Manchester Board of Directors and General Manager

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

Front Row
Rudolph C. Kissmann, Secretary
Timothy M. Devanney, Deputy Mayor
Jay Moran, Mayor
Scott Shanley, General Manager

Table of Contents

Budget & Research 1
Building Inspection 2
Customer Service 3
Engineering 4
Facilities Maintenance 5
Field Services 6
Finance 7
Fire Department 8
Health Department 9
Human Resources 10
Human Services 11
Information Systems 12
Library 13
Police Department 14
Planning 15
Recreation 16
Registrars of Voters 17
Senior Adult & Family 18
Sanitation 19
Senior Center 20
Town Clerk 21
Water & Sewer 22
Youth Services 23
Board of Education 24
Financial Statements 32
Directory 33
The Budget & Research Office is located on the second floor of Town Hall, 41 Center Street.
Phone: (860) 647-5243
Office Hours: 8AM to 4:30PM

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

The Budget & Research Office has implemented a utility tracking system for all departments which will allow for more careful monitoring and analysis of utility costs. Other initiatives conducted with Budget Office oversight included an Open Space evaluation project in collaboration with other town departments and initiation of a promotional project to create community videos for the Town.

In FY15, the Budget & Research Office released the fifth Performance Measurement report for the Town of Manchester.

The Town also received its tenth consecutive GFOA Budget Presentation Award.

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

FY15 Budget: $164,309
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.

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

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

The Building Department also enforces the Manchester Property Maintenance Code as it applies to existing buildings and premises, which is based upon a model national property maintenance code. The Property Maintenance program seeks to eliminate unkempt properties, un-mowed lawns, peeling paint, unregistered vehicles, trash, and buildings without street numbers.

FY15 saw a 30 percent increase in construction value over the prior fiscal year despite a 16 percent reduction in the total number of permits issued. Larger projects, such as an apartment building, can equate to a workload equivalent to 20-30 single family houses with a permit count similar to one single family house.

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.

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

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

The Building Department also enforces the Manchester Property Maintenance Code as it applies to existing buildings and premises, which is based upon a model national property maintenance code. The Property Maintenance program seeks to eliminate unkempt properties, un-mowed lawns, peeling paint, unregistered vehicles, trash, and buildings without street numbers.

FY15 saw a 30 percent increase in construction value over the prior fiscal year despite a 16 percent reduction in the total number of permits issued. Larger projects, such as an apartment building, can equate to a workload equivalent to 20-30 single family houses with a permit count similar to one single family house.

WHAT WE DO

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

FY15 Budget: $928,249
Full Time Positions: 8
The Customer Service and Information Center (CSIC) was established in 1997 as a one-stop municipal resource center. The office handles a wide variety of service requests from the public, in addition to assisting other town departments with their seasonal programs. CSIC is committed to providing quality, courteous and professional customer service.

CSIC is a central source for government service and is available to listen to concerns, answer questions, and troubleshoot solutions. Staff also processes passport applications and sells Manchester memorabilia.

In FY15, staff helped to promote a variety of Recreation, Health, and Library programs, as well as annual events such as Band Shell Concerts, Cruisin’ on Main car show, and Pride in Manchester Week. CSIC also promoted fundraisers for the special event “The Wall that Heals”.

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.

From a flurry of helping last-minute visitors registering to vote, parents signing up their children for swim lessons, to recommending some of our numerous hiking trails or processing tax payments, CSIC is available to help!

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 http://www.townofmanchester.org/

WHAT WE DO

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

FY15 Budget: $149,598
Full Time Positions: 1
The Engineering Office is located on the second floor of the Lincoln Center, 494 Main Street.
Phone: (860) 647-3152
Office Hours: 8am to 4:30pm, Monday through Friday

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

The Engineering Division is responsible for ensuring the proper construction of all public improvements undertaken by developers and acts as engineering consultant to the Department of Planning and Economic Development during the development approval process.

Engineering staff design and inspect the construction of streets, sidewalks, bridges, traffic signals, and water, sanitary sewer and storm drainage facilities throughout the Town of Manchester.

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

During FY15, the Engineering Division designed, permitted and/or inspected the following projects:
- Hartford Road Sanitary Sewer Improvements
- Oakland Street Sidewalk Extensions
- New State Road Reconstruction
- Middle Turnpike East Reconstruction
- Thompson Road Neighborhood Water Main Replacement
- Fuel Tank Replacement at Globe Hollow Water Treatment Plant
- Culvert Replacement and Pedestrian Bridge at Edgerton Street
- Sidewalk Replacements - Hawthorne St., Garden St., Lyness St., Lucian St., Edmund St.
- Waddell Pool Improvements
- Main St. Pedestrian Lighting
- Downtown Parking Lot Improvements
- Howard Reservoir Gatehouse Improvements
- Roadway Crack Seal Program
- Roadway Patch Repair Program
- Sidewalk Spot Repair Program

WHAT WE DO

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

FY15 Budget: $2,269,290
Full Time Positions: 20.5
Facilities Manager: Christopher Till

**FACILITIES MAINTENANCE**

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

Phone: (860) 647-3145

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

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

Building Maintenance provided improvements on a number of important projects including the renovations at the Waddell Pool House, Lincoln Center IT office and EastSide Neighborhood Resource Center.

Building Maintenance continues to explore energy efficiency improvements opportunities for optimization of building controls and correcting energy leaks wherever possible.

**TOWN CAPITAL PROJECTS:**
The renovations at Whiton Library included the addition of an elevator and handicapped accessibility improvements throughout the lower level to the restrooms and a new ramp into the auditorium.

Replacement of the roofing at Town Hall, the Field Services Building and Axis 901 provides protection to these buildings for a safe indoor environment.

The replacement of heating and cooling systems at the Cheney Hall and the Field Services Building ensures the reliable and energy efficient conditioning of these buildings.

The exterior painting of the State Fire Museum and Probate Court exteriors maintains the integrity and appearance of these landmark buildings.

**SCHOOL CAPITAL PROJECTS:**
The successful November 2014 $85M referendum provides funding authorization for the renovation of the School Street Cheney and Boiler Buildings for the transition of all 5th grade students to attend Bennet Academy following a $17.9M renovation. Design will continue until construction starts during March 2016, to be completed the summer of 2017.

The Phase 2 renovations at Illing Middle School included the reconfiguration of the former industrial arts addition on the North side to meet the current curriculum requirements for core classes, art and choral/orchestra.

Replacement of the electrical services at Buckley and Keeney Elementary Schools provides power supply to these buildings for safe, reliable operations and the additional capacity to meet the growing needs for 21st Century learning.
The Field Services Office is located at 321 Olcott Street. Phone: (860) 647-3233. Office Hours: 7AM to 3:30PM, Monday through Friday. More information, including information on ongoing projects and services information, is available online at: publicworks.townofmanchester.org.

