Manchester Board of Directors and General Manager

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

**Front Row**
Lisa P. O’Neill, Secretary  
Jay Moran, Deputy Mayor  
Leo V. Diana, Mayor  
Scott Shanley, General Manager
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The Budget & Research Office is located on the second floor of Town Hall, 41 Center Street.
Phone: (860) 647-3010
Office Hours: 8AM to 4:30PM

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

Specific services and responsibilities include:

- Preparation of the Recommended Budget & Adopted Town Budget
- Preparation of the 6-Year Capital Improvement Plan
- Development of multi-year financial forecasts
- Analysis of the impacts of operations and policy proposals
- Coordination of performance measurement initiatives

- Coordination of special projects and studies
- Monitoring of the operating budget
- Guidance and technical assistance on grant writing and reporting
- Monitoring of grants compliance with State and Federal requirements

In FY12, the Budget & Research Office released the second Performance Measurement report for the Town of Manchester, which was presented to the Board of Directors in November.

Plans for new solid waste disposal contracts taking effect November of 2012 were finalized. The Budget Office represented the Town in these efforts, taking an active role on the Central Connecticut Solid Waste Authority’s procurement process. The new disposal contracts will yield long-term savings for the Town.

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

WHAT WE DO

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

FY12 Budget: $165,634
Full Time Positions: 1.5
The Building Inspection Office is located on the second floor of the Lincoln Center, 494 Main Street. Phone: (860) 647-3052. Office Hours: 8AM to 4:30PM, Monday through Friday.

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

The Building Inspection Division enforces all construction, housing and zoning regulations and codes adopted by the State of Connecticut and the Town of Manchester. Building inspections are made during all stages of construction from site inspections through footings, foundation, framing, electric, plumbing, heating, cooling, insulation, waterproofing and final inspection, to Certificate of Occupancy and use.

An average of 17 inspections takes place during the construction of a home and many more in commercial construction.

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

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

### BUILDING INSPECTION

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

- # of permits issued: 2,913
- # of property code complaints: 1,094
- # of inspections: 6,509

**WHAT WE DO**

Inspections  
Zoning Enforcement  
Permit Application Review  
Property Code Enforcement

**FY12 Budget:** $844,611  
**Full Time Positions:** 8
The Customer Services Office is located on the first floor of Town Hall, 41 Center Street. Phone: (860) 647-5235 Office Hours: 8AM to 5PM

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

WHAT WE DO

Responding to Inquiries and Complaints

Public Relations
Sales & Permits
Receipt of Tax Payments

FY12 Budget: $144,355
Full Time Positions: 1

The Customer Service and Information Center is a centralized municipal service responsible for the following:

- Management of the Customer Service and Information Center located in Town Hall.
- Citizen services such as receipt of current taxes and water and sewer bills, recreation program registration, fee-based notary public services, sale of leaf bags, recycling bins, t-shirts and Manchester memorabilia.
- Staffing a help desk phone at 860-647-5235.
- Management of the web-based citizen request and response system.
- Development of printed and electronic materials including Manchester Matters, reports, home page elements and Channel 16 slides.
- Administration of the Downtown Parking Permit and Memorial Tree Planting programs and property card fax service to area realtors.
- Support of the General Manager’s Office and department heads through internal communications, and development of information for and responses to inquiries from the Board of Directors.

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

FISCAL YEAR 2011-2012

Customer Services Center Manager: Doreen Petrozza
The Engineering Office is located on the second floor of the Lincoln Center, 494 Main Street.
Phone: (860) 647-3152
Office Hours: 8AM to 4:30PM, Monday through Friday

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

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

The engineering function entails a variety of activities including surveys, studies and investigations, capital improvement planning, field survey work, design and cost estimating, construction contracting, contract administration, preparation of maps, records and construction status records and reports, and assistance in public works maintenance, repair and reconstruction.

During the fiscal year, the Engineering Division designed, permitted and inspected the following projects:
- Broad Street Reconstruction
- Green Manor Neighborhood Sidewalks Phase 3
- Bigelow Brook Channel Restoration
- Police Department Firing Range Improvements
- Water & Sewer Improvements- Village St. Neighborhood
- Road Resurfacing at Deer Run Trail
- Birch Mountain Wastewater Pump Station Rehabilitation
- Ongoing Sidewalk & Crack Sealing Programs
- Stormwater Treatment at Adams Street/Bigelow Brook
- Improvements to Drainage Outfalls at 387 Middle Turnpike West
- Road Resurfacing at Seaman Circle Neighborhood
- Site Improvements and Scale Replacement at Manchester Landfill
- Charter Oak Greenway Extension
- Stone St. and Crestwood Dr. Improvements
- Devon Dr. and Deepwood Dr. Sidewalk Replacements

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

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

FY12 Budget: $2,293,237
Full Time Positions: 22.5
Facilities Manager: Christopher Till

FACILITIES MAINTENANCE

The Facilities Management office is located at 321 Olcott Street, 2nd floor.

Phone: 647-3145

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

Building Maintenance accomplished its primary objectives to maintain the 30 Town office and accessory buildings in a safe and efficient manner while striving to improve the comfort of employees and resident users. Building Maintenance provided improvements on a number of important capital projects including the new Sanitation Scale House Building and renovations at the 903 Main Street facility for Manchester Community College.

Building Maintenance has continued to building upon the energy efficiency improvements performed by Siemens Building Technologies by identifying opportunities for optimization of building controls and correcting energy leaks wherever possible. Benchmarking of utility costs provides a baseline for energy comparisons to help optimize operations throughout Town.

Capital projects funded through the operating budget for Facilities in FY12 included the following:
- Fire sprinkler system replacements across several facilities to comply with current fire codes.
- Town Hall window lead abatement and exterior window painting
- General repairs at the Police Department
- 2nd floor renovations at the Spruce Street Firehouse to accommodate Eastside Public Safety Youth Center.

WHAT WE DO

Building Maintenance
Architectural Services
Project Management
Energy Management

FY12 Budget: $1,722,347
Full Time Positions: 8.5
The Field Services Office is located at 321 Olcott Street.
Phone: (860) 647-3233
Office Hours: 8AM to 4:30PM, Monday through Friday

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

The Field Services Director: Kenneth Longo
Director of Public Works: Mark Carlino

FIELD SERVICES

Maintaining the safety and quality of Manchester’s roadways, cemeteries, public grounds, and vehicle fleet

<table>
<thead>
<tr>
<th>Miles of road resurfaced:</th>
<th>8.98</th>
</tr>
</thead>
<tbody>
<tr>
<td># of cemetery interments:</td>
<td>264</td>
</tr>
<tr>
<td># of vehicles maintained:</td>
<td>518</td>
</tr>
<tr>
<td>Acres of parks &amp; grounds maintained:</td>
<td>160</td>
</tr>
</tbody>
</table>

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

The Cemetery Division is responsible for the development and maintenance of municipal cemeteries within the Town. Maintenance operations, such as mowing grass areas, cutting and trimming hedges, and providing services necessary for funerals and interments, are the primary activities of this Division.

The Cemetery Division, which maintains 75 acres of property, has performed 264 funerals and has sold 126 graves spaces in FY12. In 2011 the Cemetery division staff completed the expansion of the Buckland Cemetery.

The Fleet Maintenance Division 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.

