

Adopted Budget Fiscal Year 2022-23



**Town of
Manchester, CT**



**TOWN OF MANCHESTER, CONNECTICUT
ADOPTED BUDGET
FY 2022/23**

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2022-23 ADOPTED BUDGET AT A GLANCE



The Adopted General Fund budget for FY 2022-23 totals \$201,578,135, an increase of \$3,572,924 or 1.80% over the current year.

31.42
Adopted General Fund
Mill Rate

-13.96%
Compared to Current
Mill Rate of 36.52

+0.93%
Increase net of
revaluation

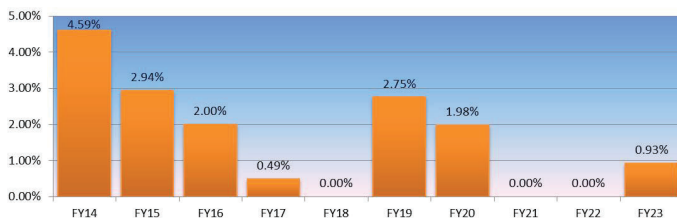
The Adopted Fire Fund budget for FY 2022-23 totals \$19,470,863, an increase of \$929,691 or 5.01% over the current year.

4.70
Adopted District Mill
Rate (1.04 for motor
vehicles)

-13.17%
Compared to Current
Mill Rate of 5.41

+5.03%
Increase net of
revaluation & tax cap

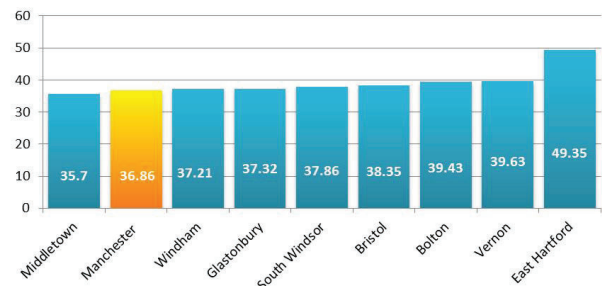
General Fund Mill Rate Increases, FY14-FY23



FY23 Adopted mill rate is equalized for a 0.5% growth in Grand List, vs actual growth of 18%

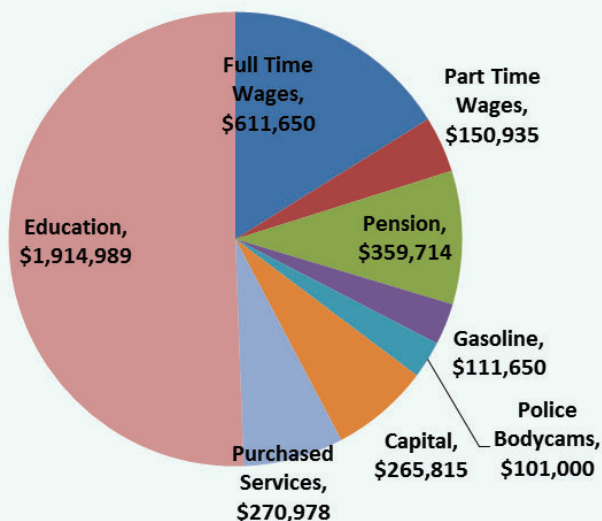
% Tax Increase Based on Property Value Increase	
Property Value Increase:	0.0% 5.0% 10.0% 15.0% 20.0% 25.0%
Estimated Tax Increase:	-14.0% -9.7% -5.4% -1.1% 3.2% 7.5%

Mill Rate Comparison to Nearby/ Comparable Towns



Source: CT Office of Policy & Management FY2022 Mill Rates
Manchester mill rate is equalized (assumes 0.5% Grand List growth vs 18% actual growth)

General Fund Increases:



Water Rate: +5%

Sewer Rate: +5%

Rate increases to keep pace with the water & sewer utilities' infrastructure & environmental needs & declining billed consumption

- Education increases by \$1.9M or 1.6%
- The Capital budget has relied on one-time funding sources in recent years; FY22 continues to restore investments to infrastructure improvements to sustainable General Fund budget levels.
- Gasoline and purchased services have been impacted by post-pandemic inflation.
- Wages and benefits increase based on contractual increases, minimum wage increases, labor market trends, and benefit valuation; health insurance decreases by 4% as a result of phasing-out of more costly plans.
- FY23 includes first year of funding for data storage of police bodycam data, as a part of police accountability measures being taken by the Town.



Town of Manchester

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May 11, 2022

Residents of Manchester,

Thank you to General Manager Stephanou and Budget and Research Officer Brian Wolverton and their staffs for crafting the General Manager's recommended budget for the fiscal year 2022-2023. I would like to also thank our department heads and Town staff, as well as Superintendent Geary and his staff and members of the Board of Education for their time and input in the budget process. The time, information, and passion you put into your presentations assisted the Board of Directors in the decision making for this budget. And of course, we thank our citizens. Even though we did not get much feedback, it is always good to hear their voices.

As I have said before, the responsibility of passing an annual budget is one of the most important duties of the Board of Directors. We do not take this role lightly. After spending a few months of breaking down the General Manager's recommended budget and spending several weeks talking with and listening to the department heads' budget requests as well as the Board of Education's recommendations, we adopted the FY23 budget this evening. Back in early March, Mr. Stephanou suggested a budget that would have resulted in a decrease to the General Fund mill rate. Under his recommended budget, municipal services spending increases 2.4% over the FY22 budget. The Board of Education budget increases 2.9%, with a total general fund recommended increase of 2.7%, and a proposed mill rate of 32.18 mills, a 12% reduction from last year. The last two adopted budgets have included no tax increases, putting further pressure on the FY23 budget as expenses have continued to grow without a corresponding increase in property tax collections. Some of this pressure has been eased by growth in the grand list, but not all of it. In addition, the FY22 budget included an assumed increase in Education Cost Share (ECS) funding from the state. Unfortunately, this revenue source was not included in the state's final budget and this budget assumes that the town's direct ECS funding will once again stay flat, effectively resulting in a \$1.5 million loss in assumed general fund revenue. Even with the increase in expenses and revenue constraints, this budget includes a recommended mill rate of 32.18 mills, reflecting a 12% reduction from the FY22 levy of 36.52 mills. This is a result of a sizable increase in the grand list. Overall, the Real Estate Grand List is up 18.43%, with residential values up 26.96% due to the 2021 revaluation. Industrial property values are up 13.46%, while apartment values are up 10.99%. Other commercial properties values, primarily retail, are down 1.56%.

As a board, we were patient not to rush into adopting a budget. We waited for the state budget to be passed. During this time, we asked staff to make some reductions to the General Manager's recommended budget resulting in additional cuts of \$2 million in additional expenditures above the FY22 adopted budget as well as adding to General Government, \$30,000 for Registrars administrative expenses. Other additions included \$52,313, for a part-time Health Equity Coordinator position,

currently grant funded, \$3,815, to adjust Dial-a-Ride Town contribution amount. Another \$200,000 was added for a bottle bill enforcement programming, to be funded by State grant and \$30,000, for firefighter pension costs, as determined by the State-administered pension system.

Tonight, after all this thought and work we adopted the FY23 general fund budget at a mill rate of 31.42, a reduction of 15% in the tax rate and a total expense increase of 1.8%, down from 2.4% in the recommended budget. Also adopted was a 5% increase to the fire fund and 5% increases to water and sewer charges.

Some of the highlights in the FY23 budget include:

- Police budget increased by almost \$600K.
- Emergency Management- funding for an Assistant Chief in the Fire Department whose responsibility will include emergency management operations.
- Human Services- funding for community agencies serving our most vulnerable residents. This includes more resources for MACC and MACC Outreach to help provide for the homeless and those in critical need, additional money for staff to assist homebound elderly residents, funding support for the Center Congregational food pantry, additional funds for Senior, Adult and Family Services to assist residents with emergency needs.
- The establishment of Resiliency Fund to ensure Manchester's climate readiness and respond to increase in severe weather.
- Funding for community Events- Juneteenth, PrideLove, Fall Festival at NW Park, expanded hours for Spruce Street Farmer's Market, elimination of Library fines that disproportionately affects low-income and marginalized communities.
- Commitment to supports and resources for our residents who are impacted by opioid and other substance misuse.
- Funding for Work Space Gallery, which hosts culturally diverse & educational exhibits.
- Social worker assistance for emergency response-shifting MPD social worker to general fund so we can permanently invest in a reformed response model for mental health issues.
- Technology- investments in several enterprise software system upgrades that will make our government more efficient, effective, responsive, and enhance our cybersecurity.
- Suspended fees for FY23 for Senior center activities, recreation general facility pass, recreation organized sports and aquatic fees.
- Importance of the Health Equity Position to express our ongoing commitment to our declaration of racism as a public health concern.

As General Manager Stephanou wrote in his request to the board, the impact on residents of the revaluation and the lowered mill rate will vary depending on the unique circumstances of each property. For some properties that have experienced significant value increases, the relative burden shift from commercial to residential will result in a net tax increase, although the increase will be less than the increase in property value because of the mill rate reduction. Depending on the increase in the assessed value of their property, net taxes will go up only a small percentage for some residents, while those with relatively small increases in property value will see a tax decrease. As a result of the revaluation, many businesses with commercial property in Manchester will see a tax decrease.

Because many will see a significant increase in their taxes because of the revaluation, we offer several assistance programs that are available for Manchester residents. We know that those on a fixed income are most vulnerable to changes in property taxes. We offer abatements for Seniors, Disabled Individuals, and Veterans.

Over the past few years not only have we been addressing the most serious health crisis in our lifetime but an economic challenge with growing inflation and rising costs of goods and services. This board is conscious of all the challenges facing us today and adopted a small expense increase from the FY22 budget to keep up with the demand for programs and services as our population continues to grow. So, although we're in disagreement, I would like to thank each board member for your work during this budget process. We rolled up our sleeves, asked questions, met several times, asked more questions to try and understand the General Manager's budget and the effects of the revaluation to the taxpayer. This was not easy, but I believe we did our due diligence in the budget process.

But we couldn't weather this storm without assistance from our federal legislators, especially Congressman Larson and our Senators who have continued to secure funding through the American Rescue Plan Act, the Elementary and Secondary Emergency Relief fund, and the Restaurant Revitalization plan. I also would like to thank Governor Lamont and his administration for their financial support during these tough times. As we move forward with our school construction, a possible library and assistance with magnet schools' tuition to name a few, I would like to thank our state delegation for securing funds for Manchester.

As I have stated several times, the past two years have been challenging for our entire Manchester community. Across the globe, we have been confronted by the pandemic that has taken more than a million lives in America, including just under 200 Manchester citizens. For some it has been the loss of a loved one or a colleague, and for many it has affected people's health both physically and mentally or hit them financially. We strive to be more equitable and inclusive, and COVID-19 has highlighted that we have more work to be done.

Even with all these challenges, the Town of Manchester has responded very well. Important services such as public safety, public works, and water & sewer have continued. Town staff have gone above and beyond the call of duty. Needed services that enhance quality such as our libraries, parks & recreation, Senior Center, and schools remained open and serving Manchester residents throughout all last year, while the Human Services and Health departments focused on responding to the effects of COVID-19.

I said it two years ago when COVID-19 first hit us and believe me when I say now that we didn't know what we were facing, that we were Manchester strong, that we would get through this storm together. Two years later, we have been able to weather the storm, because we have been looking out for our neighbors and have lifted each other up when needed. In conclusion, I'm reminded of a quote, "There are no rainbows without the storms!" Tomorrow we will be better, hopefully stronger, more equitable, and our rainbow will shine if we continue to open our hearts and work together. May God bless America, and may God bless the great town of Manchester!

