efficiency. In addition, the facility's security system and remote monitoring/control capabilities will be upgraded to the most current technology. This will be a multi-year project with an anticipated completion date in 2010.

An important aspect of the aforementioned capital project will be the addition of an ozonation process, which will improve the aesthetic quality of the water (taste & odor), add a protective barrier against water-borne pathogens and reduce the production of chlorinated by-products in the distribution system. Other major changes will include a conversion from gas chlorine to the much safer aqueous form of the product in order to achieve disinfection, plus a retrofit of the existing multimedia filters to use granular activated carbon, a superior method of treating the drinking water.

Making sure the water is clean to this degree would be pointless unless the piping within the distribution system was capable of delivering the product to your tap without degradation. Therefore, the Board of Directors commissioned a study to perform a system-wide evaluation which resulted in a methodology for the determination and ranking of water main deficiencies. Based on the ranking, a priority list was developed whereby these water mains are scheduled for either replacement or relining within the annual budget allocation. Since there are over 256 miles of Town-owned water mains in the distribution system of various size, material, age and condition, this program provides a valuable tool for both short and long-term asset planning.

This investment in underground infrastructure requires attention too, thus the Water & Sewer Department has a Field Services Division dedicated to operation and maintenance of the distribution system. This includes water main installation and repair, valve exercising, public fire hydrant repair, tank maintenance and water main flushing. A subdivision of Field Services is responsible for the protection of over 4,000 acres of aquifer and watershed land, including dam maintenance. Combined, all of this work ensures the community has an adequate, uninterrupted supply of potable water available for consumption, domestic and commercial usage, as well as for fire suppression.

Once the potable water is used for domestic, commercial or industrial purposes it becomes "wastewater" and must be collected and sent to the sewage treatment facility. This involves the conveyance of wastewater flow through a collection system that consists of 158 miles of sewer main, over 10,000 service connections, four pump stations and almost 5,000 manholes. The Sewer Line Maintenance group is an integral part of the Field Services Division which is dedicated to the operation and maintenance of this system. It is regularly inspected and the sewer mains are cleaned using specialized flushing equipment and pipe blockages and conditions can be remotely viewed using a unique television camera and recording device. This division is also on-call 24/7 to respond to sewer line backups.

The collected wastewater eventually ends up as "influent" to the Hockanum River Water Pollution Control Facility, located off of Thrall Road near the Town Landfill and Composting complex. The influent contains both organic and inorganic materials that could contaminate and prove harmful to the environment if not properly treated.

The technology used at the Hockanum River Water Pollution Control Facility is known as an "activated sludge" process, where microorganisms are provided with an environment that encourages them to use the nutrient-rich wastewater as food, thereby breaking down these contaminants into relatively benign substances. The fluid portion of the treated wastewater is disinfected by ultraviolet (UV) light and re-aerated before being discharged into the Hockanum River. A by-product from the process, termed sludge or "biosolids," is sent to specialized tanks called digesters where they are allowed to decompose. After a period of decomposition, this material is mechanically dewatered and trucked to the Town landfill for final disposal.

The Hockanum River Water Pollution Control Facility processes approximately 6.25 million gallons of raw sewage on an average day. It has had numerous upgrades and modifications throughout the years, the most recent occurring in 1991. Although the facility was only designed to remove 90-95% of the pollutants from the influent waste stream, dedicated staff, innovative process control, and superior operations & maintenance programs have resulted in contaminant removals of nearly 98% on a regular basis.

As with the Globe Hollow Water Treatment Facility, the newest sections of the Hockanum River Water Pollution Control Facility have been in continuous operation for nearly two decades, with other portions of the facility running even longer. The equipment, structures, vessels and instruments are becoming old, obsolete and expensive to maintain and repair. Newer, greener technologies are emerging that can reduce energy costs and that are friendlier to the environment. Discharge requirements are becoming stricter and regulatory agencies are in the process of promulgating limitations for substances that the facility was not designed to remove.

Water & Sewer

In response to these issues, the Board of Directors has commissioned a study to investigate, rate and recommend the most cost-effective, long-term approach to address these challenges. At the conclusion of the study, a preliminary design and cost estimate will be available to help develop a comprehensive capital improvement plan for upgrades that will preserve the integrity of this valuable asset and achieve compliance with regulatory mandates.