In FY11, the Fleet Maintenance staff fabricated a prototype modification that proved to greatly increase the hauling capacity of the Town Highway 10-wheel trucks and will improve the efficiency of the Leaf Collection program.

The Park Division manages five functions - Parks Administration, Tree Care, Maintenance of Parks and Town owned Facilities, Maintenance of small equipment, and Maintenance of Recreation grounds. The Park Division is responsible for the development and maintenance of parks, play fields, and recreation areas, other than those maintained by the Board of Education, and for tree care and grounds maintenance along public rights-of-way.

WHAT WE DO

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

FY12 Budget: $7,416,093
Full Time Positions: 55.25
The Finance Administration, Accounting & General Services Offices are located in the Lincoln Center, 494 Main Street. Assessment & Collection is located at the Town Hall, 1st Floor, at 41 Center Street. Office hours are 8:00am - 4:30pm, and 8:30am to 5:00pm for Assessment & Collection.

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

www.townofmanchester.org/finance/

The Accounting Division’s major accomplishments in 2011/12 include being awarded the Government Finance Officers’ Association Certificate of Achievement for Excellence in Financial Reporting for the 17th consecutive year.

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

In fiscal year 2011-2012, the General Services department solicited 100 formal sealed bids for various contracts involving supplies, materials, equipment, services, construction and disposal of surplus equipment.

Significant projects bid during this year were:

Wastewater Treatment Plant upgrade
Highland Park School Renovations
East Side Public Safety and Youth Center Renovation
Relocation of Administration Building & Truck Scale at Landfill
RFP Electronics Recycling

The Office of Assessment and Collection collects real estate, motor vehicle, motor vehicle supplemental, and personal property taxes, as well as water & sewer payments, parking ticket payments, and miscellaneous revenues. The October 1, 2011 Grand List reflected a revaluation, which takes place every 5 years to update the taxable value of real estate.

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

www.townofmanchester.org/finance/

WHAT WE DO

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

FY12 Budget: $2,228,646
Full Time Positions: 19.25

Grants: $0
The SMFD administrative offices and the Office of the Fire Marshal are located at 75 Center Street. For emergencies, residents should dial 911; for non-emergency calls, (860) 647-3266. The Fire Marshal may be reached at (860) 647-3267. Information regarding the Fire District may be found online at www.mfire.us.

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

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

In FY 11/12 SMFD replaced a Lifepak 12 with a new, more functional Lifepak 15, allowing paramedics to provide advanced cardiac care in the field. Video laryngoscopes were issued in the spring of 2012 to all paramedic units. These devices will supplement the paramedics’ current gear and have been shown to substantially increase the likelihood of a first-attempt successful intubation of a patient who is not breathing on their own.

The 2012 fire prevention message, “Protecting Your Family From Fire” was shared with over 2,500 children during Fire Prevention Week presentations. The annual Fire Prevention Poster Contest yielded winners from Verplanck and Martin Elementary schools.

The Emergency Operations Center (EOC) was activated on a 24/7 basis for Storm Alfred and it continued to be operational for 8 days following the storm. On July 30 and 31, as part of the State’s Two Storm Panel’s recommendations, the EOC and all Town Departments were tested in a full scale exercise and met all standards.

INCIDENTS

<table>
<thead>
<tr>
<th>Category</th>
<th>Incidents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical/Rescue</td>
<td>5,300</td>
</tr>
<tr>
<td>Fire</td>
<td>156</td>
</tr>
<tr>
<td>Hazardous Condition</td>
<td>606</td>
</tr>
<tr>
<td>Public Service</td>
<td>582</td>
</tr>
<tr>
<td>Good Intent</td>
<td>575</td>
</tr>
<tr>
<td>False Alarm</td>
<td>426</td>
</tr>
<tr>
<td>Total Incidents</td>
<td>7,645</td>
</tr>
</tbody>
</table>

WHAT WE DO

Emergency Medical
Fire Suppression
Fire Prevention
Public Service Calls

FY12 Budget: $13,584,704
Full Time Positions: 82
The Health Department office is located on the 2nd floor of the Weiss Center, at 479 Main Street. The Health Department can be contacted at (860) 647-3173, by fax at (860) 647-3188, or by email at healthdept@manchesterct.gov.

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

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

The Environmental Health staff conducted a focused study on food temperature maintenance in restaurants with moderate to complex menus. Improper food temperature maintenance is one of several common reasons that food borne illness occurs. Food service establishments that were found to have repeated temperature violations received focused education, and re-inspection following the educational intervention were conducted.

The Community Health program provides a wide variety of programs for disease prevention and improvement of the public’s health of all ages. One of the more prominent programs conducted this year pertained to prevention and testing for STD’s, especially in the 13 to 19 year old population. As a community, the STD surveillance statistics were close to or above the state average.

A Family Flu Clinic was held and organized as a mass-dispensing vaccination clinic to provide experience working in this setting for medical volunteers and staff from Manchester Health Department.

The most important aspects of this exercise were the lessons learned and improvements integrated in the response plan. The Health Department continues to participate in trainings, drills and exercises to enhance emergency preparedness.

During storms Alfred and Irene, the Health Department’s Community Health Nurses were assigned to manage the functional needs of individuals who sought assistance at the Town Emergency Shelter. Twenty four hour coverage by medical professionals was needed at the shelter for nine days and was supervised by Town Community Health nurses. The Environmental Health Section worked many hours overseeing food condemnation, clean-up and restocking at licensed establishments when the power returned.

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

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

Human Resources is responsible for an array of employee related services and administrative duties including labor relations and contract administration, recruitment, orientation and retention, organizational development, strategic planning, training and employee benefit counseling and administration.

The 17th session of Manchester Government 101 was offered in the fall of 2011. The ten-week course, which offers the public a hands-on learning experience about local government, also includes a session facilitated by the Manchester Public Schools. Over 400 citizens have participated in Government 101 since it began in 2002.

The Employee Mentoring Program celebrated its fifth year of partnering with the Manchester Public Schools. Twenty-five employees mentor a school-aged child weekly and the idea is to begin with a child in the elementary school and mentor through high school.

The Town’s Wellness Program continued with numerous program offerings culminating in the Employee Health & Safety Fair in the spring of 2012 where over 200 hundred employees participated in a variety of health screenings. Other Wellness activities include a walking program, monthly Lunch and Learn sessions and CIGNA Drop-In with representatives available to talk directly with employees.

Manchester was recognized by CIMRA as a 2012 Risk Management Award recipient for Establishing Risk Management as an Organizational Priority.

A group of 20 employees received Shelter Management training through the Red Cross resulting in an expanded Shelter Management Team for emergency management situations.

WHAT WE DO

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

FY12 Budget: $557,087
Full Time Positions: 5
The Human Services Administration office is located on the 2nd floor of the Weiss Center, at 479 Main Street. The Director of Human Services may be contacted at (860) 647-3092. More information is available on the website: 
humanservices.townofmanchester.org/

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

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

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

The administration division is now responsible for overseeing Early Childhood Programming, which was formerly administered by the Youth Services Bureau. It also oversees the Nike Tykes preschool, which provides preschool services for children ages three to four. Staff is currently working on obtaining accreditation from the National Association for the Education of Young Children (NAEYC).

WHAT WE DO

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

FY12 Budget: $913,747
Full Time Positions: 2.5
The Information Systems office is located at the Lincoln Center, lower level, 494 Main Street.