Jay Moran, Mayor

Town of Manchester

EXPENDITURE SUMMARY

	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over Current Adopted	Percent Change
GENERAL GOVERNMENT							
Board of Directors	\$ 272,759.45	\$ 361,672	\$ 363,818	\$ 360,588	\$ 360,588	\$ (1,084)	-0.30%
General Manager	\$ 600,245.99	\$ 678,631	\$ 564,818	\$ 799,503	\$ 769,503	\$ 90,872	13.39%
Budget & Research Office	\$ 210,002.75	\$ 235,626	\$ 235,626	\$ 258,942	\$ 258,942	\$ 23,316	9.90%
Human Resources	\$ 438,825.13	\$ 431,200	\$ 427,501	\$ 423,443	\$ 423,443	\$ (7,757)	-1.80%
Customer Service/Info Office	\$ 157,131.74	\$ 171,606	\$ 170,620	\$ 174,368	\$ 174,368	\$ 2,762	1.61%
Finance Admin & Accounting	\$ 770,354.86	\$ 789,338	\$ 816,607	\$ 825,457	\$ 825,457	\$ 36,119	4.58%
Assessment & Collection	\$ 966,957.08	\$ 1,070,462	\$ 1,035,253	\$ 1,062,942	\$ 1,062,942	\$ (7,520)	-0.70%
Purchasing	\$ 587,062.74	\$ 636,721	\$ 608,919	\$ 651,915	\$ 651,915	\$ 15,194	2.39%
Planning and Economic Devel.	\$ 738,247.56	\$ 784,511	\$ 797,377	\$ 821,063	\$ 821,063	\$ 36,552	4.66%
Town Clerk	\$ 401,692.19	\$ 492,920	\$ 474,455	\$ 501,644	\$ 501,644	\$ 8,724	1.77%
Registrars	\$ 296,680.29	\$ 277,417	\$ 289,924	\$ 335,792	\$ 365,792	\$ 88,375	31.86%
Town Attorney	\$ 363,222.33	\$ 404,497	\$ 405,384	\$ 415,459	\$ 415,459	\$ 10,962	2.71%
Probate Court	\$ 40,180.11	\$ 42,568	\$ 42,068	\$ 44,568	\$ 44,568	\$ 2,000	4.70%
TOTAL	\$ 5,843,362.22	\$ 6,377,169	\$ 6,232,369	\$ 6,675,684	\$ 6,675,684	\$ 298,515	4.68%
DEPARTMENT OF PUBLIC WORKS							
DPW Administration	\$ 756,402.76	\$ 819,620	\$ 819,687	\$ 831,570	\$ 831,570	\$ 11,950	1.46%
Engineering	\$ 2,219,362.98	\$ 2,337,046	\$ 2,327,827	\$ 2,366,232	\$ 2,366,232	\$ 29,186	1.25%
Field Services	\$ 6,370,399.95	\$ 7,521,206	\$ 7,243,992	\$ 7,422,594	\$ 7,362,594	\$ (158,612)	-2.11%
Facilities	\$ 2,219,695.98	\$ 2,369,857	\$ 2,353,219	\$ 2,406,684	\$ 2,406,684	\$ 36,827	1.55%
Building Inspection	\$ 913,756.12	\$ 993,285	\$ 997,374	\$ 1,015,435	\$ 1,015,435	\$ 22,150	2.23%
TOTAL	\$ 12,479,617.79	\$ 14,041,014	\$ 13,742,098	\$ 14,042,515	\$ 13,982,515	\$ (58,499)	-0.42%
PUBLIC SAFETY							
Police	\$ 20,846,404.52	\$ 23,022,953	\$ 22,933,425	\$ 23,714,577	\$ 23,599,577	\$ 576,624	2.50%
Paramedic Services	\$ -	\$ 2,586,848	\$ 2,586,848	\$ 2,855,829	\$ 2,855,829	\$ 268,981	10.40%
Emergency Management	\$ 52,649.18	\$ 60,971	\$ 60,971	\$ 60,971	\$ 60,971	\$ -	0.00%
TOTAL	\$ 20,899,053.70	\$ 25,670,772	\$ 25,581,244	\$ 26,631,377	\$ 26,516,377	\$ 845,605	3.29%
DEPARTMENT OF HUMAN SERVICES							
Human Services Administration	\$ 825,005.80	\$ 857,461	\$ 823,653	\$ 869,626	\$ 869,626	\$ 12,165	1.42%
Health	\$ 875,044.43	\$ 917,168	\$ 919,701	\$ 940,038	\$ 992,351	\$ 75,183	8.20%
Senior, Adult and Family Services	\$ 615,676.49	\$ 665,401	\$ 648,193	\$ 794,113	\$ 794,113	\$ 128,712	19.34%
Senior Center	\$ 530,586.92	\$ 738,825	\$ 719,732	\$ 764,329	\$ 764,329	\$ 25,504	3.45%
TOTAL	\$ 2,846,313.64	\$ 3,178,855	\$ 3,111,278	\$ 3,368,106	\$ 3,420,419	\$ 241,564	7.60%
LEISURE SERVICES							
Recreation	\$ 1,402,676.25	\$ 2,197,445	\$ 2,150,342	\$ 2,233,703	\$ 2,233,703	\$ 36,258	1.65%
Neighborhood & Families	\$ 172,659.83	\$ 195,239	\$ 197,788	\$ 241,304	\$ 241,304	\$ 46,065	23.59%
Youth Services Bureau	\$ 632,251.31	\$ 740,795	\$ 688,011	\$ 734,688	\$ 734,688	\$ (6,107)	-0.82%
Library	\$ 3,047,991.35	\$ 3,404,719	\$ 3,278,530	\$ 3,422,834	\$ 3,422,834	\$ 18,115	0.53%
TOTAL	\$ 5,255,578.74	\$ 6,538,198	\$ 6,314,670	\$ 6,632,529	\$ 6,632,529	\$ 94,331	1.44%
FIXED COSTS AND MISCELLANEOUS							
Retired Employee Benefits	\$ 4,641,275.12	\$ 4,833,966	\$ 4,834,889	\$ 4,996,756	\$ 4,996,756	\$ 162,790	3.37%
Interfund Transfers*	\$ 7,320,995.00	\$ 4,839,147	\$ 4,555,147	\$ 5,027,530	\$ 4,736,345	\$ (102,802)	-2.12%
Miscellaneous	\$ 438,590.01	\$ 375,214	\$ 329,943	\$ 575,214	\$ 575,214	\$ 200,000	53.30%
Debt Service	\$ 12,961,935.06	\$ 13,881,935	\$ 13,881,935	\$ 13,849,583	\$ 13,849,583	\$ (32,352)	-0.23%
TOTAL	\$ 25,362,795.19	\$ 23,930,262	\$ 23,601,914	\$ 24,449,083	\$ 24,157,898	\$ 227,636	0.95%
* - Transfer to Paramedics, previously included as interfund transfers, is now shown under Public Safety							
TOTAL NON-EDUCATIONAL	\$ 72,686,721.28	\$ 79,736,270	\$ 78,583,574	\$ 81,799,294	\$ 81,385,422	\$ 1,649,152	2.07%

EXPENDITURE SUMMARY

EDUCATION							
Board of Education	\$ 116,281,237.00	\$ 117,774,174	\$ 117,774,174	\$ 121,189,163	\$ 119,689,163	\$ 1,914,989	1.63%
Priv. Sch. Health & Welfare	\$ 410,182.56	\$ 426,145	\$ 426,145	\$ 434,928	\$ 434,928	\$ 8,783	2.06%
Transitional Living Center	\$ 188,821.00	\$ 68,622	\$ 68,622	\$ 68,622	\$ 68,622	\$ -	0.00%
TOTAL	\$ 116,880,240.56	\$ 118,268,941	\$ 118,268,941	\$ 121,692,713	\$ 120,192,713	\$ 1,923,772	1.63%

GENERAL FUND TOTAL	\$ 189,566,961.84	\$ 198,005,211	\$ 196,852,515	\$ 203,492,007	\$ 201,578,135	\$ 3,572,924	1.80%
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OTHER BUDGETED FUNDS:							
FIRE FUND	\$ 17,876,595.31	\$ 18,541,172	\$ 18,255,811	\$ 19,440,863	\$ 19,470,863	\$ 929,691	5.01%
INFORMATION SYSTEMS FUND	\$ 2,090,526.99	\$ 2,281,993	\$ 2,192,142	\$ 2,296,267	\$ 2,266,267	\$ (15,726)	-0.69%
WATER FUND	\$ 8,125,633.23	\$ 8,625,217	\$ 8,332,496	\$ 9,005,828	\$ 9,005,828	\$ 380,611	4.41%
SEWER FUND	\$ 6,831,010.53	\$ 9,817,828	\$ 9,641,796	\$ 10,185,014	\$ 10,185,014	\$ 367,186	3.74%
SANITATION FUND	\$ 6,672,410.56	\$ 7,816,104	\$ 7,702,279	\$ 7,849,543	\$ 8,049,543	\$ 233,439	2.99%

GRAND TOTAL	\$ 231,163,138.46	\$ 245,087,525	\$ 242,977,038	\$ 252,269,522	\$ 250,555,650	\$ 5,468,125	2.23%
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REVENUE SUMMARY

GENERAL RELATED	Collected 2020/21	Adopted Projection 2021/22	Revised Estimate 2021/22	Manager's Projected 2022/23	Adopted Projection 2022/23	Change Over Current Year	Percent Change
Property Taxes							
Taxes - Current Year	\$ 145,529,514.76	\$ 147,546,298	\$ 147,546,298	\$ 153,327,046	\$ 149,700,321	\$ 2,154,023	1.46%
Motor Vehicle Supplement	\$ 1,616,072.98	\$ 1,729,000	\$ 1,729,000	\$ 1,929,000	\$ 2,014,500	\$ 285,500	16.51%
Taxes - Prior Years	\$ 1,756,768.60	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ -	0.00%
Suspense Collection	\$ 294,633.00	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ -	0.00%
Interest and Liens	\$ 1,246,192.21	\$ 1,230,000	\$ 1,230,000	\$ 1,250,000	\$ 1,250,000	\$ 20,000	1.63%
Total	\$ 150,443,181.55	\$ 152,875,298	\$ 152,875,298	\$ 158,876,046	\$ 155,334,821	\$ 2,459,523	1.61%
Permits, Licenses, Fees							
Town Clerk Fees	\$ 1,259,329.83	\$ 1,180,000	\$ 1,400,000	\$ 1,200,000	\$ 1,200,000	\$ 20,000	1.69%
Town Clerk Land Record Fees	\$ 15,732.00	\$ 13,000	\$ 13,000	\$ 15,000	\$ 15,000	\$ 2,000	15.38%
Citizen Services Fees	\$ 945.00	\$ 8,000	\$ 8,000	\$ 4,000	\$ 4,000	\$ (4,000)	-50.00%
Building Inspection	\$ 1,280,081.04	\$ 1,030,000	\$ 1,200,000	\$ 1,100,000	\$ 1,100,000	\$ 70,000	6.80%
Engineering	\$ 202.00	\$ 2,000	\$ 2,000	\$ 500	\$ 500	\$ (1,500)	-75.00%
Road Cut Permits	\$ 21,200.00	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	0.00%
Health	\$ 69,914.71	\$ 74,000	\$ 74,000	\$ 74,000	\$ 74,000	\$ -	0.00%
Planning and Zoning	\$ 11,070.00	\$ 15,000	\$ 15,000	\$ 12,000	\$ 12,000	\$ (3,000)	-20.00%
Police - Permits	\$ 62,787.96	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ -	0.00%
Bingo Proceeds	\$ 5,147.91	\$ 4,000	\$ 4,000	\$ 5,000	\$ 5,000	\$ 1,000	25.00%
Dog Licenses	\$ 8,989.50	\$ 10,000	\$ 10,000	\$ 8,000	\$ 8,000	\$ (2,000)	-20.00%
Dog Warden	\$ 1,501.00	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.00%
Police - Fines	\$ 6,975.50	\$ 20,000	\$ 20,000	\$ 10,000	\$ 10,000	\$ (10,000)	-50.00%
Library - Fines	\$ 17,196.37	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ (20,000)	-100.00%
Total	\$ 2,761,072.82	\$ 2,432,500	\$ 2,822,500	\$ 2,485,000	\$ 2,485,000	\$ 52,500	2.16%
Charges for Services							
Cemetery Fees	\$ 253,855.00	\$ 200,000	\$ 200,000	\$ 225,000	\$ 225,000	\$ 25,000	12.50%
Fleet Maintenance	\$ 92,490.62	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	0.00%
Grocery Bags	\$ -	\$ 100	\$ 100	\$ 100	\$ 100	\$ -	0.00%
Health - Flu Clinic	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Senior Center Activities	\$ 1,325.00	\$ 14,500	\$ 14,500	\$ 14,500	\$ -	\$ (14,500)	-100.00%
Welfare Clients	\$ 13,268.89	\$ 500	\$ 500	\$ 500	\$ 500	\$ -	0.00%
Recreation - General Facility Pass	\$ 8,166.00	\$ 27,000	\$ 27,000	\$ 27,000	\$ -	\$ (27,000)	-100.00%
Recreation - Organized Sports	\$ -	\$ 12,000	\$ 12,000	\$ 12,000	\$ -	\$ (12,000)	-100.00%
Recreation - Aquatics	\$ 12,075.00	\$ 32,000	\$ 32,000	\$ 32,000	\$ -	\$ (32,000)	-100.00%
Recreation - Summer Camp	\$ 53,000.04	\$ 200,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ (100,000)	-50.00%
Total	\$ 434,180.55	\$ 586,100	\$ 586,100	\$ 511,100	\$ 425,600	\$ (160,500)	-27.38%
State and Federal Grants							
PILOT State Property	\$ 428,017.00	\$ 428,017	\$ 980,303	\$ 980,303	\$ 980,303	\$ 552,286	129.03%
PILOT Tax Exempt Property	\$ 552,286.00	\$ 552,286	\$ -	\$ -	\$ -	\$ (552,286)	-100.00%
M. Pequot/Mohegan Fund Grant	\$ 412,450.00	\$ 412,450	\$ 412,450	\$ 412,450	\$ 412,450	\$ -	0.00%
PILOT - Phone Company	\$ 85,003.78	\$ 86,441	\$ 86,441	\$ 85,000	\$ 85,000	\$ (1,441)	-1.67%
Municipal Stabilization Grant	\$ 780,354.00	\$ 780,354	\$ 780,354	\$ 780,354	\$ 780,354	\$ -	0.00%
Veterans Exemption Reimburse	\$ 49,050.72	\$ 52,000	\$ 52,000	\$ 50,000	\$ 50,000	\$ (2,000)	-3.85%
Disability Reimbursement	\$ 7,908.81	\$ 8,000	\$ 8,190	\$ 8,000	\$ 8,000	\$ -	0.00%
State Historic Preservation Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Controlling Interest Transfer Tax	\$ 7,534.58	\$ 10,500	\$ 10,500	\$ 10,000	\$ 10,000	\$ (500)	-4.76%
Town Aid Roads	\$ 643,841.41	\$ 643,681	\$ 643,681	\$ 643,903	\$ 643,903	\$ 222	0.03%
Federal Highway Safety	\$ -	\$ 16,000	\$ 16,000	\$ -	\$ -	\$ (16,000)	-100.00%
Emergency Management	\$ -	\$ 28,195	\$ 28,195	\$ -	\$ -	\$ (28,195)	-100.00%
Youth Service Bureau	\$ 45,689.01	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000	\$ -	0.00%
E-911 Dispatch Grant	\$ 159,899.09	\$ 129,500	\$ 129,500	\$ 159,000	\$ 159,000	\$ 29,500	22.78%
Health - Per Capita Grant	\$ 62,306.24	\$ 61,000	\$ 111,137	\$ 61,000	\$ 61,000	\$ -	0.00%
Library Support/Connecticard	\$ 75,320.00	\$ 28,000	\$ 55,000	\$ 30,000	\$ 30,000	\$ 2,000	7.14%
Grant for Municipal Projects	\$ 1,506,098.00	\$ 1,506,098	\$ 1,912,643	\$ 1,912,643	\$ 1,912,643	\$ 406,545	26.99%
MV Tax Cap Transition Grant	\$ -	\$ -	\$ -	\$ -	\$ 1,712,853	\$ 1,712,853	N/A
ARPA Reimbursable Expenses	\$ -	\$ 290,000	\$ -	\$ -	\$ -	\$ (290,000)	-100.00%
Total	\$ 4,815,758.64	\$ 5,064,522	\$ 5,258,395	\$ 5,164,653	\$ 6,877,506	\$ 1,812,984	35.80%