The water produced, as well as the wastewater discharged from these facilities, is subject to strict regulations and limitations established by agencies such as the Environmental Protection Agency, the State Department of Health and the Department of Environmental Protection. The state-certified, in-house laboratory staff analyzes specifically prescribed parameters to ensure that permitted limitation values are complied with. Based on these results, required monitoring reports are prepared and submitted to the various regulatory agencies on a periodic basis. Annually a Consumer Confidence Report is prepared and distributed to all water customers. This report summarizes all of the analytical tests performed on the drinking water during the course of the year, explains what they are for, why they matter, and what the results mean to consumers. Another vital task performed by this group is to verify that the readings from on-line process instrumentation correlate with values derived in the laboratory using wet-chemistry analyses. By doing so, it ensures that the proper amounts of treatment chemicals are consistently being applied to the various water/wastewater processes.

The Town's Engineering Department works very closely with the Water & Sewer Department as well. They review and issue permits, perform mark-outs for underground utilities and conduct inspections on both water service and sewer lateral connections. They also perform construction design and inspections on capital improvement projects, develop Request for Bids for large-scale water and sewer main replacement work and do the mapping and surveying of areas affected by such projects.

The Water & Sewer Department also must inspect cross connections and backflow prevention devices. This requirement is regulated by the State Health Department and ensures contamination of the water distribution system does not occur through irrigation systems, sprinkler systems or fire services. This work is a function of

the Customer Service Division which is also responsible for meter installation and repair, meter reading, billing, tracking of usage, and is the focal point for customer care. Considering there are over 15,000 accounts to manage, this division can be very busy on any given day.

For more information, visit our website at www.townofmanchester.org/water or please call us at 647-3115.

Highlights/Accomplishments:

- Completed Town-Wide Water Distribution Study
- Updated Individual Water Supply Plan
- Completed first phase of a Sewer System Evaluation Study
- Completed Preliminary Design of Water Treatment Plant Improvements
- Completed Wastewater Facility BioSolids and Nutrient Removal Study
- Replaced water mains on Strickland, Strong, Woodland & Ford Streets
- Cleaned approximately 80 miles of sewer mains
- Responded to 130 calls related to sewer backups
- Performed televised inspection of approximately eight miles of sewer main
- Tested almost 800 backflow prevention devices
- Inspected nearly 400 cross connections
- Performed over 40,000 in-house laboratory analyses
- Maintained full compliance with all regulatory agencies
- Implemented an on-line method for paying water & sewer bills
- Upgraded Field Services Division Garage Heating System
- In-house installation of 3,600 linear feet of water main at various locations
- Repaired 12 water main leaks
- Implemented method of bacteria analysis that provides results in 24 vs. 96 hours

Financial Statements

General & Fire District Fund

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, 2008

(thousands)	GENERAL FUND				FIRE DISTRICT FUND			
	Original Budget	Revised Budget	Actual	Variance Favorable (Unfavorable)	Original Budget	Revised Budget	Actual	Variance Favorable (Unfavorable)
Revenues:								
Property taxes, interest and lien fees	\$107,656	\$107,656	\$109,727	\$2,071	\$9,409	\$9,409	\$9,438	\$29
Intergovernmental revenue	36,030	36,040	36,155	115	213	213	205	(8)
Investment and interest income	1,515	1,515	1,749	234	92	92	106	14
Licenses, permits and fines	2,409	2,409	1,922	(487)	–	–	–	–
Charges for goods & services	1,841	1,872	1,964	92	325	325	712	387
Other	168	176	338	162	–	–	–	–
Total revenues	149,619	149,668	151,855	2,187	10,039	10,039	10,461	422
Expenditures:								
Current:								
General government	5,335	5,300	5,000	300	–	–	–	–
Public works	12,250	12,121	11,777	344	–	–	–	–
Public safety	16,540	16,551	16,279	272	10,578	10,575	10,393	182
Human services	3,199	3,234	2,997	237	–	–	–	–
Leisure services	5,152	5,160	4,938	222	–	–	–	–
Employee benefits	2,627	2,627	2,467	160	–	–	–	–
Other	239	239	156	83	–	–	–	–
Education	94,036	93,905	93,672	233	–	–	–	–
Internal service fund charges	3,248	4,629	4,629	–	413	413	413	–
Debt service	6,819	6,819	6,548	271	405	408	234	174
Capital outlay	–	–	–	–	177	177	162	15
Total expenditures	149,445	150,585	148,463	2,122	11,573	11,573	11,202	371
Excess (deficiency) of revenues over expenditures	174	(917)	3,392	4,309	(1,534)	(1,534)	(741)	793
Other financing sources (uses)								
Transfers in	1,412	1,412	1,412	–	1,728	1,728	1,728	–
Transfers out	(2,836)	(4,794)	(4,794)	–	(194)	(194)	(194)	–
Total other financing sources (uses)	(1,424)	(3,382)	(3,382)	–	1,534	1,534	1,534	–
Net change in fund balances	\$(1,250)	\$(4,299)	\$10	\$4,309	\$-	\$-	793	\$793
Fund balance, beginning of year			\$16,368				923	
Fund balance, end of year			\$16,378				\$1,716	