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

FIELD SERVICES

Maintaining the safety and quality of Manchester’s roadways, parks, cemeteries, public grounds, and fleet of vehicles and equipment.

Lane Miles of road resurfaced: 14.69
# of cemetery interments: 210
# of vehicles maintained: 518
Acres of parks & grounds maintained: 160

FISCAL YEAR 2014-2015

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

FY15 Budget: $7,775,463
Full Time Positions: 55.25

WHAT WE DO

The Highway Group is responsible for maintaining the street system. Roadway maintenance includes the construction of streets and road surface as well as their continued maintenance and street line painting. The Group’s goal is to provide conditions that facilitate safe travel throughout the entire year in all but the most exceptional weather conditions. They are also responsible for the maintenance of the Town’s storm drainage system; curbs, gutters, drain inlets, underground culverts, and open channels.

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

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

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

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

FISCAL YEAR 2014-2015

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

FY15 Budget: $7,775,463
Full Time Positions: 55.25

WHAT WE DO

The Highway Group is responsible for maintaining the street system. Roadway maintenance includes the construction of streets and road surface as well as their continued maintenance and street line painting. The Group’s goal is to provide conditions that facilitate safe travel throughout the entire year in all but the most exceptional weather conditions. They are also responsible for the maintenance of the Town’s storm drainage system; curbs, gutters, drain inlets, underground culverts, and open channels.

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

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

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

**WHAT WE DO**

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

FY15 Budget: $2,299,119
Full Time Positions: 20.0

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.

In fiscal year 2014-15, the General Services department solicited 88 formal sealed bids for various contracts involving supplies, materials, equipment, services, construction and disposal of surplus equipment.

Significant projects bid during this year were:

- Fuel Tank replacement at Globe Hollow Water Treatment Plant
- Cheney Hall HVAC Replacement
- Town Hall Roof Replacement
- Fire Museum Siding and Trim Restoration
- Hop Brook Interceptor Effluent Pipe Replacement
- Main Street Pedestrian Lighting
- School Security Project

The Accounting Division’s major accomplishments in FY2014-15 include being awarded the Government Finance Officers’ Association Certificate of Achievement for Excellence in Financial Reporting for the 19th 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.
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.townofmanchester.org

WHAT WE DO

Emergency Medical
Fire Suppression
Fire Prevention
Public Service Calls

FY15 Budget: $14,980,002
Full Time Positions: 82

Committed to providing quality, courteous and professional life safety and public services.

The Fire Department is a geographically-based operation with five strategically-located fire stations. Front line apparatus resources include four Class A pumpers, one 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 5,500 people needing medical assistance last year.

In FY14, the EMS Division began using a battery-powered, mechanical CPR device, giving the Department the ability to deliver consistent, uninterrupted chest compressions to patients in cardiac arrest. This device improves patient survivability during cardiac events. A second unit was added in FY15. The survival rates for cardiac arrests in Manchester continue to be well above the national average.

The Fire Department strives to expand and improve its range of emergency services each year with the addition of specialized equipment and advanced training for firefighters.

In order to maintain readiness for all incident types, the Fire Department integrates classroom, on-line, and practical “hands on” training in all aspects of emergency response.

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

FISCAL YEAR 2014-2015

Fire Chief: David Billings

SOUTH MANCHESTER FIRE DISTRICT

INCIDENTS

Medical/Rescue 5,514
Fire 158
Hazardous Conditions 242
Public Service 604
Good Intent 572
False Alarm/False Call 476
TOTAL 7,566
The Health Department office is located on the 1st 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 services and programs in both Environmental and Community Health.

In FY15, The Environmental Health staff completed an initial FDA Risk Factor Study. The information collected included items identified by the Center for Disease Control and Prevention as contributing factors to foodborne illness: Food from Unsafe Sources, Improper Holding and Temperature, Inadequate Cooking, Poor Personal Hygiene, and Contaminated Equipment. A report of the findings will follow and interventions will be implemented in areas identified as needing improvement. In FY16, the study will continue to incorporate other risk factors under the FDA Risk Factor Study model.

The Community Health program provides a variety of programs for disease prevention and awareness for all ages. Programs include health education programs, senior blood pressure clinics, flu clinics and Health Fairs.

The Community Health section also collects and analyzes data pertaining to communicable diseases. Trends are monitored and interventions are put into place to help reduce the incidence of these diseases.

One of the more prominent programs provided this year pertained to childhood lead poisoning prevention. The Health Department is required to follow-up on lead levels above 5 ug/dl in children age 6 and under. In an effort to raise awareness for residents and contractors, the Environmental and Community Health sections worked together to provide a health education program on Lead Safe Work Practices.

In FY15, the Manchester Health Department sponsored a Symposium for Town and Faith Community Partnerships in Disaster Response. Representatives from area places of worship, the Salvation Army, the American Red Cross, as well as many local, state and federal officials were in attendance. This initiative was an opportunity to learn more about how a Faith-Based Community can become an independent partner in the Town's Response and Recovery from a Disaster.

Environmental Health Inspections
Licensing & Permitting
Community Health Programming
Disease Surveillance

FY15 Budget: $886,463
Full Time Positions: 8
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 20th session of Manchester Government Academy was conducted in the fall of 2014. 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. Almost 500 citizens have participated in Government Academy since it began in 2002.

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

The Wellness Initiative offered 21 programs to Town employees with 525 participants. In FY2015, over 200 employees attended the Town-wide Employee Health and Safety Fair. The focus was on wellness screening and maintaining healthy employees.

Several employee Lunch and Learn sessions were held on a variety of topics including Immune Boosting Foods, Eat This-Not That, and Financial Wellness-Know Your Credit Score. Other training sessions offered included our annual employee CPR training, Defensive Driver training and a 12-week walking program with 42 participants. Monthly blood pressure clinics continued and were expanded by being held in a number of Town buildings. Human Resources also offered two employee training sessions on Social Security benefits as well as OSHA safety compliance training in the Public Works and Water and Sewer departments.

WHAT WE DO

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

FY15 Budget: $561,086
Full Time Positions: 5
The Human Services Administration office is located on the 1st floor of the Weiss Center at 479 Main Street. The Director of Human Services may be contacted at (860)647-3092.