Phone: 647-3072

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

WHAT WE DO

Technical Support
Project Management & Design
Network Services
Public Access Broadcasting

FY12 Budget: $1,704,857
Full Time Positions Funded: 12.5

Director of Information Systems: Jack McCoy

INFORMATION SYSTEMS

Services provided by the Information Systems Department include:
- installation and support of all computer workstations and related hardware; application selection, development, and support; project management; web hosting of Town department web pages; web application development and support; providing a secure wide area network (WAN); and maintaining a training classroom equipped with nine computers and a projector.

Programming projects in FY12 included:
- Police parking ticket application
- Setup of 903 Main Street offices

-Fire Department call system update
- Development of virtualized web servers
- Development of utility bill database
- Development of open content data management system
- Improvements to the Sewer Department firewall
- Implementation of new Viewpoint building inspection software

Network improvements and additions included:
- Upgrade to 10GB switches for Lincoln Center to PD, and Lincoln Center to Botticello connections

Fiber Network Additions and modifications:
- Added Spruce Street Firehouse

Wireless Access Points added:
- Senior Center
- Spruce Street Firehouse
- Fire Station 2

INFORMATION SYSTEMS

FY12 Budget: $1,704,857
Full Time Positions Funded: 12.5

Director of Information Systems: Jack McCoy
Mary Cheney Library is located at 586 Main Street. Whiton Memorial Branch Library is located at 100 North Main Street.

Phone: (860) 643-2471

Mary Cheney Hours: Monday through Thursday 9 am - 9 pm; Friday & Saturday 9 am - 5 pm; Sunday 1-5 from 10/16 to 4/22.

Whiton Hours: Monday through Thursday 10 am-8:30 pm; Friday 9 am-5 pm

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

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

The Library encourages youngsters from pre-school to high school to develop independent intellectual growth and a lifetime appreciation of reading, and especially encourages young children to develop an interest in reading and learning through services for those children and for parents and children together. This is accomplished by offering a wide range of programs from storytimes for newborns through book clubs for 4th through 6th graders, as well as many family programs for all ages.

Manchester’s public library is the fifth busiest, out of almost 200 libraries in the state, based on the total number of materials loaned annually, and features the fifth highest number of children’s books and magazines loaned. More than 825,000 items were borrowed by citizens during the most recent fiscal year, with almost 454,000 of those consisting of books and magazines.

More than 1,000 library programs were held during the fiscal year with a total attendance of almost 31,000 people, and ranged from storytimes for newborns and their parents to a standing-room only visit from Hannah Perlstein Marcus, the Connecticut author of Sidonia’s Thread, based on her immigrant experience.

One of the library’s most popular programs, the 2012 “One Book, One Village” Community Read brought together town residents, high school students, town employees, community college students, and senior center participants. Colin McEnroe’s memoir “My Father’s Footprints” gave readers a poignant and witty family portrait. Meet-the-author sessions and an associated beginning genealogy class further extended the outreach of the program to the general public.

WHAT WE DO

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

FY12 Budget: $2,980,270
Full Time Positions: 25
The Planning Department is Located on the second floor of the Lincoln Center 494 Main Street.

Office Hours: Monday - Friday 8:30 a.m. - 4:30 p.m.
Phone: 647-3044

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

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

The Manchester Economic Development Commission (EDC) conducted interviews with industrial real estate brokers to get a current perspective on the conditions in the industrial market in general and Manchester in particular. This research will provide direction for several EDC industrial initiatives in the next fiscal year.

The department, working with the Downtown Special Services District, participated in a downtown market analysis and consumer survey. The results were encouraging, finding that residents in the market area were familiar with Manchester’s downtown, felt there was ample parking, felt safe visiting downtown, and would come downtown more often if there was more to do. Potential market segments to be pursued included dining, entertainment, arts and cultural activities, niche retail and office, as well as improvements to upper story residential units. Business recruiting, business incentive, and marketing teams are working on implementing the plan’s recommendations.

In a related development, the department worked with the General Manager’s office and Manchester Community College and the MCC Foundation to acquire and renovate 901 Main Street. The property was a gift from First Niagara Bank to the Town, and using an unrestricted gift to the Foundation the Town and MCC converted the first floor to the MCC on Main art gallery and seminar and meeting space. The second floor will be used for business office and related purposes.

The department assisted the Manchester Arts Commission with the formation of Imagine Main Street, a volunteer group which has organized, promoted, and conducted arts and cultural events in downtown Manchester.
The Manchester Police Department is located at 239 East Middle Turnpike, and is open 24 hours a day. Records Division is open Monday through Friday 8:30 a.m. to 3:30 p.m.

Phone: 645-5500. Dial 911 for emergencies.

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

In Fiscal Year 2011/2012, the Town of Manchester continued to see a downward trend with crime statistics for Part I Crimes. Overall, as in past years, the majority of Part I Crime totals were the result of various larcenies, with a minimal percentage being comprised of violent crime.

Six new officers were hired in FY 2011/2012. Promotions included one Captain, three Sergeants, and two Detectives.

The Manchester Police Department provided Public relations demonstrations throughout the year including the Manchester Police Citizens Police Academy, Police Explorers, and the Town Government Academy.

The East Central Narcotics Taskforce investigated 475 cases, made 259 arrests, served 104 search warrants and seized the following assets:
- $448,802.16 in cash
- 2 Firearms
- 32 Vehicles
- 8 Flat screen televisions

Manchester supported our Metro Traffic Services partners in more than 20 serious injury/fatal accidents this year, including 9 in Manchester alone.

In 2011, the Traffic Section received a license plate reader and utilized it during DUI operations in the region with MTS and in town. LPR assistance to outside agencies was provided by our traffic Officers when requested.

WHAT WE DO

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

FY12 Budget: $17,976,412
Full Time Positions: 154.5
The Center Springs Main Office is located at Center Springs Park, 39 Lodge Drive. Office Hours: Monday-Friday, 8:30 a.m. - 4:30 p.m. Phone: (860) 647-3084.

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

recreation.townofmanchester.org

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

The Summer Camp program served over 1,000 Manchester youth ages 5-15. Summer camp began on June 25 and ended on August 3.

The aquatic program provided swim lessons to over 2,000 participants in the indoor and outdoor facilities.

Manchester Rebuilding Together program continues to make a difference in the lives of low-income homeowners in Manchester. 76 families were assisted last year. 1,200 volunteers, 100 businesses and 30 contractors were involved on Rebuilding Day April 28th.

Rebuilding Together completed its second year of roofing rehabilitation projects. Funding for the program was provided by the Community Development Block Grant program. The goal of this year’s funding was to provide 10-15 low-income homeowners with roof repair or replacement using the $173,000 grant.

The Recreation Department again offered the A.R.T program, a program giving Middle School and High School age kids with disabilities a chance to experience arts and craft, field trips, cooking projects, movies and much more.

The ART program serviced approximately 15-20 teens. The program was held at Manchester High School and met three times a week from 2:30 p.m.-5:00 p.m.

The Recreation Department created a department Facebook page that currently has 248 followers and a Twitter account with 27 followers.