REVENUE SUMMARY

GENERAL RELATED	Collected 2020/21	Adopted Projection 2021/22	Revised Estimate 2021/22	Manager's Projected 2022/23	Adopted Projection 2022/23	Change Over Current Year	Percent Change
Income from Assets							
Interest on Investments	\$ 81,587.19	\$ 210,000	\$ 210,000	\$ 600,000	\$ 600,000	\$ 390,000	185.71%
Rent	\$ 203,122.20	\$ 225,000	\$ 225,000	\$ 200,000	\$ 200,000	\$ (25,000)	-11.11%
Sale of Town-Owned Property	\$ 58,181.50	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ -	0.00%
Total	\$ 342,890.89	\$ 565,000	\$ 565,000	\$ 930,000	\$ 930,000	\$ 365,000	64.60%
Interfund Transfers							
Fire	\$ 337,541.00	\$ 344,292	\$ 344,292	\$ 351,178	\$ 351,178	\$ 6,886	2.00%
Police Special Services	\$ 60,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Water	\$ 166,584.00	\$ 169,916	\$ 169,916	\$ 173,314	\$ 173,314	\$ 3,398	2.00%
Sewer	\$ 128,264.00	\$ 130,830	\$ 130,830	\$ 133,446	\$ 133,446	\$ 2,616	2.00%
Sanitation Fund	\$ 112,993.00	\$ 115,253	\$ 115,253	\$ 117,558	\$ 117,558	\$ 2,305	2.00%
Trust Funds	\$ 32,000.00	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000	\$ -	0.00%
Water/Sewer Transfer for Engin.	\$ 903,031.00	\$ 921,091	\$ 921,091	\$ 939,512	\$ 939,512	\$ 18,421	2.00%
PILOT Housing Authority	\$ 102,844.96	\$ 98,000	\$ 105,526	\$ 105,000	\$ 105,000	\$ 7,000	7.14%
PILOT Bennet Housing	\$ 69,022.80	\$ 68,000	\$ 69,023	\$ 70,000	\$ 70,000	\$ 2,000	2.94%
Total	\$ 1,912,280.76	\$ 1,879,382	\$ 1,887,931	\$ 1,922,008	\$ 1,922,008	\$ 42,626	2.27%
Miscellaneous Income							
Unclassified Revenue	\$ 156,518.11	\$ 75,000	\$ 109,957	\$ 100,000	\$ 100,000	\$ 25,000	33.33%
Camp Kennedy Donations	\$ (30.00)	\$ 600	\$ 600	\$ 600	\$ 600	\$ -	0.00%
ISO-NE Demand Response	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
OTB Revenue	\$ 34,649.61	\$ 60,000	\$ 60,000	\$ 30,000	\$ 30,000	\$ (30,000)	-50.00%
Citizen Service Sales	\$ 1,508.85	\$ 4,500	\$ 4,500	\$ 1,500	\$ 1,500	\$ (3,000)	-66.67%
Main Street Banner Sales	\$ 1,250.00	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.00%
Total	\$ 193,896.57	\$ 142,100	\$ 177,057	\$ 134,100	\$ 134,100	\$ (8,000)	-5.63%
Total Non-Education	\$ 160,903,261.78	\$ 163,544,902	\$ 164,172,280	\$ 170,022,907	\$ 168,109,035	\$ 4,564,133	2.79%
EDUCATION RELATED	Collected 2020/21	Adopted Projection 2021/22	Revised Estimate 2021/22	Manager's Projected 2022/23	Adopted Projection 2022/23	Change Over Current Year	Percent Change
Charges for Services							
Tuition - High School	\$ 20,931.11	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	0.00%
Total	\$ 20,931.11	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	0.00%
State and Federal Grants							
General State Aid (ECS)*	\$ 30,479,491.00	\$ 32,120,309	\$ 30,619,100	\$ 30,619,100	\$ 30,619,100	\$ (1,501,209)	-4.67%
Private School Health & Welfare	\$ 162,934.00	\$ 140,000	\$ 140,000	\$ 150,000	\$ 150,000	\$ 10,000	7.14%
Total	\$ 30,642,425.00	\$ 32,260,309	\$ 30,759,100	\$ 30,769,100	\$ 30,769,100	\$ (1,491,209)	-4.62%
Total Education Revenue	\$ 30,663,356.11	\$ 32,460,309	\$ 30,959,100	\$ 30,969,100	\$ 30,969,100	\$ (1,491,209)	-4.59%
Use of Fund Balance	\$ -	\$ 2,000,000	\$ 1,721,134	\$ 2,500,000	\$ 2,500,000	\$ 500,000	25.00%
GENERAL FUND TOTAL	\$ 191,566,617.89	\$ 198,005,211	\$ 196,852,515	\$ 203,492,007	\$ 201,578,135	\$ 3,572,924	1.80%
FIRE FUND	\$ 17,582,013.90	\$ 18,206,172	\$ 18,206,172	\$ 19,440,863	\$ 19,470,863	\$ 1,234,691	6.78%
INFORMATION SYSTEMS FUND	\$ 2,029,982.75	\$ 2,073,528	\$ 2,073,528	\$ 2,176,955	\$ 2,146,955	\$ 103,427	4.99%
WATER FUND	\$ 9,632,831.70	\$ 9,100,652	\$ 9,519,649	\$ 10,048,890	\$ 10,048,890	\$ 948,238	10.42%
SEWER FUND	\$ 10,222,977.73	\$ 9,656,814	\$ 10,557,932	\$ 10,181,752	\$ 10,181,752	\$ 524,938	5.44%
SANITATION FUND	\$ 8,742,523.46	\$ 8,146,100	\$ 9,699,065	\$ 8,531,100	\$ 8,731,100	\$ 385,000	4.73%
GRAND TOTAL	\$ 239,776,947.43	\$ 245,188,477	\$ 246,908,861	\$ 253,871,567	\$ 252,157,695	\$ 6,969,218	2.84%

* ECS amounts do not include Alliance grant funding awarded separately to the Board of Education.

AUTHORIZED & FUNDED POSITIONS

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
GENERAL GOVERNMENT					
Board of Directors	1.25	1.25	1.25	1.25	1.25
General Manager	4.25	4.25	3.75	4.25	3.75
Budget and Research	3.00	3.00	2.00	3.00	2.00
Human Resources	4.00	4.00	4.00	4.00	4.00
Customer Service & Information	1.00	1.00	1.00	1.00	1.00
Finance Administration & Insurance	1.50	1.50	1.50	1.50	1.50
Accounting	9.00	9.00	7.00	9.00	7.00
Assessment/Collection	10.00	10.00	9.00	10.00	9.00
Purchasing	4.00	4.00	4.00	4.00	4.00
Planning and Economic Development	7.00	7.00	7.00	7.00	7.00
Town Clerk	6.00	6.00	5.00	6.00	5.00
Registrars of Voters	4.00	4.00	4.00	4.00	4.00
Town Attorney	2.00	2.00	2.00	2.00	2.00
Information Systems	14.00	14.00	12.00	14.00	12.00
Total General Government	71.00	71.00	63.50	71.00	63.50
PUBLIC WORKS					
Administration	1.95	1.95	1.95	1.95	1.95
Engineering	23.00	23.00	19.00	23.00	19.00
Field Services	57.25	57.25	55.25	57.25	55.25
Facilities Management	8.00	8.00	8.00	8.00	8.00
Building Inspection	9.00	9.00	8.00	9.00	8.00
Water	26.65	26.65	26.15	26.65	26.15
Sewer	25.65	25.65	25.15	25.65	25.15
Sanitation	13.50	13.50	13.00	13.50	13.00
Total Public Works	165.00	165.00	156.50	165.00	156.50
PUBLIC SAFETY					
Police-Sworn Officers	124.00	124.00	117.00	124.00	117.00
Police-Civilians	37.50	37.50	35.50	37.50	35.50
Emergency Management	1.00	1.00	1.00	1.00	1.00
Fire	86.00	86.00	85.00	86.50	85.25
Total Public Safety	248.50	248.50	238.50	249.00	238.75
HUMAN SERVICES					
Administration	2.00	2.00	2.00	2.00	2.00
Health	8.00	8.00	8.00	8.00	8.00
Senior Center	5.00	5.00	5.00	5.00	5.00
Senior, Adult and Family Services	5.00	5.00	5.00	6.00	6.00
Total Human Services	20.00	20.00	20.00	21.00	21.00
LEISURE SERVICES					
Library	28.00	28.00	25.00	28.00	25.00
Resource Office for Neigh. and Families	1.00	1.00	1.00	1.00	1.00
Youth Services	6.50	6.50	6.50	6.50	6.50
Recreation	9.00	9.00	8.00	9.00	8.00
Total Leisure Services	44.50	44.50	40.50	44.50	40.50
TOTAL TOWN EMPLOYEES	549.00	549.00	519.00	550.50	520.25

MILL RATE CALCULATION

GENERAL FUND

A. Adjusted Net Taxable Assessment \$4,871,667,730

THEREFORE, 1 MILL = \$4,871,668

B. Tax Dollars Required \$ 149,700,321

C. To allow for approximately 97.8% collection rate, mill rate should be calculated on a higher requirement; divide Item B by 97.8% \$153,067,813

D. Item C Amount, \$153,067,813 31.42
divided by mill value \$4,871,668
equals mill rate

FIRE DISTRICT SPECIAL FUND

A. Motor Vehicle Mill Rate Cap 32.46

B. Allowable Fire Fund Motor Vehicle Mill Rate 1.04
Mill Rate Cap minus General Fund Mill Rate

C. South Manchester Fire District MV Grand List \$326,479,060

D. Motor Vehicle Tax Revenue \$339,538

E. Non- Motor Vehicle Net Tax Assessment \$2,975,493,750

THEREFORE, 1 MILL = \$2,975,494

F. Tax Dollars Required \$13,977,487

G. Item F Amount, \$13,977,487 4.70
divided by mill value \$2,975,494
equals mill rate

SPECIAL TAXING DISTRICT

A. Net Taxable Assessment \$29,053,610

THEREFORE, 1 MILL = \$29,054

B. Tax Dollars Required \$83,674

C. Item B Amount, \$83,674 2.88
divided by mill value \$29,054
equals mill rate

CHANGES TO MANAGER'S BUDGET

GENERAL FUND

Additions Covered in Public Hearing

Registrar salaries	\$ 30,000
Dial a Ride	\$ 3,815
Health Dept Equity Position	\$ 52,313
SUBTOTAL ADD-ONS	\$ 86,128

Personnel Budget Adjustments:

General Manager	\$ (30,000)
Field Services	\$ (60,000)
PD Patrol	\$ (100,000)
PD Communications:	\$ (15,000)
Info Systems	\$ (30,000)
SUBTOTAL PERSONNEL	\$ (235,000)

CIP Projects to be Funded with LoCIP:

Outdoor court reconstruction	\$ (90,000)
Athletic Field Lighting	\$ (25,000)
Sidewalk Extensions	\$ (75,000)
Elevator Replacements	\$ (75,000)
SUBTOTAL CIP	\$ (265,000)

Town-side Additions	\$ 86,128
Town-Side Reductions	\$ (500,000)
TOTAL TOWN-SIDE EXPENDITRE ADJUSTMENTS	\$ (413,872)

Board of Education Reduction **\$ (1,500,000)**

TOTAL GF REDUCTIONS **\$ (1,913,872)**

REVENUE ADJUSTMENTS

Senior Center Activity Fees	\$ (14,500)
Rec Facilities	\$ (27,000)
Rec Org Sports	\$ (12,000)
Rec Aquatics	\$ (32,000)

MV Supplemental \$ 85,500

MV Tax Cap Grant \$ 1,712,853

TOTAL REVENUE ADJUST **\$ 1,712,853**

TOTAL REDUCTION TO TAX LEVY **\$ 3,626,725**

FIRE FUND

Expenditure Adjustment:

Additional Pension Cost \$ 30,000

TOTAL EXPENDITURE ADJUST **\$ 30,000**

Revenue Adjustments:

Motor Vehicle Tax Cap Grant	\$ 1,603,009
Reduce Tax Levy	\$ (1,313,009)
Eliminate MV Supplemental Revenue	\$ (150,000)
Reduce Use of Fund Balance	\$ (110,000)

TOTAL REVENUE ADJUST **\$ 30,000**

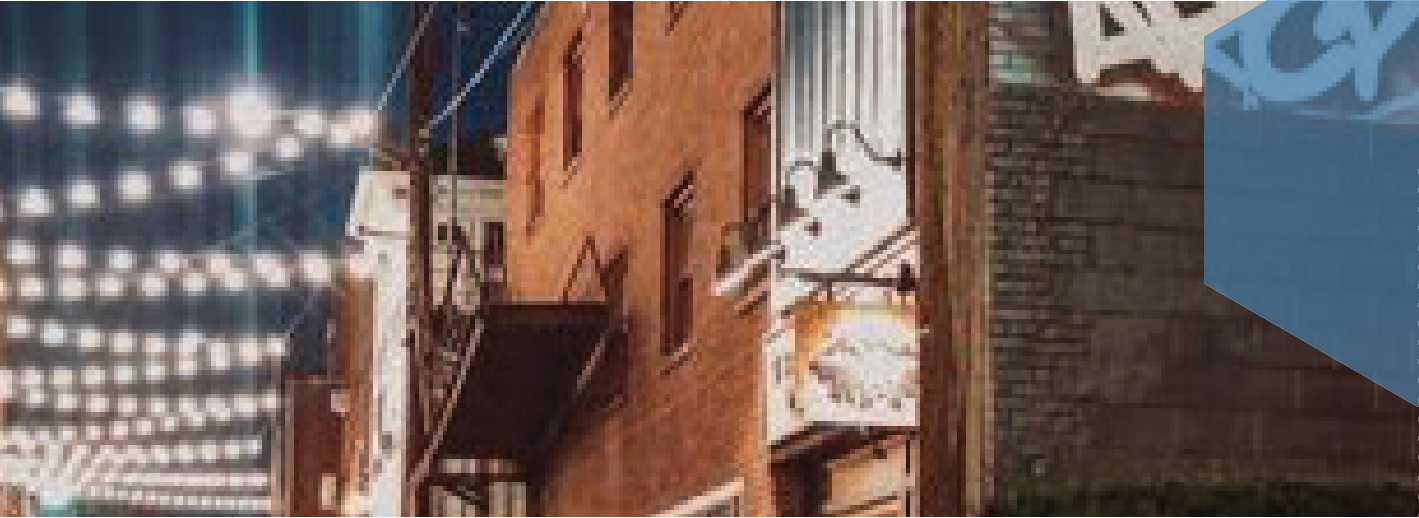
SANITATION FUND

Nipper Bottle Bill (revenue & expenditure increase) \$ 200,000

Citizen's Guide to the Budget

- Introduction to Manchester
- Board of Directors & General Manager
- The Town Organization & Operation
- Understanding the Funds & Funding
- Following the Budget Process
- Reading the Budget Book
- Ways to Get Involved

Introduction to the Town of Manchester, Connecticut



"The City of Village Charm"

Located in Hartford County but east of the river, Manchester has its roots in the textile industry in the 19th century. Today, Manchester is a vibrant and diverse community with the largest retail district in the State in its north end, and a charming & re-emerging downtown at its heart. Its location at the crossroads of several major interstates and proximity to Hartford make it a convenient location to work and live.