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

WHAT WE DO

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

FY16 Budget: $902,088
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:
http://www.townofmanchester.org/allsites/InformationSystems/is.cfm

WHAT WE DO

Technical Support
Project Management & Design
Network Services
Public Access Broadcasting

FY15 Budget: $1,870,708
Full Time Positions Funded: 12.5
LIBRARY

Mary Cheney Library is located at 586 Main Street. Whiton Memorial Branch Library is located at 100 North Main Street.
Phone: (860) 643-2471
Mary Cheney Hours: Monday through Thursday 9 am - 9 pm; Friday & Saturday 9 am - 5 pm; Sunday 1-5 from Oct. 12 to March 29.
Whiton Hours: Monday through Thursday 10 am-8:30 pm; Friday 9 am-5 pm

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

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

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

These are aimed at developing independent intellectual growth and a lifetime love of reading and learning. 735 children’s programs were held in FY15, attended by 19,567. The 97 Teen programs were attended by 722 teens. Additionally, 44 adult programs had 772 attendees.

Manchester’s public library remains among the busiest group of all public libraries in Connecticut, based on the number of items borrowed during the year. In FY15, 756,700 items were borrowed, which included more than 420,000 books and magazines, over 42,000 audiobooks, plus nearly 14,500 ebooks. There were 24,800 valid Manchester cardholders. Due to renovations at the Whiton branch that began during FY14, annual usage figures were down for that building and did not recover as expected during FY15.

The library’s collection contains about 150,000 books and magazines, 12,000 audio books and music CDs, and nearly 25,000 DVDs and miscellaneous items. Approximately 340,300 customers walked through the doors of the two library buildings during the fiscal year.

The Whiton Accessibility Improvements project was completed during FY15 and an architectural feasibility study was completed regarding a possible solution to increased library space needs.

WHAT WE DO

Providing residents with convenient access to literature, information, media, and educational programming

| # of materials in collection: | 237,298 |
| Attendance (Cheney):          | 282,172 |
| # of items checked out:       | 756,700 |
| # of programs offered:        | 876     |

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

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

These are aimed at developing independent intellectual growth and a lifetime love of reading and learning. 735 children’s programs were held in FY15, attended by 19,567. The 97 Teen programs were attended by 722 teens. Additionally, 44 adult programs had 772 attendees.

Manchester’s public library remains among the busiest group of all public libraries in Connecticut, based on the number of items borrowed during the year. In FY15, 756,700 items were borrowed, which included more than 420,000 books and magazines, over 42,000 audiobooks, plus nearly 14,500 ebooks. There were 24,800 valid Manchester cardholders. Due to renovations at the Whiton branch that began during FY14, annual usage figures were down for that building and did not recover as expected during FY15.

The library’s collection contains about 150,000 books and magazines, 12,000 audio books and music CDs, and nearly 25,000 DVDs and miscellaneous items. Approximately 340,300 customers walked through the doors of the two library buildings during the fiscal year.

The Whiton Accessibility Improvements project was completed during FY15 and an architectural feasibility study was completed regarding a possible solution to increased library space needs.

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

FY15 Budget: $3,038,497
Full Time Positions: 25
The Manchester Police Department is located at 239 East Middle Turnpike, and is open 24 hours a day. Records Division is open Monday through Friday 8:30 a.m. to 3:30 p.m.

Phone: (860) 645-5500
Dial 911 for emergencies.

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

WHAT WE DO

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

FISCAL YEAR 2014-2015

Chief of Police: Marc Montminy

MANCHESTER POLICE DEPARTMENT

In FY15, the Town of Manchester continued to see a downward trend (34% reduction) for reported Part I Crimes with the exception of Larceny/Theft which increased by 20% over the prior period. Overall, as in past years, the majority of Part I Crime totals (85%) were the result of crimes identified as larceny/theft.

PERSONNEL
In FY15, one Lieutenant, and one Patrol Officer retired. Promotions included one Sergeant, two Detectives. Additionally, six new officers and two Dispatchers were hired.

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

The Traffic Section also investigates and documents minor injury and non-serious motor vehicle collisions on a daily basis in support of the Patrol Section, and conducts selective enforcement activities in areas where there are a high number of motor vehicle collisions.
The Planning Department is located on the second floor of the Lincoln Center 494 Main Street. Office Hours: Monday - Friday 8:30 a.m. - 4:30 p.m. Phone: 860-647-3044

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

WHAT WE DO

Current Planning & Zoning
Long Range Planning
Community Development
Wetlands & Watercourses

FY15 Budget: $620,496
Full Time Positions: 7
(1.0 FTE funded by CDBG grant)

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

In FY2015, the Department oversaw the selection of the consultant to conduct an analysis of the demand for and economic feasibility of residential and non-residential reuse options for the former Nathan Hale school building. The results were delivered to the Board of Directors in May 2015, and the Board is pursuing the non-residential option.

The Department collaborated with staff from the Public Works, Recreation, and Budget departments to develop a comprehensive inventory of and rating system for the Town’s open space, park and recreation assets. This work will assist future recreation planning and budgeting for the Town’s park and open space amenities.

The Department organized a summit of Manchester’s Economic Development team to review economic trends, major public and private investments, and to discuss ways to further Manchester’s economic development. The summit was attended by the Town Board of Directors, all development-related Town boards and commissions and staff, Manchester Community College, and the Manchester Chamber of Commerce. The Summit will form the basis for future working groups.

In FY15, the Broad Street Redevelopment Project continued with work focusing on seeking potential anchor tenants, investors, and development partners. A new bridge near Center Springs Park that will allow for the continuation of the bikeway and walking path and former rail bed was constructed over the new culvert under Edgerton Street.
The Center Springs Main Office is located at Center Springs Park, 39 Lodge Drive. Office Hours: Monday-Friday, 8:30 a.m. - 4:30 p.m. Phone: (860) 647-3084.

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

recreation.townofmanchester.org
www.facebook.com/ManchesterRecreation

RECREATION

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.

In FY15, the Summer Camp program served nearly 1,000 Manchester youth ages 5-15. Summer camp began on June 29 and ended on August 7.

Swimming lessons were offered for all campers at Martin, Mahoney and Robertson camp as part of their camp day. Teen Swim Lessons continued to be a success this past summer with a full class of teenagers, ages 12-16 participating in beginner swim lessons.

In addition, a swim team prep course was offered with nine middle and high school students participating for six weeks at Waddell pool.

Aquatic special events were held at the outdoor pools with 125 people attending Sunday Funday at Globe Hollow swimming area, and 150 participants attending the Noodle Nights and Deck Art Days held at Waddell, Robertson, Swanson, and West Side pools.

Rebuilding Together continues to assist low-income homeowners in Manchester by providing repairs at no cost to the homeowner. The focus remains on elderly and disabled individuals and veterans. 61 homeowners were assisted by approximately 660 volunteers, 140 local businesses and 14 local volunteer contractors. Twelve roofs were provided through CDBG funding. Six (6) ramps were installed and eight (8) houses were painted.