Providing meaningful social and physical activities for all Manchester residents

Swim lesson registrations: 2,048
Camp participants: 901
After-School Intramural participants: 229
# of organized sports games played: 130

WHAT WE DO

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

FY12 Budget: $2,328,004
Full Time Positions: 8.5
(Senior Center not included)
The Registrars of Voters office is located in the Weiss Center, 479 Main Street, on the first floor. Enter from the parking lot at the ground level. Office hours are Monday through Friday from 8:00 a.m. to 4:30 p.m., telephone number is (860) 647-3025, fax (860) 647-3028, or through the Town website: www.townofmanchester.org/Registrar

WHAT WE DO

Elections & Referenda
Voter Registration
Voter List Maintenance
Voting Machine Maintenance

FY12 Budget: $242,113
Full Time Positions: 4
The Manchester Sanitation Division administrative offices are located at 321 Olcott Street. The Town Landfill is located at 1 Landfill Way.

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

More information, including hours of operation, curbside collection, and recycling information is available online at:

publicworks.townofmanchester.org/Sanitation

The Sanitation Division operates the Town’s landfill and composting facilities, oversees the curbside collection of refuse, recycling and yard waste and administers the Regional Household Hazardous Waste Collection Facility. The Sanitation Division is an enterprise fund and finances all activities through user fees, the largest source of which is tipping fees charged to commercial haulers. The revenues generated by the landfill operation pay for the residential curbside collection program. Approximately 207,000 tons of material, including bulky waste, leaves and yard waste, and various special materials were received at the landfill in FY 2011/2012. In addition to regular household refuse (municipal solid waste) and recyclables, virtually any material that is accepted at the landfill is currently collected from residential properties through the curbside collection program.

Single Stream Recycling, which commenced on July 1, 2009, continues to result in higher residential recycling rates than was experienced prior to the change. This past fiscal year, the town recycled 5,064 tons of recyclables at the Connecticut Resources Recovery Authority’s Hartford recycling plant. Compared to the manual recycling collection method in existence until June of 2009, the Town has increased its tonnage by 1,281 tons, a 33.9% increase by weight.

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

FISCAL YEAR 2011-2012

Director of Public Works: Mark Carlino

SANITATION

Facilitating curbside waste and recyclable pickup services and managing the Town landfill

| Tons of recyclables transferred: 5,064 |
| Tons deposited in landfill (est): 207,021 |
| Curbside recycling diversion rate: 27.04% |
| Landfill diversion rate: 8.41% |

Facilitating curbside waste and recyclable pickup services and managing the Town landfill

Residential Collection
Curbside Compliance & Enforcement
Landfill Management
Leaf Composting

FY12 Budget: $6,712,810
Full Time Positions: 12.1
The Senior, Adult & Family Services office is located on the 1st floor of the Weiss Center, at 479 Main Street. The SAF Department can be contacted at (860) 647-3096, by fax at (860) 647-3063. More information is available on the website: humanservices.townofmanchester.org/Elderly/

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

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

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

Highlights:
- **Conservator Program**: 100% of conserved clients (57) maintained stable housing and 96% of conserved clients (55) received a level of care that met their unique needs and capabilities.
- **Relocation**: 100% of households dislocated due to fire or building code violation were contacted by SAFS within two days of the dislocating event. 92% of those households were returned to permanent, affordable housing within 60 days of the dislocating event. 77% of those households were connected to additional support services.

**Dial-A-Ride**
Provided 11,080 rides to 456 Senior and Disabled riders.

**Financial Rebate Assistance**
2,412 low-income households received $1,352,544 in cash assistance through the Renters Rebate and Energy Assistance programs. These households realized an average 8% increase in annual income as a result of the financial assistance.

**WHAT WE DO**

Social Work & Referral Assistance Programs
Conservator Services
Dial-a-Ride Bus Service

FY12 Budget: $499,002
Full Time Positions: 4
The Senior Center is located at 549 East Middle Turnpike and is open Monday-Friday, 8:30-4:30.

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

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

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

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

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

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

FY12 Budget: $553,880
Full Time Positions: 5.5
The Town Clerk’s Office is located on the first floor of Town Hall, 41 Center Street. Office Hours: Monday - Friday 8:30 a.m. - 5:00 p.m. Phone: 647-3037

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

The Town Clerk’s Office is located on the first floor of Town Hall, 41 Center Street. Office Hours: Monday - Friday 8:30 a.m. - 5:00 p.m. Phone: 647-3037

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

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

Most records are open to the public. These include land records and maps dating back to 1823, which are maintained in accordance with Connecticut General Statutes. Access to indexes as well as original land documents and maps are available by computer or by hard copy at the Town Clerk’s office. Indexes from 1823 to the present are also available online.

The Town Clerk also maintains vital records inclusive of birth, death, marriage & military discharges.

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

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

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

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

**WHAT WE DO**

**Land Records & Vital Records**

**Licenses & Passports**

**Minutes and Other Town Records**

**Absentee Ballots**

**FY12 Budget:** $450,904

**Full Time Positions:** 5
The Manchester Water & Sewer administrative offices are located at 125 Spring Street. The wastewater treatment facility is located at 120 Thrall Road.

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

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

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

In FY12, the Water Department completed an invasive species survey to determine the type and quantity of non-indigenous plants in all seven of the Town surface water supplies.

Other projects included:
- Total replacement of the Upper Glastonbury Pump Station
- Repainting of two water storage tanks
- Completed design for improvements to specific areas of the distribution system based on Water System Evaluation Study
- Completed design for replacement of Lydall Reservoir #2 Spillway

The Sewer Department has commenced a comprehensive upgrade of the wastewater treatment plant in FY12. The project will provide for the removal of nitrogen & phosphorus to reduce the impact of these nutrients on the receiving stream. New solids thickening & dewatering equipment will be included. A comprehensive upgrade to all sections of the facility will be accomplished under this project. The expected duration of the construction project will be 3 years. The Town secured a 21.54% grant under the State of Connecticut’s Clean Water Fund (CWF) program to partially fund the project study, design and construction costs.

The Sewer Department also continued the third phase of the town-wide Sanitary Sewer Evaluation Survey Project, and implemented a state-mandated FOG (Fats, Oil & Grease) program to reduce system blockages and protect public health.

Other Sewer Department activities in FY12 included completion of a manhole rehabilitation project to reduce Inflow and Infiltration, the rehabilitation of two sewage pump stations (Love Lane & JC Penney), and of the replacement of the Birch Mountain Sewage Pump Station.

**WHAT WE DO**

**Water Purification & Distribution**
**Infrastructure Maintenance**
**Wastewater Collection & Treatment**
**Reservoir Maintenance**

FY12 Budget: $13,900,879
Full Time Positions: 52.3
The Youth Services Bureau is located at 63 Linden Street. Administrative office hours are 8:00a.m.-4:30p.m. Monday - Friday. Teen Center hours are 2:30p.m.-6:30p.m. Monday - Friday. The YSB telephone number is (860) 647-5213.

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

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

YSB programming provides opportunities for personal growth. The YSB also runs a variety of teen activities throughout the year, and youth are referred to other resources for additional support when necessary.

The YSB has been collaborating on a community wide initiative to reduce school based arrests. In partnership with the school system, the YSB is co-facilitating the MAPS Collaborative (Manchester Agencies, Police and Schools) to work on this initiative. The Collaborative includes representatives from school, YSB, Police, Probation, Juvenile Court, DCF, and more. The initiative includes an improved referral system, expanded programming and staff training.