Manchester's array of public services reflect a set of values shared by its residents and leaders to commit to bringing Manchester into the 21st century

as an up-and-coming community that cares about its residents, its children, its schools and parks, its roads and utilities, its health and safety. The Town is currently undergoing a large-scale modernization and re-organizing of its school buildings to meet the highest educational standards for its students. Continuing investment in its beautiful public spaces aim to define Manchester as a true New England treasure, and the Town is taking great strides to cement its commitment to diversity, equity and inclusion, dedicated to serving all of its residents of all backgrounds & walks of life.

MANCHESTER'S BOARD OF Directors & General Manager

Timothy Bergin
Director

**Pamela
Floyd-Cranford**
Director

Jessee Muñiz Poland
Director

Dennis Schain
Director

Zachary Reichelt
Director

Peter Conyers
Director

Jacqueline Crespan
Director

Sarah Jones
Director

Jay Moran
Mayor

Stephen Stephanou
General Manager

Form of Government

The Town of Manchester operates under a Council-Manager form of government, whereby an elected Board of Directors provides policy leadership & legislative oversight, while Town operations are overseen by a General Manager who serves as chief executive in carrying out the directives of the Board. A separate elected Board of Education oversees the Manchester Public Schools; details regarding their operation can be found in a separate budget document prepared by the Board of Education.

THE TOWN OF MANCHESTER

Organization

General Fund

Education costs account for 60% of the General Fund (circled here in green). The Board of Education operates as its own governing entity but its budget is subject to appropriation of the Board of Directors. The remainder of the General Fund is overseen by the Board of Directors and the General Manager.



Enterprise & District Funds

The Water, Sewer & Sanitation Funds are enterprise funds that operate from user charges. The Fire Fund covers Fire & EMS services for the South Manchester Fire District. All of these funds are overseen by the Board of Directors & General Manager.

UNDERSTANDING THE

Funds and Funding

The primary budgeted funds covered in this book enable the Town departments to provide services and fulfill their missions by drawing sufficient funds from various sources to cover the cost of each operation. The diagrams below illustrate how each fund derives its cash assets, and what in turn those funds are primarily spent on:



FOLLOWING THE Budget Process

The Town's budget process begins with departments submitting budget requests to the Budget & Research Office. Requests are reviewed & fact-checked in great detail, and departments deliberate with the General Manager & Budget Office to arrive at a Manager's Recommended budget. The Recommended Budget is presented to the Board of Directors, and a series of workshops follows as well as a public hearing, before the Board votes to legally adopt a budget for the upcoming year. Voters may petition for a budget referendum within 10 days of adoption.



2022 Key Dates

March 8th: General Manager presents Recommended Budget to the Board of Directors

Budget Workshops:

March 9th: Education (session 1)

March 10th: General Gov, Human Services

March 16th: Public Works

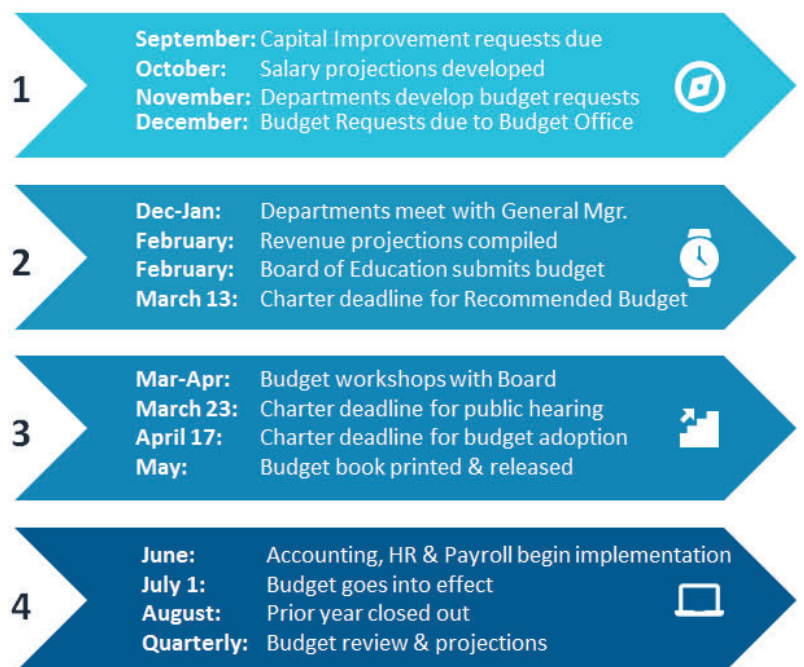
March 17th: Water & Sewer, Leisure Services

March 22nd: Public Safety

March 23rd: Education (session 2)

March 16th: Public Hearing

April 12: Budget adoption



READING THE Budget Book

The budget book is designed with many stakeholders in mind; from the average taxpayer to members of the governing body, the intent is to provide as little or as much information as is needed for the reader's needs.

The following is a quick look at each section of the book and the primary purpose it serves:

1. Introduction

Go here for a quick summary of the budget and a statement from the General Manager to the Board & residents summarizing the proposal

2. Citizen's Guide to the Budget

Go here to learn the basics about Manchester, the Town government, and the budget

3. Financial Overview

Go here to gain a deeper understanding of the Town's finances and the budget proposal

4. Goals & Performance Measures

Go here to learn more about the Town's strategic priorities, data on what the Town is doing, and how well it is achieving its objectives

5. Department Budget Detail

Go here for detailed information about department budgets, staffing levels & goals

6. Six Year Capital Improvement Program

Go here for detail about the major projects & one-time expenses planned or anticipated over the next six years

7. Tables & Appendices

Go here for comprehensive tables of budgets & staffing, budget policies, Town statistics & demographics, and other reference & technical information



WAYS TO

Get Involved



Attend a Public Hearing

People must state their name & address and can speak for up to 3 minutes during the "public comment" portion of all public hearings.



Send an Email or Letter

Budget & Research Office
41 Center Street, Manchester CT
bwolverton@manchesterct.gov



Volunteer

Community service opportunities:
<http://tom.townofmanchester.org/index.cfm/volunteer/>

Or find a board you'd like to serve on:
<http://bod.townofmanchester.org/index.cfm/boards-and-commissions/>



Use Online Tools

Your Voice Matters: interact with community members & staff, provide feedback, participate in surveys, forums & updates:
<https://yourvoicemattersmanchesterct.com/>

Better Manchester Community Voices: share your own personal story or perspective with the community
<https://manchesterct.seamlessdocs.com/f/BMMSubmissionForm>



Social Media

Follow Manchester at Facebook or Twitter to get news, ask questions & interact with Town staff & other residents



Vote at Elections & Referenda

Local elections are held in November of odd-numbered years and referenda are held for major debt-financed Town projects, for which paper notifications are sent to all residents

Financial Overview

- Current Year Projections
- Budget Year Expenditures
- Budget Year Revenues & Taxes
- Fund Balance & Cash Assets
- Long-Range Forecasts & Planning

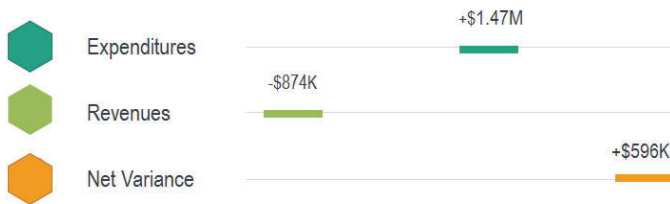
CURRENT YEAR

Projections



The following represent best estimates using year-to-date figures and assessment of anticipated circumstances over the remainder of the year.

General Fund



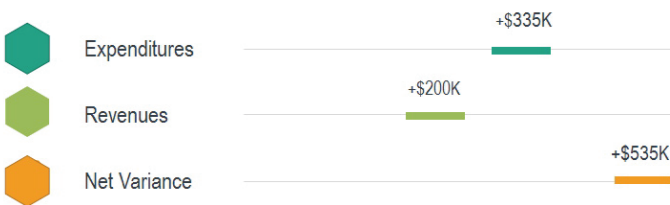
Full time position vacancies are the main contributors to the projected expenditure savings. On the revenue side, delay of the ECS phase-in will cause state revenues to be \$1M under budget. A positive net variance of around \$600K is projected, which would result in a use of fund balance of \$1.4M.

Fire Fund

Staff turnover & vacancies will generate expenditure savings, but overtime expenses are trending high which will offset much of those savings. The Fire Fund is projected to end the year with a positive net result of roughly \$300,000.



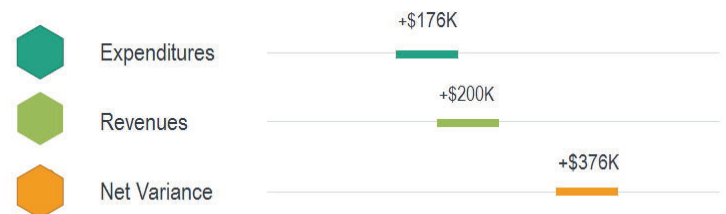
Water Fund



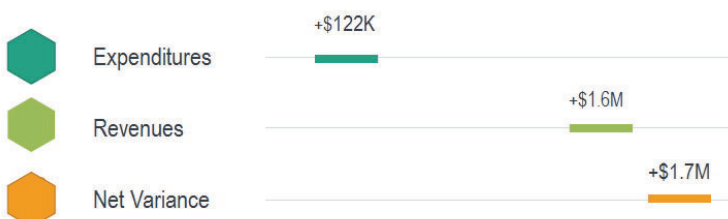
Full time position vacancies and low-trending electrical consumption are expected to generate expenditure savings, while revenues are trending at or above budgeted levels.

Sewer Fund

The Sewer fund is in the same situation as the Water Fund this year; Full time position vacancies are expected to generate expenditure savings, while consumption is trending above budget.



Sanitation Fund



Turnover & vacancies will generate expenditure savings. Revenues from tip fees are projected to generate a healthy surplus, which can be used for capital needs and for reserves to help with costs covered by the Sanitation Fund after it eventually reaches maximum capacity.

BUDGET YEAR- GENERAL FUND

Expenditure Summary

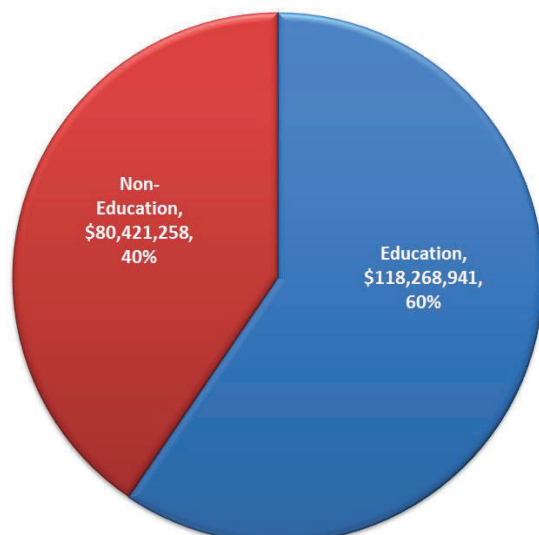
The following table provides a breakdown of the Adopted budget by major categories

	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over Current Adopted	Percent Change
Town-Side Operations	\$ 47,323,926.09	\$ 55,806,008	\$ 54,981,660	\$ 57,350,211	\$ 57,227,524	\$ 1,421,516	2.55%
Calital & Non-Operating	\$ 12,400,860.13	\$ 10,048,327	\$ 9,719,979	\$ 10,599,500	\$ 10,308,315	\$ 259,988	2.59%
SUBTOTAL- TOWN	\$ 59,724,786.22	\$ 65,854,335	\$ 64,701,639	\$ 67,949,711	\$ 67,535,839	\$ 1,681,504	2.55%
Board of Education	\$ 116,281,237.00	\$ 117,774,174	\$ 117,774,174	\$ 121,189,163	\$ 119,689,163	\$ 1,914,989	1.63%
Other Education-Related Costs	\$ 599,003.56	\$ 494,767	\$ 494,767	\$ 503,550	\$ 503,550	\$ 8,783	1.78%
SUBTOTAL- EDUCATION	\$ 116,880,240.56	\$ 118,268,941	\$ 118,268,941	\$ 121,692,713	\$ 120,192,713	\$ 1,923,772	1.63%
DEBT SERVICE	\$ 12,961,935.06	\$ 13,881,935	\$ 13,881,935	\$ 13,849,583	\$ 13,849,583	\$ (32,352)	-0.23%
TOTAL GENERAL FUND	\$ 189,566,961.84	\$ 198,005,211	\$ 196,852,515	\$ 203,492,007	\$ 201,578,135	\$ 3,572,924	1.80%

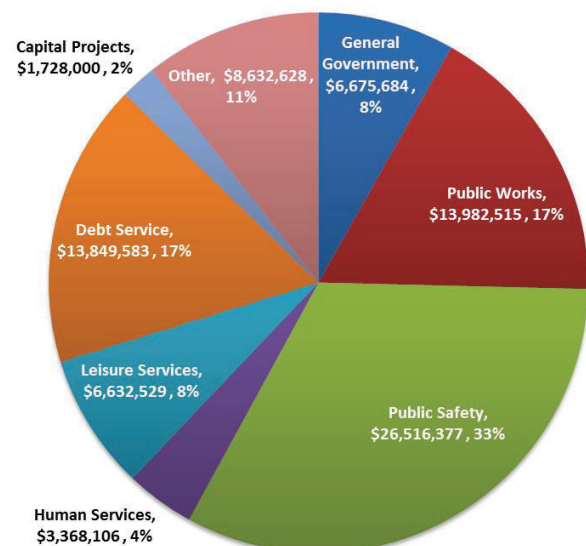
The FY2022/23 Adopted budget includes a **\$3.57M increase, or 1.80%**, over the current year. Of that, \$1.9M represents increases to the Board of Education budget, \$780k in increases to Town-side personnel and benefits costs, \$266k in increases to capital after using one-time funding sources for several years, and \$270k in purchased services & contractual increases, which is largely driven by unusually high inflation that has been observed since the pandemic.