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

Manchester continues to be a regional leader in adult organized sports. This past year 80 teams competed in the Spring/Summer softball leagues and 54 teams competed in the Fall leagues. During the indoor season 40 volleyball teams and 16 basketball teams took part in league play held Monday-Thursday evenings at Illing Middle School.

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

WHAT WE DO

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

FY15 Budget: $2,019,592
Full Time Positions: 7.0
(Senior Center not included)
The Registrars of Voters office is located in the Weiss Center, 479 Main Street, on the first floor. Enter from the parking lot at the ground level. Office hours are Monday through Friday from 8:00 a.m. to 4:30 p.m., telephone number is (860) 647-3025, fax (860) 647-3028, or through the Town website: www.townofmanchester.org/Registrar

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

The Registrars of Voters office also conducts a yearly canvass of voters, in order to maintain an accurate voter list.

In September 2014, James Stevenson was sworn in as Democrat Registrar.

During the 2014 gubernatorial election, the Registrars office tested the new State Electronic Poll Book System. The system provides a means for checking and managing voter registration records at a polling place on Election Day. Previously, a paper-based method has been used to perform this task.

Voter registration can now be completed online, by mail, or in person.

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

The Voting District Polling Places are as follows:

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

### WHAT WE DO

- **Elections & Referenda**
- **Voter Registration**
- **Voter List Maintenance**
- **Voting Machine Maintenance**

FY15 Budget: $259,711
Part Time Positions: 4
Manchester Senior, Adult and Family Services (SAFS) provides social work services to residents over age 18 and to families who need help connecting with government benefits, healthcare, affordable housing, financial assistance and community support services such as childcare, elderly homecare, mental health services, basic needs and transportation.

SAFS social workers are knowledgeable about financial and medical assistance programs including SSD, SSI, SNAP, SAGA, HUSKY, AccessHealth CT and Medicare. Social workers are also familiar with resources pertaining to affordable housing, home-based care, behavioral health, and community assistance resources.

Conservator Program - SAFS social workers serve as conservator of person and/or estate for residents whose physical or cognitive limitations place them at risk within the community. Last year, 100% of conserved clients maintained stable housing and stable finances and received a level of care that met their unique needs and capabilities.

Relocation Assistance - In FY 2014-15, SAFS assisted 123 residents who were dislocated due to fire or building code violations. 89% of dislocated households were returned to permanent, affordable housing within 60 days of the dislocating event. 55% of those households were connected to additional support services.

Dial-a-Ride - The Dial-a-Ride program includes operation of wheelchair-equipped buses and distribution of free tickets for the ADA transportation program (both available for eligible residents.) In FY2014-15, DAR provided 16,299 rides to 509 Senior and Disabled riders.

Financial Rebate Assistance - 2,923 low-income households received $1,954,195 in cash assistance through the Renters Rebate and Energy Assistance programs. These households realized an average 5% increase in annual income as a result of the financial assistance.

Family Assistance - 716 low-income residents from 269 households received the equivalent of $47,883 in assistance through various programs.

WHAT WE DO

Social Work
Information, Referral and Advocacy
Financial Assistance
Conservator Services
Senior/Disabled Transportation

FY15 Budget: $549,420
Full Time Positions: 5
The Manchester Sanitation Division administrative offices are located at 321 Olcott Street. The Town Landfill is located at 1 Landfill Way.

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

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

publicworks.townofmanchester.org/Sanitation

The Sanitation Division operates the Town’s landfill and composting facilities, oversees the curbside collection of refuse, recycling and yard waste and administers the Regional Household Hazardous Waste Collection Facility. The Sanitation Division is an enterprise fund and finances all activities through user fees, the largest source of which is tipping fees charged to commercial haulers. The revenues generated by the landfill operation pay for the residential curbside collection program. Approximately 285,100 tons of material, including bulky waste, leaves and yard waste, and various special materials were received at the Landfill in FY15. In addition to regular household refuse (municipal solid waste) and recyclables, virtually any material that is accepted at the landfill is currently collected from residential properties through the curbside collection program.

Single Stream Recycling, which commenced on July 1, 2009, continues to result in higher residential recycling rates than was experienced prior to the change. This past fiscal year, the town recycled 4,540 tons of recyclables at the Murphy Road Recycling’s Hartford recycling plant.

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

During FY15, the Town recycled 97 tons of electronic waste.

WHAT WE DO

Residential Collection
Curbside Compliance & Enforcement
Landfill Management
Leaf Composting

FY15 Budget: $6,846,831
Full Time Positions: 12.1
The Senior Center is located at 549 East Middle Turnpike and is open Monday-Friday, 8:30-4:30. Phone: (860) 647-3211

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

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

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

Senior Center programming is concentrated in three major areas:

**Social and Recreation Programs** - This includes activities such as fitness classes, music, cards, crafts, trips, games, Wii, Karaoke, dances and entertainment. The Senior Center also has several programs off-site including Senior Basketball at the Community Y and the Breakfast Club.

**Social Work Services** - In addition to individual social work consultation, social work services include presentations regarding accessing programs such as Medicare and Medicaid, Supplemental Insurance and Medicare Part D plans, care giving, housing options, scam prevention, assistive technology, resources and support for the vision impaired and information regarding home health services.

**Health Services** - Health services include flu clinics, blood pressure clinics, fall risk assessments and informational programming regarding a wide variety of topics including managing chronic conditions, fall prevention, nutrition, mobility issues and other aspects of healthy aging.

The Senior Center offers three Therapeutic Recreation Programs including the Senior Circle, a small group activity encompassing gentle exercise, activities and reminiscence; AT HOME, a program for home-bound seniors that consists of a visit by the Recreation Therapist every other week; and the Men’s Group - an activity group for men that engages in discussions, activities and trips.

**WHAT WE DO**

- Recreational Programming
- Meal Program
- Transportation
- Information & Referral

**FY15 Budget:** $669,518

**Full Time Positions:** 6.0

<table>
<thead>
<tr>
<th>Providing meaningful social and physical activities for Manchester seniors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of members:</td>
</tr>
<tr>
<td>Number of classes held:</td>
</tr>
<tr>
<td>Number of social work cases managed:</td>
</tr>
<tr>
<td>Number of meals served:</td>
</tr>
<tr>
<td>Number of one-way trips provided:</td>
</tr>
</tbody>
</table>
The Town Clerk’s Office is located on the first floor of Town Hall, 41 Center Street.
Office Hours: Monday - Friday
8:30am - 5:00pm
Phone: (860) 647-3037

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

The Office of the Town Clerk, located at Town Hall, serves as the official keeper for Manchester’s public records, and provides a variety of services for citizens and customers. Each year nearly 100,000 people are served in person, by mail, by telephone and online.