Manchester YSB has also been part of a statewide pilot through the State Department of Education to create a new standardized data collection and reporting system for all 100 YSBs statewide. Data collected will now be used to track program success as well as school attendance rates, school suspension and expulsion rates and grade promotion of YSB participants.

In FY12, the Neighbors for Kids Program at Nathan Hale School served 103 students in grades 1-5. The program, funded over a 5 year period by the CT Health Foundation, provides programs, services, and referrals for students and families. Students are screened and assessed prior to program acceptance in an effort to provide additional support for students and their families for increased success in and out of school.

WHAT WE DO

Employment & Life Skills Programs
Juvenile Offender Diversion Program
Early Childhood Programming
Teen Center

FY12 Budget: $648,994
Full Time Positions: 6.5
The following programs and initiatives took place in Manchester Public Schools for the 2011-2012 academic year. The Manchester Board of Education operated ten elementary schools, a sixth grade academy, one middle school, one high school, an alternative secondary school, a special education/alternative secondary school, head start preschool program and a Manchester Adult Education Program.

**School Budget**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Total Budget</th>
<th>Increase/Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-2012</td>
<td>$99,287,515</td>
<td>1.54%</td>
</tr>
<tr>
<td>2010-2011</td>
<td>$97,784,441</td>
<td>1.78%</td>
</tr>
<tr>
<td>2009-2010</td>
<td>$96,071,237</td>
<td>.78%</td>
</tr>
<tr>
<td>2008-2009</td>
<td>$95,326,178</td>
<td>2.96%</td>
</tr>
<tr>
<td>2007-2008</td>
<td>$92,582,680</td>
<td>4.79%</td>
</tr>
</tbody>
</table>

The School Board’s approved FY2011-2012 Operating Budget was prepared using the actual October 1, 2011 enrollment figure of 6,394, which was a decrease of 440 students from the October 1, 2010 enrollment figure of 6,834. The 2011-2012 fiscal year included 12.4 certified staff positions funded through Educational Jobs.

**Student Performance**

Every staff member within the school system is charged with ensuring that all students are given the highest quality 21st century education pre-school through 12th grade. Through an active partnership between students, school personnel, families and community members, our learning environments strive to create safe and inclusive schools defined as places where equity is the norm and excellence is the goal. The belief statements that race and other demographics, have helped us to make our gains closing our achievement gaps.

Listed on the following page is data comparing 2006 to 2012, whereby Manchester is being measured with our counterparts across the State, using the Connecticut Mastery Test and the Connecticut Academic Performance Test (CMT/CAPT). Our strong point for the 2011-2012 school year shows data within a six year range comparing state counterparts with Manchester. Notable, we are scoring comparably to State counterparts in nearly all of our test areas and moving nicely towards the new target of 88% on the School District Performance Index.
Additionally, Manchester scores have been continually influenced by a significant number of transfers from Title schools to Non-Title schools, which is helping to racially balance our schools. In spite of the changing student body, the data indicates signs of improved achievement that is keeping pace with at or above State growth. As one examines the data closely, many of the scores are close to the State averages for the first time in six years.

As in previous years, Manchester is very concerned about achievement gap. Data listed below speaks to this gap in reading and math within diverse, special education, economically challenged, ELL student population. At the end of the 2011-2012 school year, the Board of Education proposed that Nathan Hale Elementary School be closed for the upcoming school year. Voting to permanently close the building in the August 2012 meeting and turning to the SMARTR committee for guidance in future use of the building.

Achievement Gap
The Manchester Public School District continues to work on the achievement gap. The achievement gap has been a focus of discussion and work for the last several years. Our strong point in this year’s analyzes shows significant pockets of achievement gains when comparing 2006 to 2012 district wide data. The achievement gap commonly refers to the observed and persistent disparity on a number of educational measures between the performance of groups of students, especially groups defined by race/ethnicity, special education and socioeconomic status. In order to close any achievement gap, it is important that the majority population moves forward but the sub-group must grow at a faster rate. The Manchester staff has held this point as the focus, making notable gains in almost every area. Listed on the following page is the CMT overview of Math and Reading from 2006 compared to 2012 to best analyze the achievement gap growth over time within the content areas of literacy and math. In an effort to close the achievement gap in the following sub-group areas: black, Hispanic, Free and Reduced Meals (F/R Meals: those that are economically challenged), Special Education and ELL populations within the Manchester Public Schools, the staff has moved the majority of the population forward, while moving the target group at a faster rate.

### Manchester District vs. State CMT Scores

<table>
<thead>
<tr>
<th>Grade</th>
<th>CMT Subject Area</th>
<th>Manchester District</th>
<th>State</th>
<th>Manchester District</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Reading</td>
<td>67.3</td>
<td>69.2</td>
<td>70.1</td>
<td>74.5</td>
</tr>
<tr>
<td></td>
<td>Writing</td>
<td>79</td>
<td>81.7</td>
<td>80.2</td>
<td>83.2</td>
</tr>
<tr>
<td></td>
<td>Math</td>
<td>74.5</td>
<td>78.3</td>
<td>82.5</td>
<td>85.8</td>
</tr>
<tr>
<td>Grade 3</td>
<td>Reading</td>
<td>73</td>
<td>71.8</td>
<td>80.2</td>
<td>78.3</td>
</tr>
<tr>
<td></td>
<td>Writing</td>
<td>84.5</td>
<td>84.2</td>
<td>83.3</td>
<td>83.7</td>
</tr>
<tr>
<td></td>
<td>Math</td>
<td>77.4</td>
<td>80.3</td>
<td>88</td>
<td>85.8</td>
</tr>
<tr>
<td>Grade 4</td>
<td>Reading</td>
<td>68.7</td>
<td>72.8</td>
<td>80</td>
<td>79.7</td>
</tr>
<tr>
<td></td>
<td>Writing</td>
<td>85.1</td>
<td>85.3</td>
<td>82.7</td>
<td>88.5</td>
</tr>
<tr>
<td></td>
<td>Math</td>
<td>78.6</td>
<td>80.8</td>
<td>83.9</td>
<td>85.7</td>
</tr>
<tr>
<td>Grade 5</td>
<td>Reading</td>
<td>67.2</td>
<td>75.4</td>
<td>79</td>
<td>84.8</td>
</tr>
<tr>
<td></td>
<td>Writing</td>
<td>77.5</td>
<td>82.7</td>
<td>84.8</td>
<td>84.9</td>
</tr>
<tr>
<td></td>
<td>Math</td>
<td>70.4</td>
<td>79.8</td>
<td>81.8</td>
<td>87.2</td>
</tr>
<tr>
<td>Grade 6</td>
<td>Reading</td>
<td>68.5</td>
<td>76.4</td>
<td>79</td>
<td>87.4</td>
</tr>
<tr>
<td></td>
<td>Writing</td>
<td>76.8</td>
<td>80.9</td>
<td>79.5</td>
<td>83.9</td>
</tr>
<tr>
<td></td>
<td>Math</td>
<td>67.8</td>
<td>77.8</td>
<td>80.3</td>
<td>86.7</td>
</tr>
<tr>
<td>Grade 7</td>
<td>Reading</td>
<td>66.5</td>
<td>76.6</td>
<td>80.4</td>
<td>86.2</td>
</tr>
<tr>
<td></td>
<td>Writing</td>
<td>72</td>
<td>81.9</td>
<td>81.7</td>
<td>86.2</td>
</tr>
<tr>
<td></td>
<td>Math</td>
<td>67.6</td>
<td>78.9</td>
<td>79.9</td>
<td>87.1</td>
</tr>
</tbody>
</table>
Specifically, as illustrated within the graphs above, the racial achievement gap in math between white, black and Hispanic students, growth between 2006-2012 is demonstrated. The data indicates not only our white population is growing, but our black and Hispanic students have made significant gains within the last 6 years. However, there is an achievement gap still remaining between 2006-2012, which was decreased by 7.1 percentage points over time.