1.80% Increase in General Fund expenditures

Education v. Non-Education Budgets



Non-Education General Fund



BUDGET YEAR- GENERAL FUND

Cost Drivers

The largest increases take place in the following sections of the non-Education Town budget:

- General Government:** largely due to election costs for midterm elections in 2022
- Public Safety:** driven by pension costs and new police bodycam annual expenses
- Human Services:** a social worker assigned to work with the Police Dept is shifted from grant to General Fund
- Fixed/Miscellaneous:** fewer unsustainable one-time funding sources are used to offset capital repairs

	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over Current Adopted	Percent Change
GENERAL GOVERNMENT	\$ 5,843,362.22	\$ 6,377,169	\$ 6,232,369	\$ 6,675,684	\$ 6,675,684	\$ 298,515	4.68%
PUBLIC WORKS	\$ 12,479,617.79	\$ 14,041,014	\$ 13,742,098	\$ 14,042,515	\$ 13,982,515	\$ (58,499)	-0.42%
PUBLIC SAFETY	\$ 20,899,053.70	\$ 25,670,772	\$ 25,581,244	\$ 26,631,377	\$ 26,516,377	\$ 845,605	3.29%
HUMAN SERVICES	\$ 2,846,313.64	\$ 3,178,855	\$ 3,111,278	\$ 3,368,106	\$ 3,420,419	\$ 241,564	7.60%
LEISURE SERVICES	\$ 5,255,578.74	\$ 6,538,198	\$ 6,314,670	\$ 6,632,529	\$ 6,632,529	\$ 94,331	1.44%
FIXED/MISC	\$ 25,362,795.19	\$ 23,930,262	\$ 23,601,914	\$ 24,449,083	\$ 24,157,898	\$ 227,636	0.95%
EDUCATION	\$ 116,880,240.56	\$ 118,268,941	\$ 118,268,941	\$ 121,692,713	\$ 120,192,713	\$ 1,923,772	1.63%
TOTAL GENERAL FUND	\$ 189,566,961.84	\$ 198,005,211	\$ 196,852,515	\$ 203,492,007	\$ 201,578,135	\$ 3,572,924	1.80%



Full & Part Time Wages

Includes contractual salary increases for full time staff. Part time wages are also being increased in tandem with increases to the State minimum wage.



Capital Improvement Plan

Restores funding after one-time funding sources used in current year, also addresses climate change through flood hazard mitigation efforts.



Debt Service

Incorporates first year of payments on 2022 bond issuance, but utilizes accumulated debt premium proceeds to offset increase.



Pension & Health Costs

Costs for pension increase due to changes in pension fund yields & life expectancy. Health insurance costs decrease in FY23 by 4% as a result of lower cost plan implementation.



Summer Camps

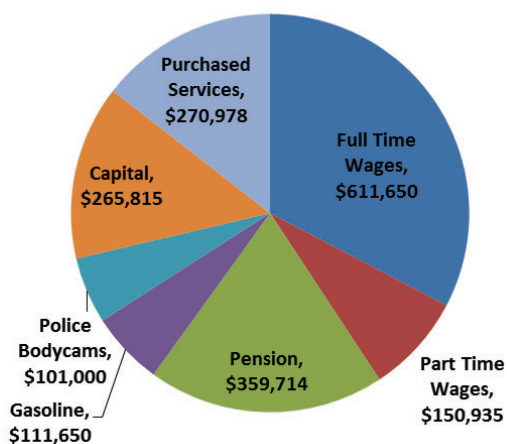
Summer camp programming is reduced in FY23 in light of expanded summer offerings by the school system.



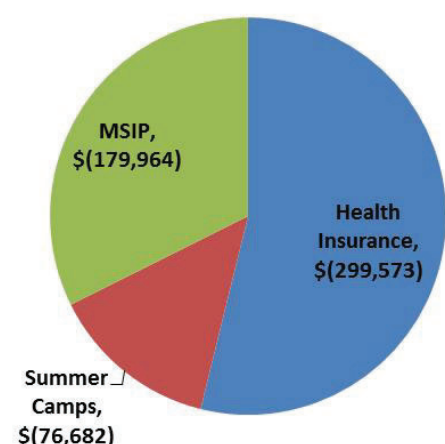
MSIP Self Insurance Fund

Costs are lowered in FY23 as a result of risk management efforts and phasing-in of valuated increases.

General Fund (non-Education) Significant Increases:



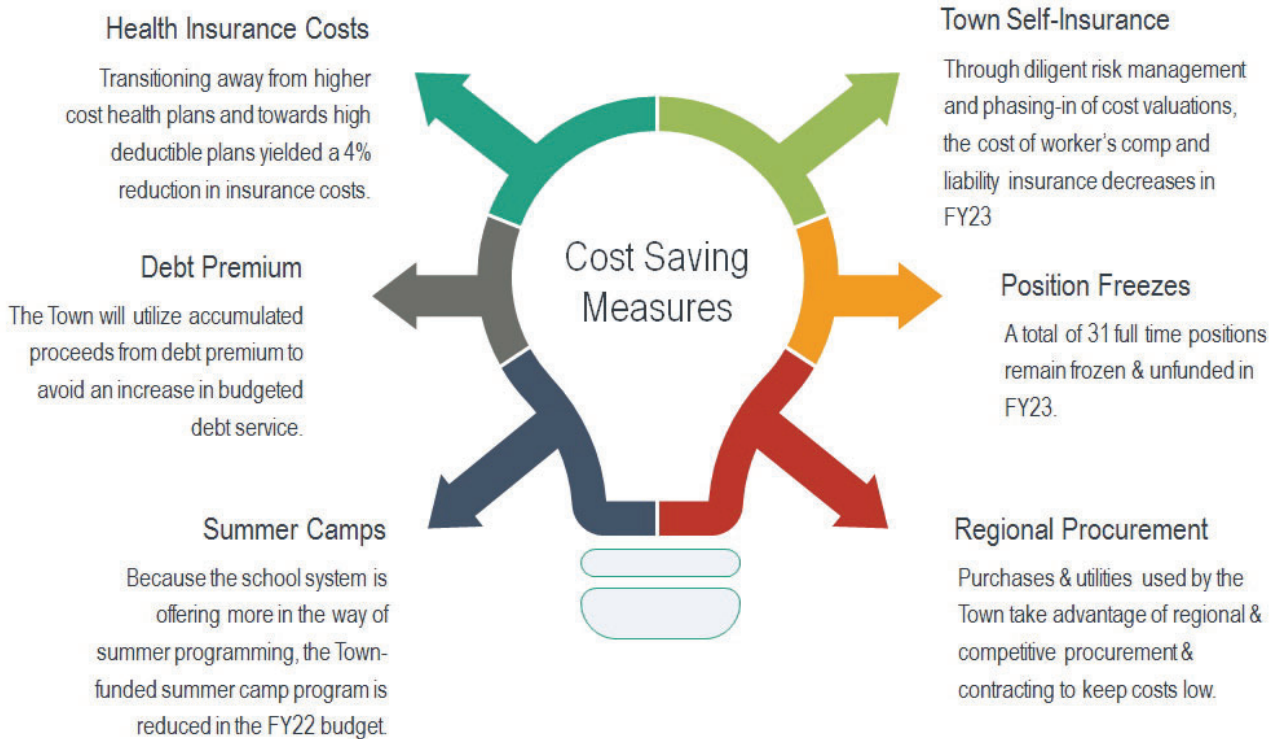
General Fund Significant Decreases:



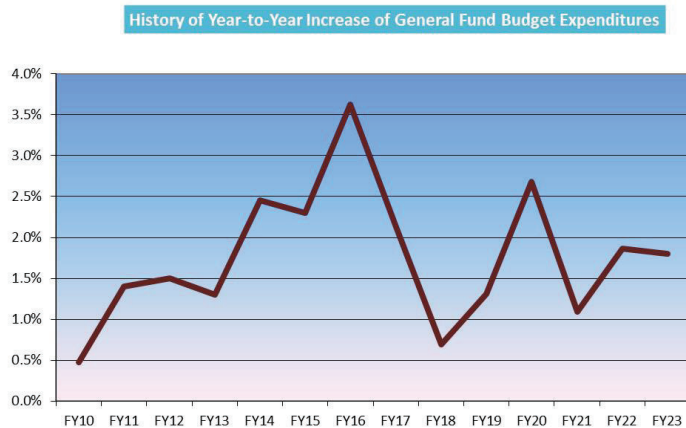
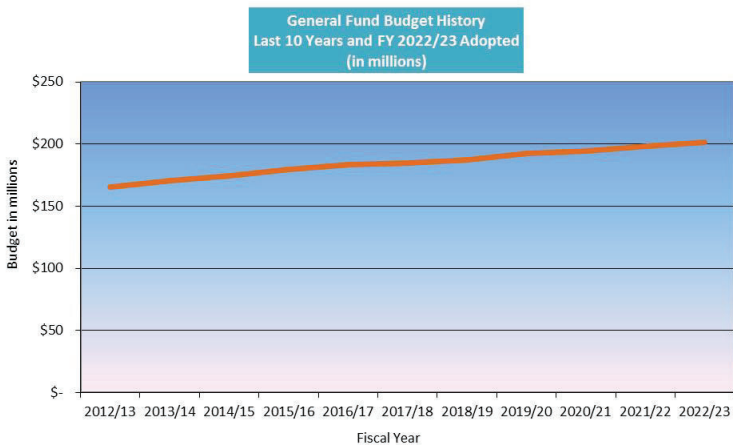
BUDGET YEAR- GENERAL FUND

Cost Saving Measures

Every year, the budget & management team and directors take every effort to identify cost-saving measures to minimize tax increases to the residents of Manchester. Cost-saving measures incorporated into the FY2022/23 budget include the following:



Cost saving measures have been sought out every year to keep year-to-year increases in expenditures as minimal as possible while still providing quality services to its residents. The following graphs depict General Fund expenditures and percent increases to expenditures in recent history:



BUDGET YEAR- OTHER FUNDS

Expenditure Summary

The following table provides a breakdown of the FY23 Adopted budget for major budgeted funds besides the General Fund:

	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over Current Adopted	Percent Change
OTHER BUDGETED FUNDS:							
FIRE FUND	\$ 17,876,595.31	\$ 18,541,172	\$ 18,255,811	\$ 19,440,863	\$ 19,470,863	\$ 929,691	5.01%
INFORMATION SYSTEMS FUND	\$ 2,090,526.99	\$ 2,281,993	\$ 2,192,142	\$ 2,296,267	\$ 2,266,267	\$ (15,726)	-0.69%
WATER FUND	\$ 8,125,633.23	\$ 8,625,217	\$ 8,332,496	\$ 9,005,828	\$ 9,005,828	\$ 380,611	4.41%
SEWER FUND	\$ 6,831,010.53	\$ 9,817,828	\$ 9,641,796	\$ 10,185,014	\$ 10,185,014	\$ 367,186	3.74%
SANITATION FUND	\$ 6,672,410.56	\$ 7,816,104	\$ 7,702,279	\$ 7,849,543	\$ 8,049,543	\$ 233,439	2.99%



Increases to the Fire Fund are driven by a number of factors, including pension costs, payments on a new pumper, and overtime & staffing costs, including request for an additional Assistant Chief position.



The FY23 IS budget is kept flat through recommended use of ARPA grant funding to offset FY23 and 50% of FY24 cost of new operating system (\$300k/yr).



Increase is largely driven by inflation of supplies, materials and contractual costs.



The capital budget in the Sewer Fund is increased to more sustainable levels, and other expenses are also being driven by inflationary factors.