There are many different records that can be found in this office including Land Records, Survey Maps, Vital Records (Birth, Death and Marriage), Board of Director and Selectmen Minutes (back to 1823), Trade Name Registrations, and Military Discharges. Copies of these documents can be obtained in accordance with Statutory and Freedom of Information laws.

Vital Records and Land Recordings are permanent records. Most records maintained are accessible to the public. The exceptions are Birth Certificates and Military Discharges, where eligibility to access and obtain copies are governed by State Laws.

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

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

In addition to maintaining public records, the Town Clerk provides a number of additional services including the issuance of marriage, dog and liquor licenses and permits; US Passport photos; notary services; and administration of absentee ballots.

The Town Clerk’s Office sponsors Dog Licensing Day, Family History Day and the Genealogy Road Show. Educational tours of the town clerk records vault and presentations are available upon request.

What we do

Land Records & Vital Records
Dog and Liquor Licenses
Passport Photos
Minutes and Other Town Records
Absentee Ballots
Election Records

FY15 Budget: $489,490
Full Time Positions: 5
WHAT WE DO

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

FY15 Budget:
$8,731,567 Water
$7,724,533 Sewer

Providing the highest possible water quality and customer service at the lowest possible cost, while continuing our commitment to improving the Town’s infrastructure and our community’s environment

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

In FY15, the Water Department began a water main replacement project in the Thompson Road, Adams Street South neighborhood. Completion of the project is scheduled for the summer of 2015. As part of this project, new water mains were installed throughout the area in order to replace aging pipes and improve the level of service to our customers.

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

Significant improvements to all aspects of the facility have been accomplished under this project, including the replacement of process equipment, machinery and extensive renovations to tanks and structures. The project included replacing approximately a half mile of 24 inch pipe form the Grit Chamber to the main plant. The project was substantially completed by June 2015. This project was made possible through a grant from the State’s Clean Water Fund program.

During FY15 the Sewer Department’s; Fats, Oils and Grease program began issuing permits and inspecting food service establishment to control the amount of this material entering our collection system. This will reduce the amount of backups caused by this material.
The Youth Services Bureau is located at 63 Linden Street. Administrative office hours are 8:00 a.m. - 4:30 p.m. Monday - Friday. The YSB telephone number is (860) 647-5213.

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

Manchester Youth Service Bureau (MYSB) is a community-based youth agency that provides a variety of no-cost programs and services, using a personal approach, facilitated by dedicated staff to youth ages 0 - 21 who reside in or attend school in Manchester.

MYSB programming provides opportunities for skill building and personal growth, essential for helping youth become resilient, empowered, productive and engaged citizens. We refer youth to other resources for additional support when necessary.

MYSB programs range from playgroups for Manchester’s youngest citizens, to social development groups for elementary and middle school youth, to employment and job skills groups for high school students. We also provide parent groups and family activities to parents with children of all ages.

MYSB works hand-in-hand with Manchester Board of Education, Manchester Police Department, and Manchester parents. Together we create initiatives and collaborate on projects that benefit and support healthy youth development and school success.

MYSB participates on many boards, commissions, and committees that focus on positive youth development.

MYSB facilitates the Rockville Juvenile Court District LIST (Local Interagency Service Team) and the School Readiness Council. LIST works to raise community awareness around the needs of youth at risk of becoming involved with Juvenile Justice System and youth involved with the Juvenile Justice System.

The School Readiness Council focuses on the health, education, and family support needs of young children from prenatal to age 8. Both councils are collaborative efforts with membership consisting of a variety of youth serving agencies.

Director: Sharon Kozey

YOUTH SERVICES BUREAU

Helping to develop Manchester youth into responsible individuals who make positive contributions to the community

<table>
<thead>
<tr>
<th># of youth served:</th>
<th>628</th>
</tr>
</thead>
<tbody>
<tr>
<td># enrolled in diversion program</td>
<td>64</td>
</tr>
<tr>
<td>% completing diversion program:</td>
<td>98%</td>
</tr>
<tr>
<td># of Girls Circle participants:</td>
<td>58</td>
</tr>
</tbody>
</table>

WHAT WE DO

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

FY15 Budget: $601,698
Full Time Positions: 7
The Manchester Board of Education Central Office is located at 45 North School Street. Phone: (860) 647-5041 Office Hours: 8AM to 4:00PM

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

### School Budget

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Budget</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-2016</td>
<td>$109,147,246</td>
<td>2.50%</td>
</tr>
<tr>
<td>2014-2015</td>
<td>$106,506,279</td>
<td>1.89%</td>
</tr>
<tr>
<td>2013-2014</td>
<td>$104,535,293</td>
<td>3.86%</td>
</tr>
<tr>
<td>2012-2013</td>
<td>$100,646,835</td>
<td>1.37%</td>
</tr>
<tr>
<td>2011-2012</td>
<td>$  99,287,515</td>
<td>1.54%</td>
</tr>
<tr>
<td>2010-2011</td>
<td>$  97,784,441</td>
<td>1.78%</td>
</tr>
<tr>
<td>2009-2010</td>
<td>$  96,071,237</td>
<td>0.78%</td>
</tr>
<tr>
<td>2008-2009</td>
<td>$  95,326,178</td>
<td>2.68%</td>
</tr>
</tbody>
</table>

Total Student Enrollment: 6,182 Number of Certified Staff: 716.62

The School Board’s approved FY2015-2016 Operating Budget was prepared using the actual October 1, 2014, enrollment figure of 6,212, which was an increase of 31 students from the October 1, 2013, enrollment figure of 6,181.

### Student Performance

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

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

### Achievement Gap

The achievement gap commonly refers to the observed and persistent disparity on a number of educational measures between the performance of groups of students, especially groups defined by race/ethnicity, special education and socioeconomic status. In order to close any achievement gap, it is important that the majority population moves forward but the sub-groups must grow at a faster rate.
The following SB data tables illustrate that overall white students continually outperform other sub groups. Hispanic students generally outperform black students, and students with special needs, students eligible for free and reduced lunch, and English language learners continually lag behind.

### District % Students Meets/Exceeds Standards - ELA

![Chart showing district percent students meet or exceed standards by grade and ethnicity.]

### Total Number of Students Tested - Smarter Balanced ELA

<table>
<thead>
<tr>
<th>Grade 3</th>
<th>Grade 4</th>
<th>Grade 5</th>
<th>Grade 6</th>
<th>Grade 7</th>
<th>Grade 8</th>
<th>Grade 11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black</td>
<td>95</td>
<td>104</td>
<td>105</td>
<td>91</td>
<td>90</td>
<td>88</td>
</tr>
<tr>
<td>Hispanic</td>
<td>136</td>
<td>125</td>
<td>139</td>
<td>102</td>
<td>101</td>
<td>121</td>
</tr>
<tr>
<td>White</td>
<td>174</td>
<td>182</td>
<td>172</td>
<td>171</td>
<td>125</td>
<td>152</td>
</tr>
<tr>
<td>Asian</td>
<td>34</td>
<td>41</td>
<td>31</td>
<td>28</td>
<td>21</td>
<td>31</td>
</tr>
</tbody>
</table>

### District % Students Meets/Exceeds Standards - ELA

![Chart showing district percent students meet or exceed standards by grade and meal status.]