The graphs also indicate that our white population has grown 9.5 points, encouragingly our black population has also grown 16.6 points between 2006-2012. Our Hispanic population when compared to our white population has grown 10 points between 2006-2012. However, there is no marked decrease in the achievement gap within our Hispanic population. Further work continues to be necessary on the achievement gap.

**College Enrollment for MHS Class of 2012**

This past year, 86 percent of the Manchester High School Class of 2012 enrolled in two or four year colleges. For the class of 2012, 44 percent are currently attending four year colleges; while 42 percent are attending two year colleges. This level of college enrollment among our graduates is evidence of the importance placed on the pursuit of continuing education beyond high school. We encourage students to aspire to higher education by funding participation in the PSAT for both our sophomores and juniors, and in the College Board’s Readistep assessment for students in grade nine.

**Curriculum and Instruction**

Manchester Public School staff is developing curricula for students in kindergarten through grade 12 using the new Common Core State Standards in every content area. Similarly, the Connecticut State Department of Education’s Common Core of Teaching provides guidance to administrators and teachers regarding expectations in this area for instruction at all levels. It is important that the school system maintain rigor to ready our students for 21st century learning. Student programs must grow to empower and engage all students, in order to complete the cycle for Manchester to increase achievement for all students.
Throughout the following year, the district will continue its work in developing enriching and rigorous Common Core programming, data review teams, and creating effective learning communities. Every year our program is geared toward ensuring that the students of Manchester will be college and career ready for the future. To view details about the comprehensive Common Core, please go to our website at: http://boe.townofmanchester.org/departments/CurriculumInstruction/CommonCore.htm.

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

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

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

None of this work would be possible without the support of the Manchester Public Schools’ Board of Education. This body of dedicated community members continues to support all initiatives and materials related to improving students’ academic skills, focused on moving the students forward to close the achievement. Manchester will continue an all-out effort to improve our students reading and math scores, particularly while implementing the new Common Core regulations.

Racial Balance
The Manchester Public School system celebrates its diverse population through implementing strong rigorous curricula, establishing high expectations for student achievement, and maintaining a tradition of a comprehensive professional development programs for staff. A number of funded programs and materials are related to improving all students’ academic skills, as well as specifically focusing on the achievement gap between white students, students of color, English Language Learners, students with disabilities and students experiencing low economic status. Trainers also facilitate the development of several professional learning communities throughout the district. Manchester continues to work with the State Department of Education to resolve the racial impending imbalance in our elementary schools. Over time, the data reported by the State Department has fluctuated resulting in different schools showing racial imbalance. The Manchester Board of Education is committed to addressing this issue so that the elementary schools will be racially balanced, thereby ensuring that the imbalance does not reoccur in the future. For this reason, the staff has been closely monitoring enrollment patterns and racial balance issues making the necessary to strengthen our practices. The results of this guidance places a focus on student achievement as it relates to the demographic distribution of students, thereby giving all students the best opportunity for a quality education.

Redistricting
At the end of the 2011-2012 school year, the Board of Education proposed that Nathan Hale Elementary School be closed for the upcoming school year. As the district closed Nathan Hale Elementary School, the redistricting of students occurred involving the following schools; Highland Park Elementary, Keeney Elementary, Martin Elementary, Waddell Elementary, and Buckley Elementary. Below are the comparisons of the October 1st, 2011 and the October 1st, 2012 statistical changes occurring within our district after the closing of Nathan Hale Elementary School. Note that absolute imbalance cannot be greater than 25 percent.
### 10/01/11 Racial Balance

<table>
<thead>
<tr>
<th>Schools</th>
<th>Grades</th>
<th>District % Minority</th>
<th>District Total*</th>
<th>School Enrollment</th>
<th>Total Minority Students</th>
<th>School Minority Percentage</th>
<th>Absolute Imbalance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bowers</td>
<td>KF, 1-5</td>
<td>60.51%</td>
<td>3335</td>
<td>432</td>
<td>231</td>
<td>53.47%</td>
<td>7.04%</td>
</tr>
<tr>
<td>Buckley</td>
<td>PK, KF, 1-5</td>
<td>60.33%</td>
<td>3413</td>
<td>401</td>
<td>167</td>
<td>41.65%</td>
<td>18.68%</td>
</tr>
<tr>
<td>Highland Park</td>
<td>KF, 1-5</td>
<td>60.51%</td>
<td>3335</td>
<td>280</td>
<td>105</td>
<td>37.50%</td>
<td>23.01%</td>
</tr>
<tr>
<td>Keeney</td>
<td>KF, 1-5</td>
<td>60.33%</td>
<td>3413</td>
<td>405</td>
<td>178</td>
<td>43.95%</td>
<td>16.38%</td>
</tr>
<tr>
<td>Martin</td>
<td>KF, 1-5</td>
<td>60.51%</td>
<td>3335</td>
<td>241</td>
<td>93</td>
<td>38.59%</td>
<td>21.92%</td>
</tr>
<tr>
<td>Nathan Hale</td>
<td>KF, 1-6</td>
<td>60.51%</td>
<td>3335</td>
<td>214</td>
<td>177</td>
<td>82.71%</td>
<td>22.20%</td>
</tr>
<tr>
<td>Robertson</td>
<td>KF, 1-5</td>
<td>60.33%</td>
<td>3413</td>
<td>388</td>
<td>319</td>
<td>82.22%</td>
<td>21.89%</td>
</tr>
<tr>
<td>Verplanck</td>
<td>KF, 1-5</td>
<td>60.51%</td>
<td>3335</td>
<td>361</td>
<td>308</td>
<td>85.32%</td>
<td>24.81%</td>
</tr>
<tr>
<td>Waddell</td>
<td>KF, 1-5</td>
<td>60.51%</td>
<td>3335</td>
<td>391</td>
<td>248</td>
<td>63.43%</td>
<td>2.92%</td>
</tr>
<tr>
<td>Washington</td>
<td>KF, 1-5</td>
<td>60.51%</td>
<td>3335</td>
<td>300</td>
<td>233</td>
<td>77.67%</td>
<td>17.16%</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td></td>
<td></td>
<td>3413</td>
<td>2059</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