COMPARATIVE BALANCE SHEET JUNE 30, 2008 & 2007

(thousands)	2007	2008
ASSETS		
Cash and cash equivalents	\$9,465	\$11,539
Investments	12,024	11,591
Property taxes receivable, net	3,222	3,046
Accrued interest on taxes	968	905
Accounts receivable, net	30	9
Intergovernmental receivables	1,363	996
Due from component unit	70	62
Interfund receivables		746
Other assets	20	5
TOTAL	27,162	\$28,899

LIABILITIES & FUND BALANCE

Liabilities:		
Accounts and other payables	\$2,069	\$2,701
Accrued liabilities	378	868
Intergovernmental payables	67	122
Deferred revenue	7,305	6,564
Total liabilities	\$9,819	\$10,255
Fund balance:		
Reserved for encumbrances	975	2,266
Reserved for amount due from component unit	70	62
Unreserved:		
Designated for specific projects	5,348	5,065
Designated for subsequent year's budget	1,504	1,385
Undesignated	9,446	9,866
Total fund balance	17,343	18,644
TOTAL	\$27,162	\$28,899

Town of Manchester

Department Directory

Department	Official	Phone	Location
Administrative Services	Dede Moore	647-3126	TH
Animal Control	Elease McConnell	645-5516	Thrall Rd.*
Assessor	John Rainaldi	647-3016	TH
Board of Directors	Louis Spadaccini	647-3130	TH
Budget	Julian Freund	647-3121	TH
Building	Daniel Loos	647-3052	LC
Cemetery	Chris Passera	647-3081	PW
Customer Service	Doreen Petrozza	647-5235	TH
Emergency Management	Robert Bycholski	647-3266	FD
Facilities Management	Christopher Till	647-3145	PW
Finance	Alan Desmarais	647-3121	TH
Fire	Robert Bycholski	647-3266	FD
General Manager	Scott Shanley	647-3123	TH
General Services	Gerald Dupont	647-3031	LC
Health	Maryann Cherniak-Lexius	647-3173	WC
Highway	Kenneth Longo	647-3244	PW
Human Resources	Dede Moore	647-3126	TH
Human Services	Mary Roche Cronin	647-3092	WC
Information Systems	Jack McCoy	647-3072	LC
Library	Douglas McDonough	643-2471	MC
Parks	Kenneth Longo	647-3244	PW
Planning & Economic Development	Mark Pellegrini	647-3044	LC
Police	Marc Montminy	645-5500	PD
Probate	Judge John Cooney	647-3227	PC
Public Schools	Kathleen Ouellette	647-3442	BOE
Public Works	Mark Carlino	647-3067	LC
Recreation	Scott Sprague	647-3084	RD
Registrar	Timothy Becker/Francis Maffe	647-3025	WC
Sanitation	Mark Carlino	647-3248	PW
Senior Center	Eileen Faust	647-3211	SC
Tax Collector	Beth Jacobs	647-3018	TH
Town Attorney	Geoffrey Naab	647-3132	TH
Town Clerk	Joseph Camposeo	647-3037	TH
Water & Sewer Department	Ed Soper	647-3115	WD
Youth Services	Erica Bromley	647-5213	YSB
Zoning Enforcement	Jim Davis	647-3057	LC

BOE = 45 N. School Street
FD = 75 Center Street
LC = Lincoln Center
494 Main Street
MCL = Mary Cheney Library
586 Main Street

PC = Probate Court
66 Center Street
PD = 239 East Middle Turnpike
PW = Field Services
321 Olcott Street
RD = Recreation Department
39 Lodge Drive

SC = Senior Center
549 East Middle Turnpike
TH = Town Hall
41 Center Street
WC = Weiss Center
479 Main Street

WD = Water Dept
125 Spring Street
WL = Whiton Memorial Library
100 North Main Street
YSB = Youth Service Bureau
107-109 Center Street

*Thrall Road is located off Landfill Way

Website: Visit the Town of Manchester's official online website at 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/>

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 2007/2008 Annual Report Contributors: Town Departments, Editor: Barbara Wengrzynek, Finance Department, Designer: D'Aleo Design, LLC, Printer: Graphic Image