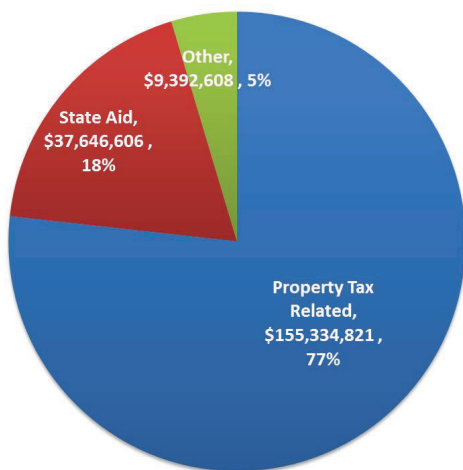
Sanitation expenses include the addition of a \$200k bottle bill program, funded by a pass-through of a State-imposed sales surcharge on nipper bottles

BUDGET YEAR- GENERAL FUND

Revenues

The following table provides a breakdown of the sources of funding for the FY 2022/23 Adopted budget:

	Collected 2020/21	Adopted Projection 2021/22	Revised Estimate 2021/22	Manager's Projected 2022/23	Adopted Projection 2022/23	Change Over Current Year	Percent Change
GENERAL RELATED							
Property Taxes	150,443,181.55	152,875,298	152,875,298	158,876,046	155,334,821	2,459,523	1.61%
Permits, Licenses, Fees	2,761,072.82	2,432,500	2,822,500	2,485,000	2,485,000	52,500	2.16%
Charges for Services	434,180.55	586,100	586,100	511,100	425,600	-160,500	-27.38%
State and Federal Grants	4,815,758.64	5,064,522	5,258,395	5,164,653	6,877,506	1,812,984	35.80%
Income from Assets	342,890.89	565,000	565,000	930,000	930,000	365,000	64.60%
Interfund Transfers	1,912,280.76	1,879,382	1,887,931	1,922,008	1,922,008	42,626	2.27%
Miscellaneous Income	193,896.57	142,100	177,057	134,100	134,100	-8,000	-5.63%
Total Non-Education	160,903,261.78	163,544,902	164,172,280	170,022,907	168,109,035	4,564,133	2.79%
EDUCATION RELATED							
Charges for Services	20,931.11	200,000	200,000	200,000	200,000	0	0.00%
State and Federal Grants	30,642,425.00	32,260,309	30,759,100	30,769,100	30,769,100	-1,491,209	-4.62%
Total Education Revenue	30,663,356.11	32,460,309	30,959,100	30,969,100	30,969,100	-1,491,209	-4.59%
Use of Fund Balance	-	2,000,000	1,721,134	2,500,000	2,500,000	500,000	25.00%
GENERAL FUND TOTAL	191,566,617.89	198,005,211	196,852,515	203,492,007	201,578,135	3,572,924	1.80%



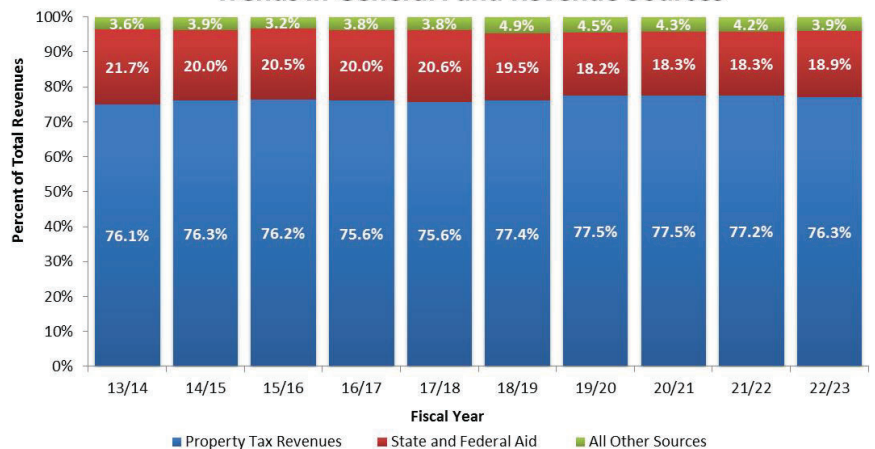
Revenue Sources

Aside from State Aid and property taxes, the General Fund receives revenues from fines & fees, charges for service, rental revenue from Town-owned assets, interest earnings on investments, and support from other Town funds for services rendered.

76% reliance on property taxes

As State Aid has declined over the years, an increasingly larger portion of Town operations must be borne by Manchester's property tax base.

Trends in General Fund Revenue Sources



GENERAL FUND

State Aid Revenue

State Aid is the second largest source of revenue for the Town, with property taxes being the largest source. While property taxes are derived solely from people & property owners within the Town's borders, State funding represents sales taxes, income taxes, and other funds collected from all parts of Connecticut. Some State Aid is designed as a means of compensating Towns for the cost of various laws and mandates they impose on municipalities, as a matter of fairness.

Other State Aid grants exist with the understanding that the State as a whole shares some responsibility for some of the functions Towns serve, such as keeping up roads and other public infrastructure. And much of State Aid in the modern era has to do with addressing geographical & social justice inequities, whereby some communities have very high property values and few needs while other regions struggle with high needs and economic hardship. Much of the intent behind the Education Cost Share is to ensure that all Connecticut communities have sufficient resources to provide quality education.

State Aid to Manchester- General Fund

Grant	FY21 Town Adopted	FY21 Actual	FY22 Budget	FY23 Adopted	Change from Current Year
State Property PILOT	\$ 428,017	\$ 428,017	\$ -	\$ -	\$ -
College & Hospital PILOT	\$ 552,286	\$ 552,286	\$ -	\$ -	\$ -
PILOT Tiered Reimbursement Pequot	\$ 412,450	\$ 412,450	\$ 412,450	\$ 412,450	\$ -
Education Cost Sharing	\$ 30,619,100	\$ 30,479,491	\$ 32,120,309	\$ 30,619,100	\$ (1,501,209)
Town Aid Road	\$ 643,681	\$ 643,841	\$ 643,681	\$ 643,903	\$ 222
Grants for Municipal Projects	\$ 1,506,098	\$ 1,506,098	\$ 1,506,098	\$ 1,912,643	\$ 406,545
Municipal Stabilization Grant	\$ 780,354	\$ 780,354	\$ 780,354	\$ 780,354	\$ -
Motor Vehicle Tax Cap Grant				\$ 1,712,853	\$ 1,712,853
Total General Fund- Grant Only	\$ 34,941,986	\$ 34,802,537	\$ 36,443,195	\$ 37,061,606	\$ 618,411

State Aid to Manchester- Other

Grant	FY21 Estimate	FY21 Actual	FY22 Budget	FY23 Adopted	Change from Current Year
Adult Education	\$ 764,960	\$ 805,481	\$ 780,489	\$ 772,424	\$ (8,065)
LoCIP	\$ 436,745	\$ 432,400	\$ 436,745	\$ 432,400	\$ (4,345)
Alliance	\$ 7,632,367	\$ 7,632,378	\$ 9,133,576	\$ 10,511,888	\$ 1,378,312
Total, Non-General Fund	\$ 8,834,072	\$ 8,870,259	\$ 10,350,810	\$ 11,716,712	\$ 1,365,902

State Aid in FY 2022/23 increases by about \$618k compared to the current year budget. The FY2021/22 adopted budget assumed a phase-in of a new Education Cost Share formula was to be implemented, resulting in additional revenue, but the implementer bills passed by the General Assembly direct all additional ECS revenue for Alliance District towards the Alliance Grant, which cannot be used for funding general purpose government programs, so budgeted ECS must return to the same level it has been since FY2011/12. This is offset somewhat by an increase to the Grants for Municipal Projects, which increases by about \$400,000, plus the addition of a Motor Vehicle Tax Cap transition grant of about \$1.7M, which was based on the pre-revaluation Grand List. This revenue source is expected to go away in FY24 based on the new post-reval grand list.

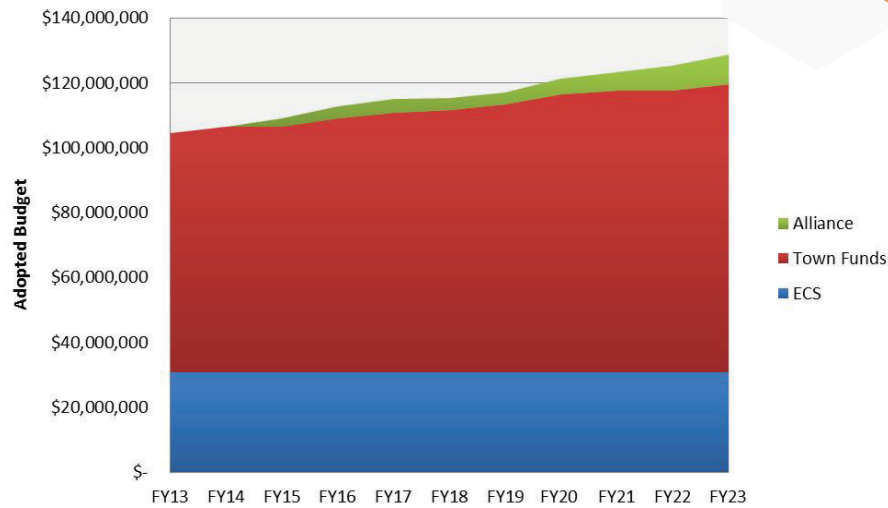
GENERAL FUND

State Aid History

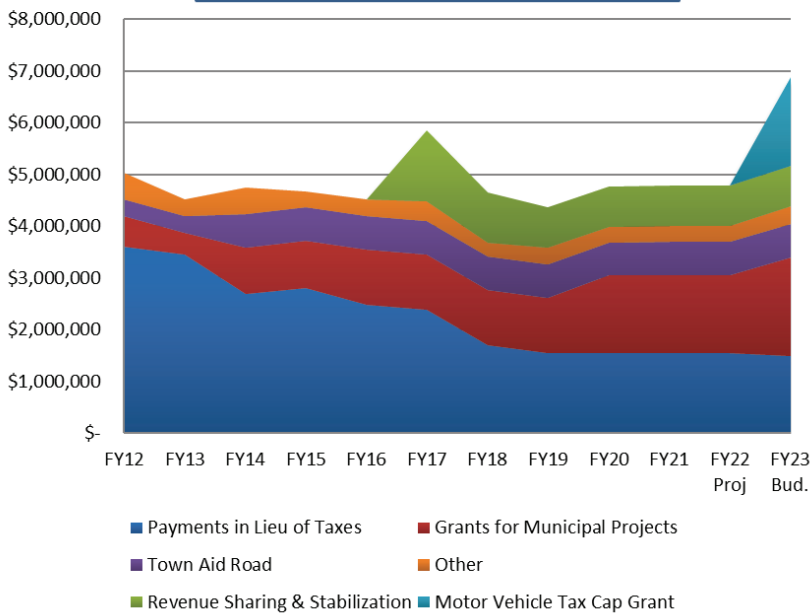
Education Cost Share

The largest component of the Town’s State Aid revenue is the Education Cost Share (ECS) Grant, representing the State’s share of education costs. Although originally legislated as a formula grant, the amount provided to Manchester has been kept at the same level for over a decade. In FY22, it was conveyed to staff that additional ECS funding would be provided through a change in the grant formula, but the State is channeling all additional revenue into the Alliance Grant program, which is separate from the General Fund and can only be used for additional education expenses.

Manchester Education Funding- 10 Year History



General Fund Non-Education State Aid History



Other State Aid Revenues

Historically the largest category of State Aid besides ECS was payments in lieu of taxes (PILOTs), which is when the State provides a reimbursement for property that is deemed tax-exempt by statute. The State's rollback of the Manufacturers Inventory PILOT in FY12-14 started a trend of reductions & eliminations in this area, which was eventually made up for in FY17 with the introduction of revenue sharing & stabilization grants. Although State Aid has overall remained stable, it has not kept pace with inflation, resulting in higher reliance on property taxes to fund services. FY23 also includes a \$1.7M motor vehicle tax cap transition grant to assist towns with implementing the State-imposed limit on MV taxes.

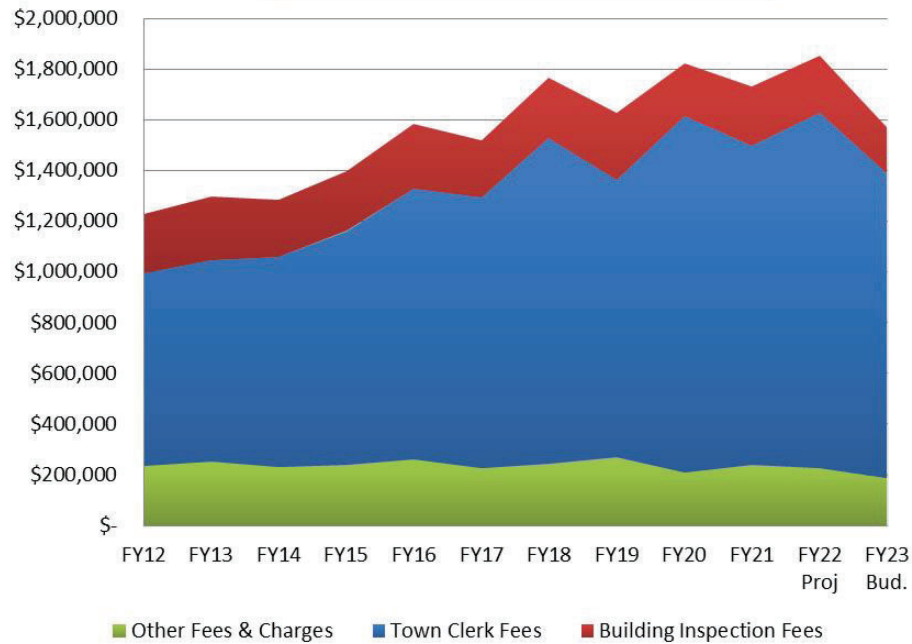
GENERAL FUND

Fee Revenues

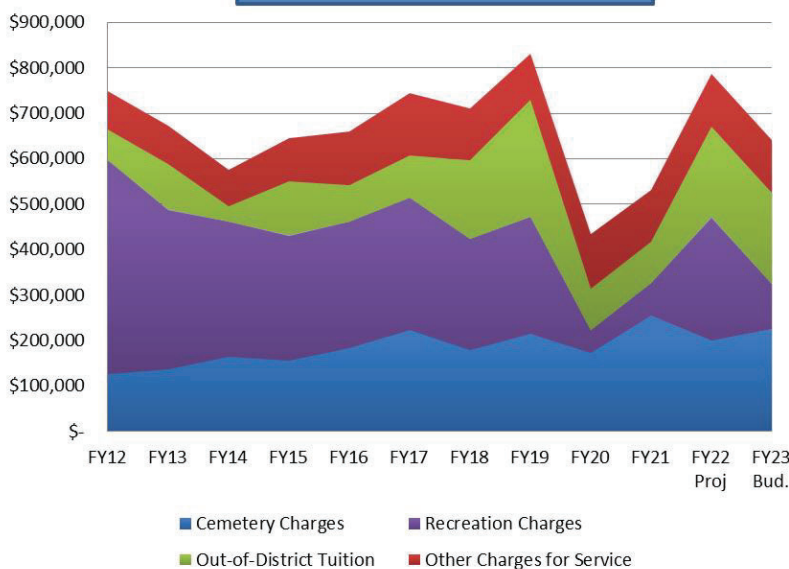
Permits, Licenses & Fees

The largest sources of permit license & fee revenue for the Town of Manchester relate to Town Clerk fees (for land records, birth certificates, etc) and Building Inspection fees (for certificates of occupancy & other building permits). These are both elastic revenues, meaning that they fluctuate in response to shifts in the economy and economic activity. Both of these revenue sources have grown over the last decade following the economic crisis of 2008, with some impact in '20-'21 due to Covid. The FY2022/23 budget removes library fines, as these often impact lower income residents disproportionately.