### 10/01/12 Racial Balance

<table>
<thead>
<tr>
<th>Schools</th>
<th>Grades</th>
<th>District % Minority</th>
<th>District Total*</th>
<th>School Enrollment</th>
<th>Total Minority Students</th>
<th>School Minority Percentage</th>
<th>Absolute Imbalance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bowers</td>
<td>KF, 1-5</td>
<td>61.54%</td>
<td>3011</td>
<td>407</td>
<td>207</td>
<td>50.86%</td>
<td>10.68%</td>
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<tr>
<td>Buckley</td>
<td>PK, KF, 1-5</td>
<td>61.32%</td>
<td>3056</td>
<td>332</td>
<td>135</td>
<td>46.66%</td>
<td>20.66%</td>
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<tr>
<td>Highland Park</td>
<td>KF, 1-5</td>
<td>61.54%</td>
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<td>264</td>
<td>123</td>
<td>46.59%</td>
<td>14.95%</td>
</tr>
<tr>
<td>Keeney</td>
<td>KF, 1-5</td>
<td>61.54%</td>
<td>3011</td>
<td>346</td>
<td>162</td>
<td>46.82%</td>
<td>14.72%</td>
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<tr>
<td>Martin</td>
<td>KF, 1-5</td>
<td>61.54%</td>
<td>3011</td>
<td>290</td>
<td>146</td>
<td>50.34%</td>
<td>11.20%</td>
</tr>
<tr>
<td>Robertson</td>
<td>KF, 1-5</td>
<td>61.54%</td>
<td>3011</td>
<td>356</td>
<td>304</td>
<td>85.39%</td>
<td>23.85%</td>
</tr>
<tr>
<td>Verplanck</td>
<td>KF, 1-5</td>
<td>61.54%</td>
<td>3011</td>
<td>330</td>
<td>278</td>
<td>84.24%</td>
<td>22.70%</td>
</tr>
<tr>
<td>Waddell</td>
<td>KF, 1-5</td>
<td>61.54%</td>
<td>3011</td>
<td>352</td>
<td>229</td>
<td>65.06%</td>
<td>3.52%</td>
</tr>
<tr>
<td>Washington</td>
<td>KF, 1-5</td>
<td>61.54%</td>
<td>3011</td>
<td>379</td>
<td>290</td>
<td>76.52%</td>
<td>14.98%</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
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<td></td>
<td>3056</td>
<td>1874</td>
<td></td>
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</tr>
</tbody>
</table>

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

### Special Education

Manchester Public Schools uses a continuum of progressive and innovative instructional service delivery models to implement special education services and support programs in the least restrictive environment. These services and support programs provide students with disabilities access to the general education curricula, help to improve their academic achievement, reduce the time that they are removed from general education classrooms, and increase their time with non-disabled peers. In order to level the playing field for students with disabilities and ensure their maximum success, various comprehensive inclusionary instructional models and assistive technology applications are implemented throughout the district.
An increasing number of Manchester students with special needs are attending magnet, charter, and private schools. Manchester Public Schools is responsible fiscally for these students as well as for overseeing the specially designed instruction and related services they require for success. Additionally, there are increasing numbers of children with emotional or behavioral concerns and multiple needs who require more supervision (paraprofessional), increased behavior consultation, and intervention, and programs with increased structure and supports.

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

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

Analysis of Special Education Data Application and Collection (SEDAC) for the last several years shows that the district consistently places a lower percentage of special education students out-of-district than our District Reference Groups (DRG) or the State, this is due to the innovative programming by the department of pupil personnel services. Likewise, others (DCF, courts) place 60% of Manchester students in specialized programs. Since Manchester maintains more children in district; there is a greater need for teachers, paraprofessional support, and specialized consultants to meet the needs of our learners.

Additionally, there are nine group homes and numerous foster homes in Manchester that house students requiring specially designed instruction, related services, and transportation. The public and private tuition lines are budgeted based on expected reimbursement from Excess Cost Grants (State), Medicaid (State/Federal), and tuition billed to other districts.

The expiration of the American Recovery and Reinvestment Act of 2009 resulted in the loss of paraprofessionals, tutors, special education teachers, behavior managers, school social workers, and interventionists. The premise of this initiative was to provide opportunity to improve student outcomes through teacher quality, standards of assessment, implementation of data systems, and promote school improvement. The accountability of these funds were for supplementary services in the form of new programming. With the drying up of these funds some positions were absorbed through the Board of Education’s budget; while others are temporarily reinstated through the Education Jobs Sharing Funds. These funds are able to sustain paraprofessionals, tutors, and special education teacher positions.

Manchester Preschool Center

In its third year of operation, the preschool center served 210 families and their children. The expansion funds received in the previous year, to serve an additional 30 students, was made permanent. This has increased our federal grant to $1,154,099. A triennial federal site review was conducted in October. The team of nine reviewers spent an entire week reviewing classrooms, as well as student and staff records. There are over 1,700 performance standards that we are responsible to meet annually. Manchester Head Start was found to have no deficiencies and no non-compliances; a rarity in the federal review process. Our focus for the year was to address children’s social, emotional and behavioral development. We participated in training from the State Department of Education and the State Education Resource center in a State Professional Development Grant (SPDG), which gave all early childhood staff members the opportunity to develop consistent and systematic policies and procedures, in order to help young children develop competencies in their social, emotional and behavioral development.
Alternative Education Program

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

Adult Education

Manchester Adult and Continuing Education continues to grow and foster new partnerships to ensure that customization is paramount in what we do for the Manchester community. We have expanded our 10 month program to a year round program to support clients who wish to continue working on their skill of choice in all areas: English as a Second Language, Adult Basic Education, General Educational Development, Credit Diploma Program, as well as the National External Program.

We have successfully built business partnerships to help support academic and enrichment programs within local establishments. We also have formed relationships with town agencies such as the Youth Services Bureau to provide additional support to the Credit Diploma and GED students. In addition, we won our first grant in partnership with Manchester Community college with the assistance of our state representative, Jason Rojas. It is a free pilot college transition program, REACT (Reaching Educational Achievement for College Transition) serving high school graduates who need academic support as they transition to college. This program provides support in reading, writing, and mathematics, and to date we have supported almost 40 students transition to college in six months.

Continuing education that serves our community with enrichment opportunities has been our most successful transition. We began the 2010-11 school year with nine classes. By the beginning of the 2011-2012 school year, we offered 44 classes, and by the end of the year, there were 88 classes offered including many firsts: Zumba, the single most popular course; after school children’s programs; and social networking, to name a few.

The goal of Manchester Adult and Continuing Education programs continues to be programs that meet the needs of the entire community, including local businesses and all of Manchester’s residents by offering diverse educational programs of the highest quality. Those enrolled will learn a new skill, or improve on an existing one. This office will be committed to providing quality services, and the public will be encouraged to help develop the community’s vision for Manchester Adult and Continuing Education. Our first high school graduation graduated 60 students with an age range of 23 to 71 years. We celebrated with over 500 guests of family, friends, community dignitaries, and staff members.