---

Superintendent: Matthew Geary

**BOARD OF EDUCATION (cont’d)**
### Total Number of Students Tested - Smarter Balanced ELA

<table>
<thead>
<tr>
<th></th>
<th>Grade 3</th>
<th>Grade 4</th>
<th>Grade 5</th>
<th>Grade 6</th>
<th>Grade 7</th>
<th>Grade 8</th>
<th>Grade 11</th>
</tr>
</thead>
<tbody>
<tr>
<td>F/R Meals</td>
<td>255</td>
<td>279</td>
<td>259</td>
<td>227</td>
<td>225</td>
<td>227</td>
<td>100</td>
</tr>
<tr>
<td>Full Price</td>
<td>211</td>
<td>202</td>
<td>211</td>
<td>185</td>
<td>131</td>
<td>191</td>
<td>103</td>
</tr>
<tr>
<td>Special Ed</td>
<td>39</td>
<td>61</td>
<td>55</td>
<td>67</td>
<td>51</td>
<td>43</td>
<td>25</td>
</tr>
<tr>
<td>Not Special Ed</td>
<td>427</td>
<td>420</td>
<td>415</td>
<td>345</td>
<td>305</td>
<td>375</td>
<td>178</td>
</tr>
<tr>
<td>ELL</td>
<td>26</td>
<td>25</td>
<td>26</td>
<td>25</td>
<td>17</td>
<td>23</td>
<td>17</td>
</tr>
<tr>
<td>Not ELL</td>
<td>440</td>
<td>456</td>
<td>444</td>
<td>387</td>
<td>339</td>
<td>395</td>
<td>186</td>
</tr>
</tbody>
</table>

### Total Number of Students Tested - Smarter Balanced MATH

<table>
<thead>
<tr>
<th></th>
<th>Grade 3</th>
<th>Grade 4</th>
<th>Grade 5</th>
<th>Grade 6</th>
<th>Grade 7</th>
<th>Grade 8</th>
<th>Grade 11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black</td>
<td>95</td>
<td>104</td>
<td>105</td>
<td>91</td>
<td>90</td>
<td>88</td>
<td>40</td>
</tr>
<tr>
<td>Hispanic</td>
<td>136</td>
<td>125</td>
<td>139</td>
<td>102</td>
<td>101</td>
<td>121</td>
<td>58</td>
</tr>
<tr>
<td>White</td>
<td>174</td>
<td>182</td>
<td>172</td>
<td>171</td>
<td>125</td>
<td>152</td>
<td>83</td>
</tr>
<tr>
<td>Asian</td>
<td>34</td>
<td>41</td>
<td>31</td>
<td>28</td>
<td>21</td>
<td>31</td>
<td>16</td>
</tr>
</tbody>
</table>
Through this is the first administration of the SB assessment the scores (reported by school below) indicate that much work remains to prepare all students for success in learning and work beyond high school - especially in the area of mathematics.
Listed below is an overview of the CMT Science results from 2015 compared to 2014. The comparison data listed by school supports the need for a new rigorous Science, Technology, Engineering, Arts and Mathematics (STEAM) curricula (PK -12), and increased professional development opportunities for teachers, and updated resources to support the implementation of STEAM. The District’s Improvement Plan for long range planning and support indicates an emphasis in these academic areas.

<table>
<thead>
<tr>
<th>Smarter Balanced</th>
<th>ELA # Tested</th>
<th>ELA % Meets/Exceeds</th>
<th>Math # Tested</th>
<th>Math % Meets/Exceeds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bowers</td>
<td>200</td>
<td>45%</td>
<td>200</td>
<td>33%</td>
</tr>
<tr>
<td>Buckley</td>
<td>161</td>
<td>57%</td>
<td>161</td>
<td>50%</td>
</tr>
<tr>
<td>Highland Park</td>
<td>137</td>
<td>47%</td>
<td>137</td>
<td>45%</td>
</tr>
<tr>
<td>Keeney</td>
<td>144</td>
<td>45%</td>
<td>144</td>
<td>35%</td>
</tr>
<tr>
<td>Martin</td>
<td>130</td>
<td>42%</td>
<td>130</td>
<td>34%</td>
</tr>
<tr>
<td>Robertson</td>
<td>138</td>
<td>40%</td>
<td>138</td>
<td>26%</td>
</tr>
<tr>
<td>Verplanck</td>
<td>186</td>
<td>25%</td>
<td>186</td>
<td>16%</td>
</tr>
<tr>
<td>Waddell</td>
<td>151</td>
<td>43%</td>
<td>151</td>
<td>34%</td>
</tr>
<tr>
<td>Washington</td>
<td>169</td>
<td>21%</td>
<td>169</td>
<td>12%</td>
</tr>
<tr>
<td>Bennet</td>
<td>412</td>
<td>39%</td>
<td>412</td>
<td>28%</td>
</tr>
<tr>
<td>Bentley Alt Ed</td>
<td>20</td>
<td>5%</td>
<td>20</td>
<td>0%</td>
</tr>
<tr>
<td>Illing</td>
<td>762</td>
<td>39%</td>
<td>762</td>
<td>24%</td>
</tr>
<tr>
<td>MHS</td>
<td>187</td>
<td>33%</td>
<td>187</td>
<td>21%</td>
</tr>
<tr>
<td>MRA</td>
<td>9</td>
<td>11%</td>
<td>9</td>
<td>11%</td>
</tr>
</tbody>
</table>

Listed below is an overview of the CMT Science results from 2015 compared to 2014. The comparison data listed by school supports the need for a new rigorous Science, Technology, Engineering, Arts and Mathematics (STEAM) curricula (PK -12), and increased professional development opportunities for teachers, and updated resources to support the implementation of STEAM. The District’s Improvement Plan for long range planning and support indicates an emphasis in these academic areas.