General Fund Permit License & Fee History



General Fund Charges for Service History



Charges for Service

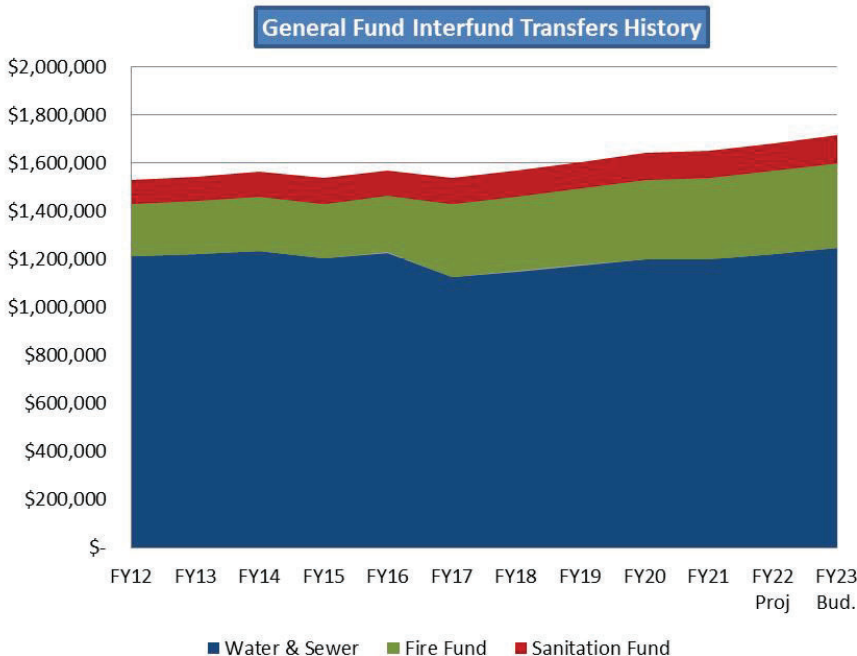
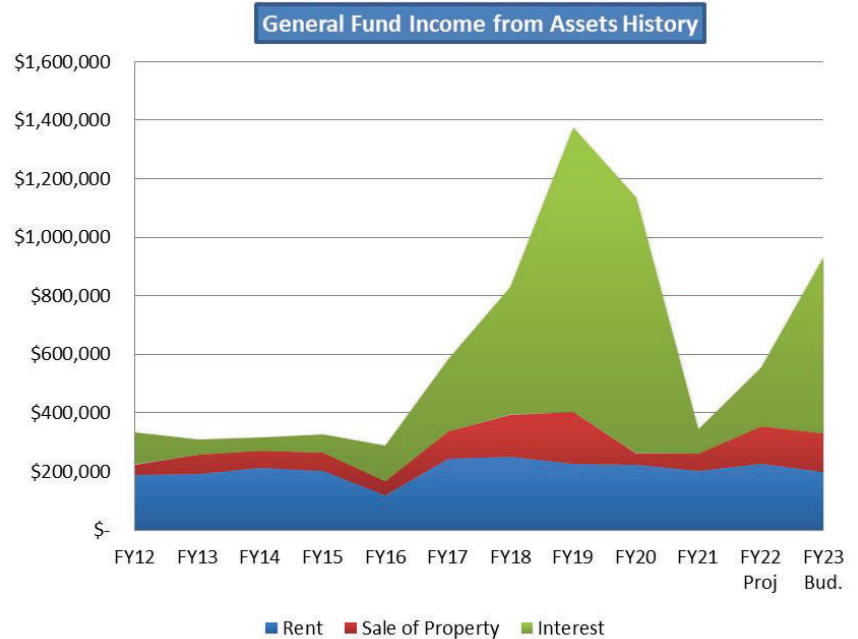
Charges collected for programs that were cancelled due to Covid predictably dropped over the last two years, particularly with the cancellation of Summer Camp, which produces about \$160,000 per year in revenue. The restoration of Summer Camp programming restored this source of revenue, but reductions in camp programming will lower those revenues somewhat in FY2022/23. Other recreation fees are zeroed-out in FY23 as the Board of Directors has opted to offer programming at no charge to residents this year.

GENERAL FUND

Other Revenues

Income from Assets

The Town utilizes interest earnings on its cash assets as a revenue for the General Fund. These are perhaps the most elastic source of revenue, meaning that fluctuations in the economy have a substantial impact on earnings. Recent years saw significant increases to interest revenues, but the economic downturn in early 2020 caused interest rates to drop substantially; the FY 2022/23 budget assumes some rebound in interest earnings based on projections from the Finance Department. Rental income includes income received from non-Town tenants in Town-owned buildings, as well as revenue received from cell phone service providers to allow use of Town buildings & properties for placement of cell phone towers.



Interfund Transfers

The General Fund receives reimbursements from other Town funds to compensate for services provided, such as accounting, human resources, building maintenance, etc. The Water & Sewer funds also provide for a share of Engineering costs to reflect work performed by Engineering for Water & Sewer projects, which is by far the largest transfer to the General Fund. Most of these transfers are escalated annually to reflect inflation.

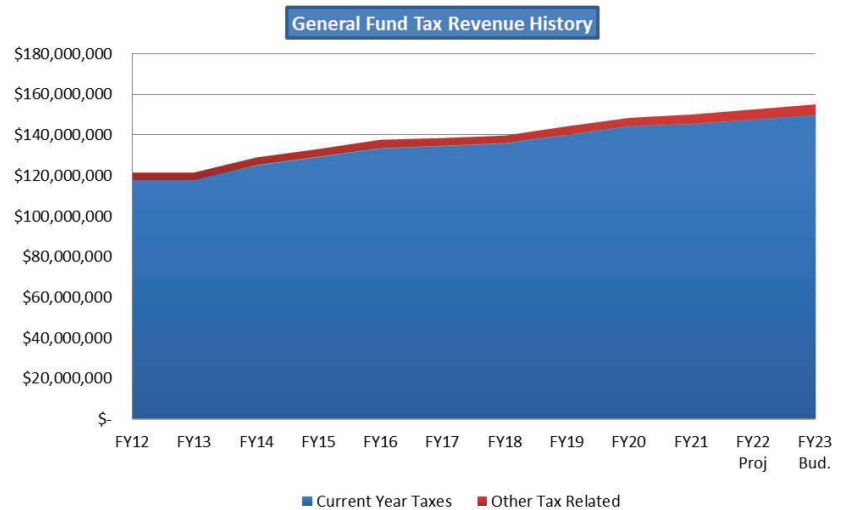
GENERAL FUND

Property Taxes

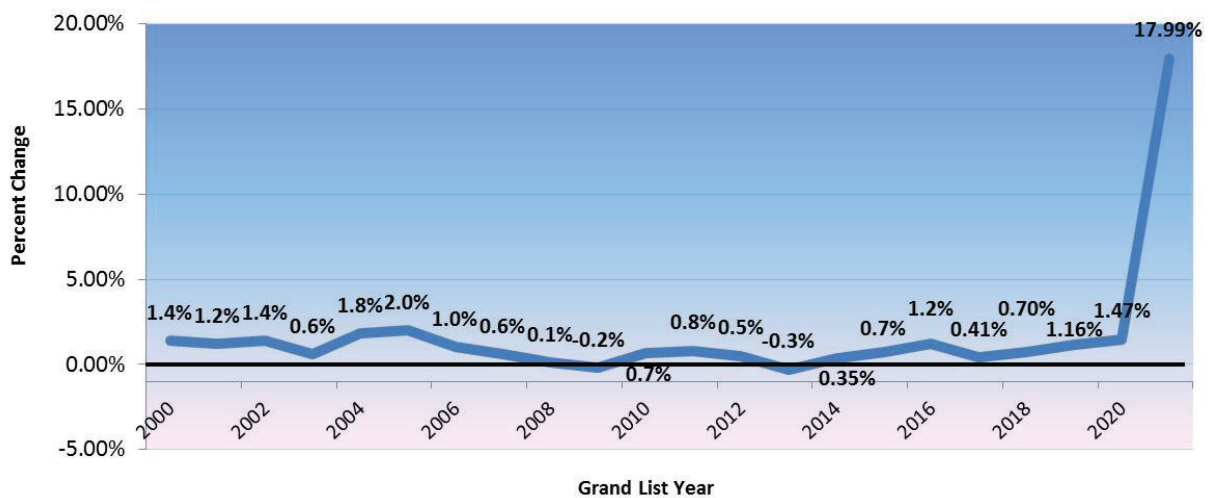
Property tax revenue is relied on to make up the difference between all of the other non-tax revenue sources, and the total amount needed to fund all the services the Town provides. Every effort is made to minimize expenses and optimize other revenue sources so that increases to taxes are the last resort for balancing the budget.

Tax Levy

For FY2022-23, the cost of budgeted services in the General Fund increases by \$3.57 million. The total of all other revenues is projected to decrease by \$300,000. To make up the difference, an additional \$2.1 million is needed from tax revenue, an increase of 1.46% over the current tax levy. Increasing costs combined with stagnation of other revenue sources has caused reliance on tax revenue to increase over time.



Percent Growth in Taxable Grand List



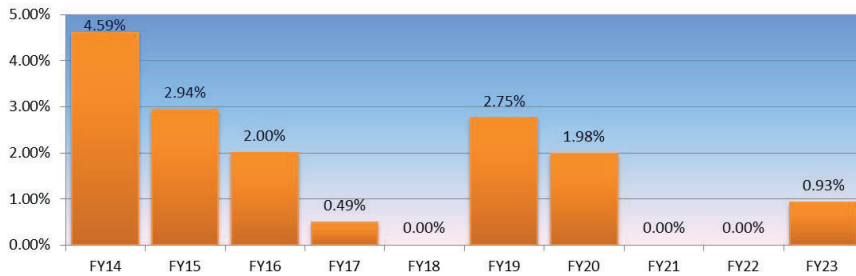
Grand List

In 2021, a revaluation of taxable property was conducted, which yielded an 18% increase to the taxable Grand List. Since the tax levy required to fund Town services only goes up by less than 4%, a lower tax (mill) rate will be imposed, though taxes will still increase for residents whose properties increased at a rate higher than the overall Grand List growth. Due to the sharp spike in the housing market, residential properties overall saw much higher increases than commercial properties, a trend which has been observed nation-wide.

GENERAL FUND

Mill Rate

General Fund Mill Rate Increases, FY14-FY23



Were it not for the impact of revaluation, the recommended mill rate would be an increase of **0.93%** over current year.

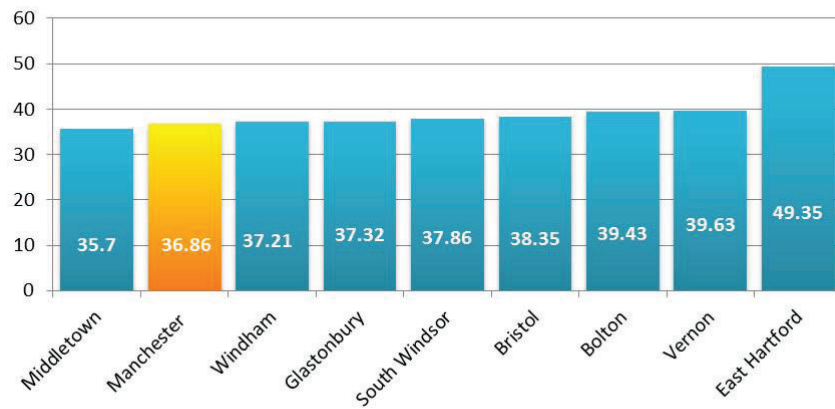
FY23 Adopted mill rate is equalized for a 0.5% growth in Grand List, vs actual growth of 18%

31.42 Recommended Town-wide mill rate (-13.96%)

Comparison to Other Towns

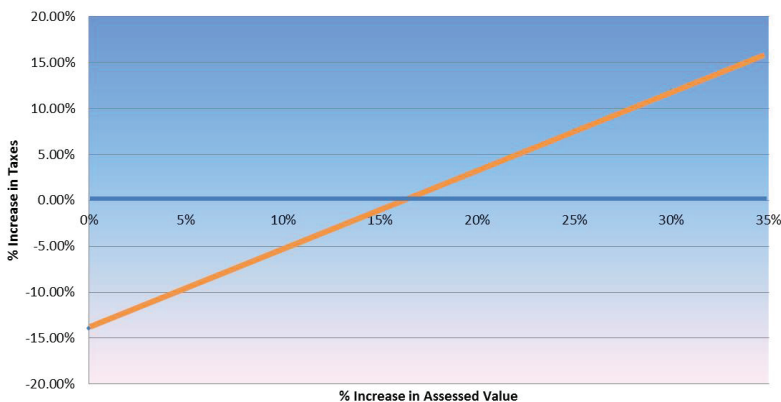
Manchester's proposed mill rate, even when adjusting for revaluation, compares favorably to other communities nearby or of a similar size. Comparative data regarding tax rates can be found at the CT Office of Policy & Management webpage.

Mill Rate Comparison to Nearby/ Comparable Towns



Source: CT Office of Policy & Management FY2022 Mill Rates
Manchester mill rate is equalized (assumes 0.5% Grand List growth vs 18% actual growth)

Tax Increase Based on Increase to Assessed Property Value



Cost to Taxpayers

The table on the left shows the percent increase to property taxes that would result from the proposed budget, as a function of the percent increase to property value resulting from the 2021 revaluation. Since results of revaluation varied widely, residents could see anything from a decrease in taxes to a significant increase, which reflects actual inflation of the fair market value of homes and other properties in Town (the legal basis for property taxation).