The website is updated regularly. It is user-friendly and easy to access and navigate. Detailed information about all programs is on the website for viewing. It boasts the most up-to-date developments and defines all of our programs. Manchester Adult and Continuing Education has established itself as a strong partnership with the community of students and businesses.
### 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, 2012

#### Revenues:
- **Property taxes, interest and lien fees**:
  - Original Budget: $120,320
  - Revised Budget: $121,320
  - Actual: $121,049
  - Variance: $(271)
  - Favorable: $10,890
  - Unfavorable: $10,902

- **Intergovernmental revenue**: 34,786
- **Investment and interest income**: 497
- **Licenses, permits and fines**: 1,638
- **Charges for goods & services**: 1,665
- **Other**: 180

#### Total Revenues:
- Original Budget: $160,086
- Revised Budget: $160,104
- Actual: $161,622
- Variance: $1,518
- Favorable: $11,458
- Unfavorable: $11,277

#### Expenditures:
- **Current: General government**: 5,501
- **Public works**: 12,987
- **Public safety**: 18,034
- **Human services**: 2,876
- **Leisure services**: 5,862
- **Employee benefits**: 2,983
- **Other**: 346
- **Education**: 100,521
- **Internal service fund charges**: 2,560
- **Debt service**: 8,868
- **Capital outlay**: -

#### Total Expenditures:
- Original Budget: $160,540
- Revised Budget: $160,516
- Actual: $159,410
- Variance: $1,106
- Favorable: $13,241
- Unfavorable: $13,077

#### Excess (Deficiency) of Revenues over Expenditures:
- Original: $(454)
- Revised: $(412)
- Actual: $2,212
- Variance: $2,624
- Favorable: $(1,783)
- Unfavorable: $(1,911)

#### Other Financing Sources (Uses):
- **Transfers in**: 1,672
- **Transfers out**: (2,842)

#### Total Other Financing Sources (Uses):
- Original: $(1,170)
- Revised: $(2,939)
- Actual: $3,073
- Variance: $(134)
- Favorable: $1,588
- Unfavorable: $1,436

#### Net Change in Fund Balances:
- Original: $(1,624)
- Revised: $(3,351)
- Actual: $2,490
- Variance: $(195)
- Favorable: $2,724
- Unfavorable: $(364)

### GENERAL FUND COMPARATIVE BALANCE SHEET JUNE 30, 2012 & 2011

<table>
<thead>
<tr>
<th>(thousands)</th>
<th>2012</th>
<th>2011</th>
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</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
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<tr>
<td>Cash and cash equivalents</td>
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<td>$3,900</td>
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<tr>
<td>Investments</td>
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<td>Property taxes receivable, net</td>
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<td>Accrued interest on taxes</td>
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<td>985</td>
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<td>Accounts receivable, net</td>
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<td>215</td>
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<tr>
<td>Intergovernmental receivables</td>
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<td>431</td>
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<tr>
<td>Due from Special Services District</td>
<td>32</td>
<td>40</td>
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<tr>
<td>Interfund receivables</td>
<td>17,045</td>
<td>14,946</td>
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<td>Other assets</td>
<td>147</td>
<td>39</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$28,410</strong></td>
<td><strong>$34,566</strong></td>
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### GENERAL FUND LIABILITIES & FUND BALANCE

<table>
<thead>
<tr>
<th>(thousands)</th>
<th>2012</th>
<th>2011</th>
</tr>
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<tbody>
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<td><strong>Liabilities:</strong></td>
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<td>Deferred revenue</td>
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<td><strong>Total Liabilities</strong></td>
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<td><strong>Fund balance:</strong></td>
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<tr>
<td>Nonspendable</td>
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<tr>
<td>Committed</td>
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<tr>
<td>Assigned</td>
<td>3,310</td>
<td>5,515</td>
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<tr>
<td>Unassigned</td>
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<td>10,053</td>
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<tr>
<td><strong>Total Fund balance</strong></td>
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<td><strong>15,647</strong></td>
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<tr>
<td><strong>Total Liabilities and Fund Balance</strong></td>
<td><strong>$28,410</strong></td>
<td><strong>$34,566</strong></td>
</tr>
<tr>
<td>Department</td>
<td>Official</td>
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<tr>
<td>Administrative Services</td>
<td>Dede Moore</td>
<td>647-3126</td>
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<tr>
<td>Animal Control</td>
<td>Eleise McConnell</td>
<td>645-5516</td>
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<tr>
<td>Assessor</td>
<td>John Rainaldi</td>
<td>647-3016</td>
</tr>
<tr>
<td>Board of Directors</td>
<td>Leo Diana</td>
<td>647-3130</td>
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<tr>
<td>Budget</td>
<td>Julian Freund</td>
<td>647-3121</td>
</tr>
<tr>
<td>Building</td>
<td>Greg Smith</td>
<td>647-3052</td>
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<tr>
<td>Cemetery</td>
<td>Chris Passera</td>
<td>647-3081</td>
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<tr>
<td>Customer Service</td>
<td>Doreen Petrozza</td>
<td>647-5235</td>
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<tr>
<td>Engineering</td>
<td>Jeff LaMalva</td>
<td>647-3158</td>
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<tr>
<td>Facilities Management</td>
<td>Christopher Till</td>
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<tr>
<td>Finance</td>
<td>Gregory Simmons</td>
<td>647-3121</td>
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<tr>
<td>Fire</td>
<td>Robert Bycholski</td>
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</tr>
<tr>
<td>General Manager</td>
<td>Scott Shanley</td>
<td>647-3123</td>
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<tr>
<td>General Services</td>
<td>Gerald Dupont</td>
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</tr>
<tr>
<td>Health</td>
<td>Maryann Cherniak-Lexius</td>
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<tr>
<td>Highway</td>
<td>Kenneth Longo</td>
<td>647-3244</td>
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<td>Human Resources</td>
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<tr>
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<td>Mary Roche Cronin</td>
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<tr>
<td>Information Systems</td>
<td>Jack McCoy</td>
<td>647-3072</td>
</tr>
<tr>
<td>Library</td>
<td>Douglas McDonough</td>
<td>643-2471</td>
</tr>
<tr>
<td>Parks</td>
<td>Kenneth Longo</td>
<td>647-3244</td>
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<tr>
<td>Planning &amp; Economic Development</td>
<td>Mark Pellegrini</td>
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<tr>
<td>Police</td>
<td>Marc Montminy</td>
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<tr>
<td>Probate</td>
<td>Judge Michael Darby</td>
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<tr>
<td>Public Schools</td>
<td>Dr. Richard Kisiel (interim)</td>
<td>647-3442</td>
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<tr>
<td>Public Works</td>
<td>Mark Carlo</td>
<td>647-3067</td>
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<tr>
<td>Recreation</td>
<td>Scott Sprague</td>
<td>647-3084</td>
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<tr>
<td>Registrar</td>
<td>Timothy Becker/Francis Maffe.</td>
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<td>Sanitation</td>
<td>Mark Carlo</td>
<td>647-3248</td>
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<tr>
<td>Senior Center</td>
<td>Eileen Faust</td>
<td>647-3211</td>
</tr>
<tr>
<td>Tax Collector</td>
<td>Beth Jacobs</td>
<td>647-3018</td>
</tr>
<tr>
<td>Town Attorney</td>
<td>Ryan Barry</td>
<td>647-3132</td>
</tr>
<tr>
<td>Town Clerk</td>
<td>Joseph Camposeo</td>
<td>647-3037</td>
</tr>
<tr>
<td>Water &amp; Sewer Department</td>
<td>Edward J Soper</td>
<td>647-3115</td>
</tr>
<tr>
<td>Youth Services</td>
<td>Erica Bromley</td>
<td>647-5213</td>
</tr>
<tr>
<td>Zoning Enforcement</td>
<td>Jim Davis</td>
<td>647-3057</td>
</tr>
</tbody>
</table>

| 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.or/erecreation/public/ |
| Silk City TV: Watch Cox Channel 16 to learn more about the programs and services offered by the Town of Manchester. Live broadcasts of Board of Directors and Board of Education meetings as well as a large variety of shows dedicated to Town departments and school events are featured. |
| Town of Manchester Fiscal Year 2011/2012 Annual Report Contributors: Edited & Designed by Brian Wolverton, Budget & Research Office |