<table>
<thead>
<tr>
<th>CMT/CAPT</th>
<th>Science 2015</th>
<th></th>
<th>Science 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number Tested</td>
<td>% At/above Goal</td>
<td>Number Tested</td>
</tr>
<tr>
<td>Bowers</td>
<td>70</td>
<td>50%</td>
<td>66</td>
</tr>
<tr>
<td>Buckley</td>
<td>52</td>
<td>73%</td>
<td>44</td>
</tr>
<tr>
<td>Highland Park</td>
<td>46</td>
<td>52%</td>
<td>42</td>
</tr>
<tr>
<td>Keeney</td>
<td>49</td>
<td>41%</td>
<td>66</td>
</tr>
<tr>
<td>Martin</td>
<td>49</td>
<td>45%</td>
<td>47</td>
</tr>
<tr>
<td>Robertson</td>
<td>40</td>
<td>33%</td>
<td>43</td>
</tr>
<tr>
<td>Verplanck</td>
<td>59</td>
<td>37%</td>
<td>43</td>
</tr>
<tr>
<td>Waddell</td>
<td>46</td>
<td>54%</td>
<td>59</td>
</tr>
<tr>
<td>Washington</td>
<td>55</td>
<td>20%</td>
<td>62</td>
</tr>
<tr>
<td>Illing</td>
<td>416</td>
<td>44%</td>
<td>383</td>
</tr>
<tr>
<td>MHS</td>
<td>354</td>
<td>26%</td>
<td>375</td>
</tr>
</tbody>
</table>
Curriculum and Instruction

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

Throughout the 2014-2015 school year, teams of teachers, with the support of instructional coaches, have created and implemented several curricular units in mathematics and literacy. The district has moved curriculum to an electronic mapping program, Unit Planer, to provide a framework for continuity across the district and to ensure that teachers have real time access to the curriculum and resources at all times and to eventually share samples of student work with parents, families, and the community.

Training and Professional Development

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

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

District Improvement

The work to improve student performance in a consistent and systematic fashion throughout the district continued during 2014-15. The District Improvement Plan, created and monitored by our District Improvement Team continues to drive this work in the areas of systems, talent, academics, and culture and climate. This work is supported by both Board of Education funding as well as the Alliance grant from the State Board of Education in the amount of $3.8 million dollars to support school reform efforts. The District Improvement Team is comprised of teachers, support staff, union leadership, building administrators, and district administrators from across the district. The team itself is representative of the diverse population of Manchester Public Schools, including every school and grade level. During 2014-15, the team continued to meet monthly and by the end of the year had developed fidelity indicators and indicators of adult progress for each of the strategies outlined in the District Improvement Plan (DIP). Those indicators will be monitored in 2015-16.

In addition, work began to support all schools in the district in the creation of School Improvement Plans (SIPs) that outline the strategies employed at the building level to support school and district goals outlined in the DIP. Each school brought together a School Improvement Team comprised of the principal, teachers, coaches, and support staff. Central office leadership worked to build the capacity of School Improvement Teams (SITs) through three sessions facilitated by an outside consultant where the process for creating SIPs was explained and each SIT then had the opportunity to work on their SIPs and receive feedback from colleagues from other schools. By the end of 2014-15, all schools had first level plans that included strategies and action steps to guide their work. The SITs will continue to meet in 2015-16 and develop fidelity indicators and indicators of adult progress.

In the area of systems, we continue to focus on the implementation of professional learning communities (PLCs) as well as targeting professional development opportunities and resources. The district has developed Professional Learning standards which guide the work of the PLCs.
We have had success in offering services in the areas of substance abuse counseling, online credit recovery, restorative discipline, and parent education through the new outreach office and their work with families and local and state agencies. We also employ two Board Certified Behavior Analysts to assist teachers, students, and parents with managing behaviors that exist both at school and at home. Plans are in place to expand the number of family resource centers from our current number of one to a total of five. This expansion will allow for more immediate family and community engagement when behavioral or attendance related issues arise.

**Special Education**

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

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

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

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

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

**Manchester Preschool Center**

In its fifth year of operation, the Manchester Preschool Center served 210 families and children in a combination of service options. The Head Start program maintained full enrollment as of December 2015 and maintained a waiting list of nearly 20 families. Of its nine classrooms, seven were in session for four hours a day, while two classrooms ran seven-hour days, including a seven-week summer program. A significant waiting list also existed for the full-day option.
The school improvement plan (SIP) for the Head Start program focused on three content areas. To improve academic rigor, teachers participated in professional development to help identify teaching strategies across all learning domains that would help students improve their depth of knowledge and critical thinking skills. To improve literacy skills, the program utilized instructional tutors to help struggling students acquire and expand their knowledge of print, phonological awareness and letter and sound recognition. To improve students’ social and emotional development, teachers continue to acquire skills and use the on CSEFEL model to help students identify their feelings and to improve their problem-solving skills.

The Integrated Preschool Program operated two classrooms, each with a morning and afternoon session. Both classrooms served three & four year-old students. Those classrooms integrated typically developing students with children identified with special needs. A full array of support services provided children and their families with professional services to meet each child’s unique needs. The Preschool Center also serves as a base for the Child Find Program which receives referrals for children under the age of three who are evaluated to determine whether or not they will be eligible for special services once the child reaches the age of three.

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

Alternative Education Program

Manchester Regional Academy and its evening program, New Horizons, continue to show measures of extraordinary success. These alternative programs provide appropriate education opportunities for children with behavior and/or social-emotional needs. Students develop connections to the school and the attendance and achievement rates support this. 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 a range of effective alternative education programs to address these issues. Diversity training, positive behavioral environments, and sound instructional practices that emphasize 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

As we enter our fifth year, we continue to develop and evolve into a comprehensive program that meets the needs of an ever-changing community. An area of major focus will be implementing the new federal Workforce Innovation and Opportunity Act (WIOA), which went into effect July 1, 2015. It provides new opportunities for public workforce and adult education programs to work together, developing strategic priorities and operational activities for adult education and workforce preparation. Our collaborative efforts will identify student performance measures and measurable skills. Our professional development activities will help define our career pathways programs to ensure they align and integrate education, provide job training, counseling and support services to create accelerated pathways that enable low-skilled adults and youth to obtain a secondary school diploma (or recognized equivalent) and a postsecondary education credential, leading to employment in in-demand occupations. We will continue our work to become a Professional Learning Community where we collaborate and work together in the analysis of data and improvement in classroom practices. As always, our goals are to promote higher levels of student improvement of classroom practices. As always, our goals are to promote higher levels of student achievement. The New England Learner Persistence Project recently issued a report “Making it Worth the Stay”. The underlying assumption of the report was that persistence is the basis for academic progress that ultimately results in positive outcomes and an improved quality of life for adult learners. We will use the project to expand our collective knowledge base and practical resources to continually improve our programs and better meet the needs of our students. We also continue to provide support for college transition through REACT and enrichment programs through Continuing Education.
### 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, 2015

<table>
<thead>
<tr>
<th>ORIGINAL BUDGET</th>
<th>REVISED BUDGET</th>
<th>ACTUAL</th>
<th>VARIANCE</th>
<th>FAVORABLE (UNFAVORABLE)</th>
<th>ORIGINAL BUDGET</th>
<th>REVISED BUDGET</th>
<th>ACTUAL</th>
<th>VARIANCE</th>
<th>FAVORABLE (UNFAVORABLE)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### General Fund

**Revenues:**
- Property taxes, interest and lien fees: $133,186 $133,186 $134,379 $1,193 $12,069 $12,069 $12,121 $52
- Intergovernmental revenue: 35,833 35,862 36,077 $215 116 116 115 (1)
- Investment and interest income: 355 355 63 ($292) 3 3 5 2
- Licenses, permits and fines: 1,783 1,783 2,096 $313
- Charges for goods & services: 1,582 1,888 1,752 ($136) 515 515 717 202
- Other: 153 153 585 432 0 0 17 17

**Total Revenues:** 172,892 173,227 174,952 1,725 12,703 12,703 12,975 272

**Expenditures:**
- Current:
  - General government: 5,808 5,808 5,558 250 0
  - Public works: 13,980 14,080 13,672 408 0
  - Public safety: 18,716 18,712 18,448 264 14,980 13,826 13,364 462
  - Human services: 2,973 2,923 2,779 144 0
  - Leisure services: 5,728 5,707 5,571 136 0
  - Employee benefits: 331 212 177 35 0
  - Education: 107,922 108,228 108,211 17 0
  - Internal service fund charges: 1,117 2,639 2,639 0 464 464 464 0
  - Debt service: 9,702 9,963 9,963 0 161 161 161 0
  - Capital outlay: 0 160 160 111 49

**Total Expenditures:** 169,385 171,322 170,063 1,259 15,765 14,611 14,100 511

**Excess (deficiency) of revenues over expenditures:** 3,507 1,905 4,889 2,984 (3,062) (1,908) (1,125) 783

**Other Financing Sources (Uses):**
- Transfers in: 1,719 1,799 1,616 (38) 2,117 2,117 2,126 (9)
- Transfers out: 1,117 2,639 2,639 0 464 464 464 0
- Premium on bond sale: 60 60

**Total Other Financing Sources (Uses):** 3,507 1,905 4,889 (38) 1,666 1,599 1,608 (9)

**Net Change in Fund Balance:** $7,095 $7,037 $6,988 $62 $9,639 $9,538 $9,479 $90

#### Comparative Balance Sheet June 30, 2015 & 2014

<table>
<thead>
<tr>
<th>(thousands)</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$6,652</td>
<td>$9,771</td>
</tr>
<tr>
<td>Investments</td>
<td>1,709</td>
<td>2,730</td>
</tr>
<tr>
<td>Property taxes receivable, net</td>
<td>4,498</td>
<td>4,556</td>
</tr>
<tr>
<td>Accrued interest on taxes</td>
<td>1,231</td>
<td>1,287</td>
</tr>
<tr>
<td>Accounts receivable, net</td>
<td>65</td>
<td>105</td>
</tr>
<tr>
<td>Intergovernmental receivables</td>
<td>27</td>
<td>18</td>
</tr>
<tr>
<td>Due from Special Services District</td>
<td>10</td>
<td>17</td>
</tr>
<tr>
<td>Interfund receivables</td>
<td>22,577</td>
<td>19,656</td>
</tr>
<tr>
<td>Other assets</td>
<td>65</td>
<td>23</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$36,834</strong></td>
<td><strong>$38,143</strong></td>
</tr>
<tr>
<td>Department</td>
<td>Official</td>
<td>Phone</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>---------------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Animal Control</td>
<td>Ellease McConnell</td>
<td>645-5516</td>
</tr>
<tr>
<td>Assessor</td>
<td>John Rainaldi</td>
<td>647-3016</td>
</tr>
<tr>
<td>Board of Directors</td>
<td>Jay Moran</td>
<td>647-3130</td>
</tr>
<tr>
<td>Budget</td>
<td>Brian Wolverton</td>
<td>647-5243</td>
</tr>
<tr>
<td>Building</td>
<td>Greg Smith</td>
<td>647-3052</td>
</tr>
<tr>
<td>Cemetery</td>
<td>Chris Passera</td>
<td>647-3081</td>
</tr>
<tr>
<td>Customer Service</td>
<td>Doreen Petrozza</td>
<td>647-5235</td>
</tr>
<tr>
<td>Emergency Management</td>
<td>Don Janelle</td>
<td>647-3266</td>
</tr>
<tr>
<td>Engineering</td>
<td>Jeff LaMalva</td>
<td>647-3158</td>
</tr>
<tr>
<td>Facilities Management</td>
<td>Christopher Till</td>
<td>647-3145</td>
</tr>
<tr>
<td>Finance</td>
<td>Gregory Simmons</td>
<td>647-3121</td>
</tr>
<tr>
<td>Fire</td>
<td>David Billings</td>
<td>647-3266</td>
</tr>
<tr>
<td>General Manager</td>
<td>Scott Shanley</td>
<td>647-3123</td>
</tr>
<tr>
<td>General Services</td>
<td>Gerald Dupont</td>
<td>647-3031</td>
</tr>
<tr>
<td>Health</td>
<td>Jeffery Catlett</td>
<td>647-3172</td>
</tr>
<tr>
<td>Highway</td>
<td>Kenneth Longo</td>
<td>647-3244</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Dede Moore</td>
<td>647-3126</td>
</tr>
<tr>
<td>Human Services</td>
<td>Mary Roche Cronin</td>
<td>647-3092</td>
</tr>
<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>
</tr>
<tr>
<td>Planning &amp; Economic Development</td>
<td>Mark Pellegrini</td>
<td>647-3044</td>
</tr>
<tr>
<td>Police</td>
<td>Marc Montminy</td>
<td>645-5500</td>
</tr>
<tr>
<td>Probate</td>
<td>Judge Michael Darby</td>
<td>647-3227</td>
</tr>
<tr>
<td>Public Schools</td>
<td>Matthew Geary</td>
<td>647-3441</td>
</tr>
<tr>
<td>Public Works</td>
<td>Mark Carlino</td>
<td>647-3067</td>
</tr>
<tr>
<td>Recreation</td>
<td>Chris Silver</td>
<td>647-3089</td>
</tr>
<tr>
<td>Registrar</td>
<td>Timothy Becker/James Stevenson</td>
<td>647-3025</td>
</tr>
<tr>
<td>Sanitation</td>
<td>Mark Carlino</td>
<td>647-3248</td>
</tr>
<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>Patrick Kearney</td>
<td>647-3115</td>
</tr>
<tr>
<td>Youth Services</td>
<td>Sharon Kozey</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](http://www.townofmanchester.org)

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

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

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

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