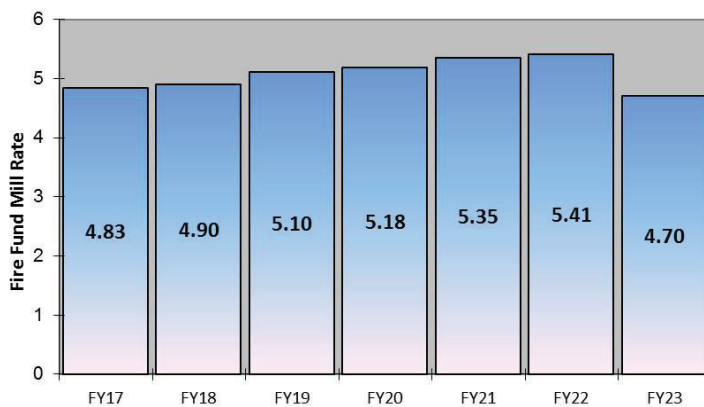
% Tax Increase Based on Property Value Increase						
Property Value Increase:	0.0%	5.0%	10.0%	15.0%	20.0%	25.0%
Estimated Tax Increase:	-14.0%	-9.7%	-5.4%	-1.1%	3.2%	7.5%

FIRE FUND

Revenue

The primary source of revenue for the Fire Fund is taxes collected from the South Manchester Fire District (SMFD). Residents outside the SMFD receive a separate property tax bill from the 8th Utilities District, which fund the 8th Utilities District Manchester Fire Department, a separate governing entity which is not covered in this budget. As with the General Fund, property taxes are calculated as the difference between all other sources of revenue, and the total funds required for the Fire Department’s annual expenses.

Fire District Mill Rate History



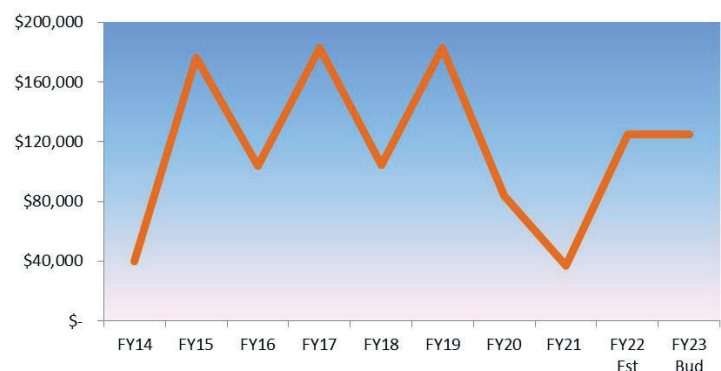
4.70 proposed Fire District mill rate (-13.2%)

The Mill Rate for Motor Vehicles will be 1.04 mills based on the newly amended State motor vehicle tax cap.

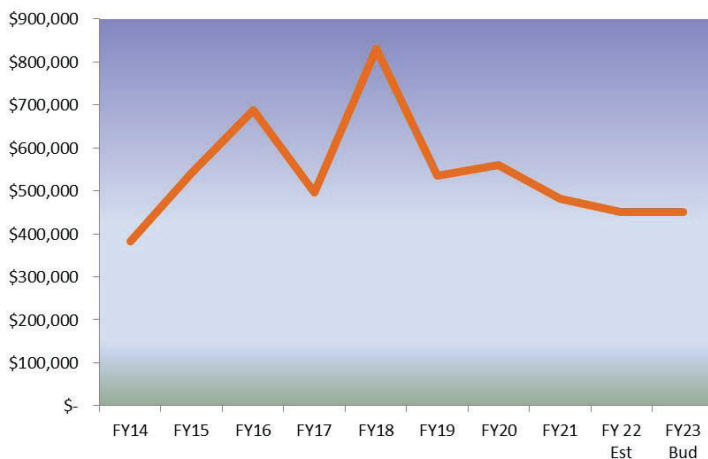
ALS & Fire Marshal Fees

The other two major revenue sources for the Fire Fund are ambulance services fees (or ALS Fees- Advanced Life Support) from the Paramedic operation, and Fire Marshal fees collected for fire safety permits, inspections and other services. Ambulance fees were lower in FY21 due to trends in collections as well as to adjust for the write-off of uncollected fees.

Fire Marshal Revenue History



Advanced Life Support Revenue History

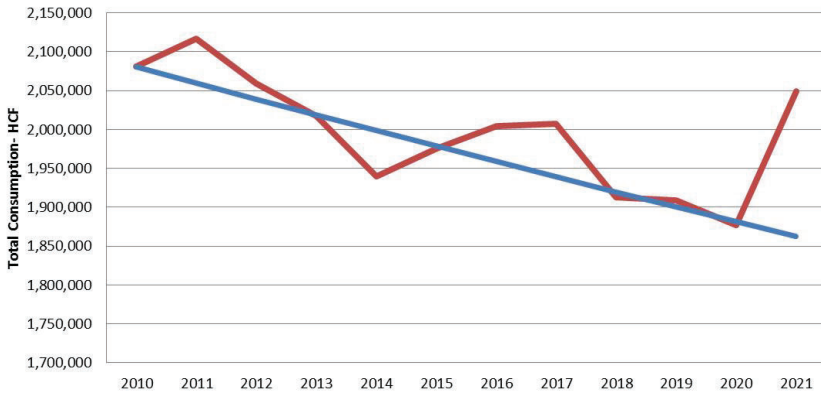


Transfer from General Fund- Paramedic Services

The Fire Fund receives a payment from the General Fund to cover the cost of Paramedic Services, because the SMFD provides paramedic (advanced life support) services to the entire Town including areas within the 8th Utilities District. The transfer increases by 10.4% due to year-to-year decrease in ALS fees as well as Paramedic cost increases and shared cost of a new Assistant Chief position.

WATER & SEWER Revenue

Water Consumption History



Consumption Trends

Over the last ten years, consumption has trended downward steadily at an average of -1% per year. While people using less water is a positive development from an environmental perspective, it leads to a reduction in usage fee revenue. At the same time revenues are decreasing from lower usage, the costs of operating the water & sewer utilities continues to increase with inflation, infrastructure needs & addressing environmental issues. FY21 showed a spike compared to this trend; it is uncertain whether this is an outlier or a change in trend.

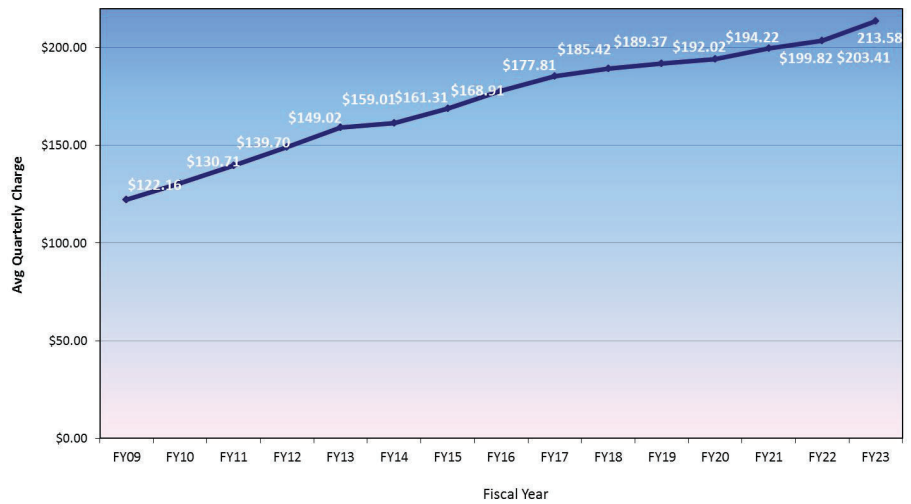
5%
recommended
water rate
increase

5%
recommended
sewer rate
increase

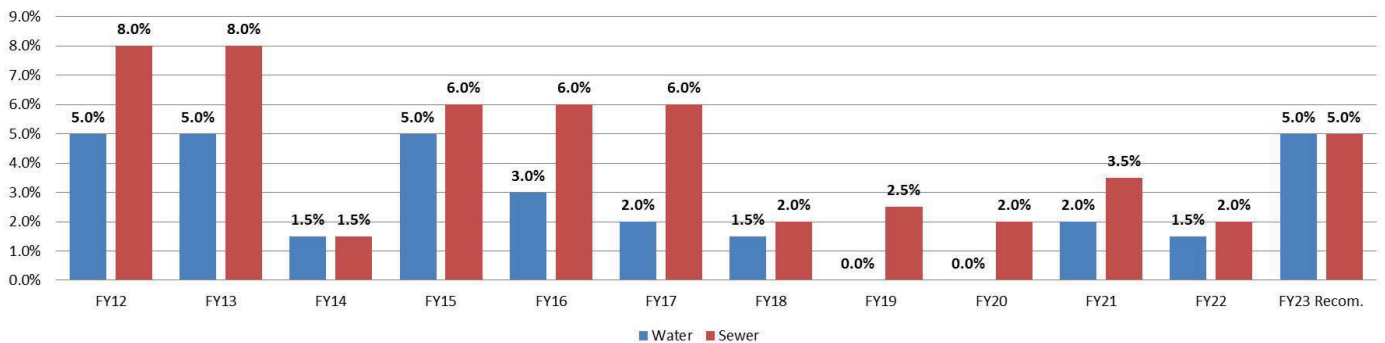
Rate Increases

Water & Sewer rates have been held relatively flat for several years. Downward consumption trends in conjunction with cost inflation and growing capital needs requires that rates begin to increase at higher rates, as indicated in long-range projections presented in previous budgets. The current budget also assumed 2 years of ARPA grant offsets, whereas this proposal assumes only one.

Average Household Quarterly Charges for Water and Sewer Service



Water & Sewer Adopted Rate Increase History



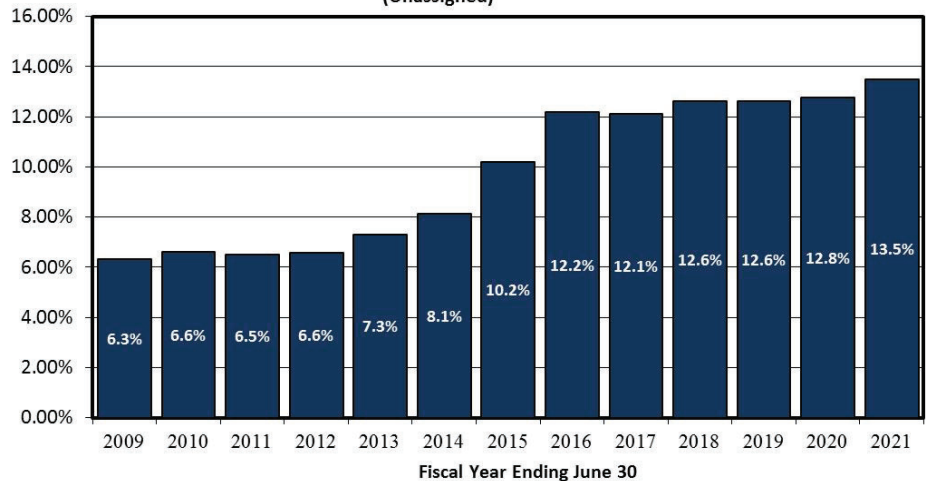
FUND BALANCE & Cash Assets

Fund Balance is a measure of the Town's capacity to withstand financial emergencies or to undertake unforeseen, but necessary, projects. Rating agencies place special emphasis on fund balance when assigning bond ratings to municipalities and view adequate fund balance as an indication of sound financial management.

General Fund Balance

The Town maintains a formal unassigned fund balance target of 10-15% of total annual operating revenues. As the graph to the right demonstrates, Manchester has significantly increased its unassigned fund balance in recent years through stronger delinquent tax collections and careful management of spending.

Fund Balance as a Percentage of Revenues (Unassigned)



Fire Fund Undesignated Fund Balance, 2012-2021



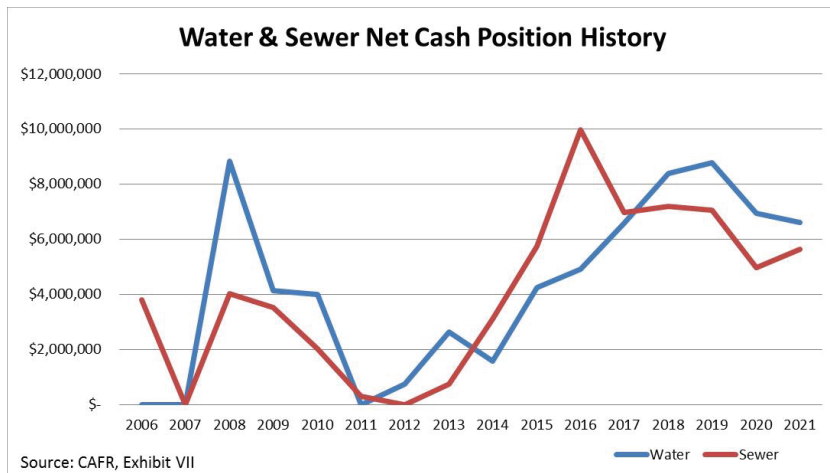
Fire Fund Balance

The Fire Fund balance has been maintained above the 10% of total revenues standard (which would be roughly \$1.5M for the Fire Fund), but due to the small size of the fund, more relative volatility is expected, so a cautious approach is taken towards maintaining healthy reserves for the South Manchester Fire District.

Water & Sewer Net Cash Position

Unlike the other governmental funds, the Water & Sewer funds are enterprise funds that report out a "net cash position" instead of fund balance. Over the last 10 years it has been the Town's policy to maintain 180 days' operating reserves for both funds. Cash position was accumulated in anticipation of major capital projects, and gradual rate increases are being employed to stabilize cash balance & offset declining consumption & new capital needs.

Water & Sewer Net Cash Position History



Source: CAFR, Exhibit VII

LONG RANGE

Planning & Forecast

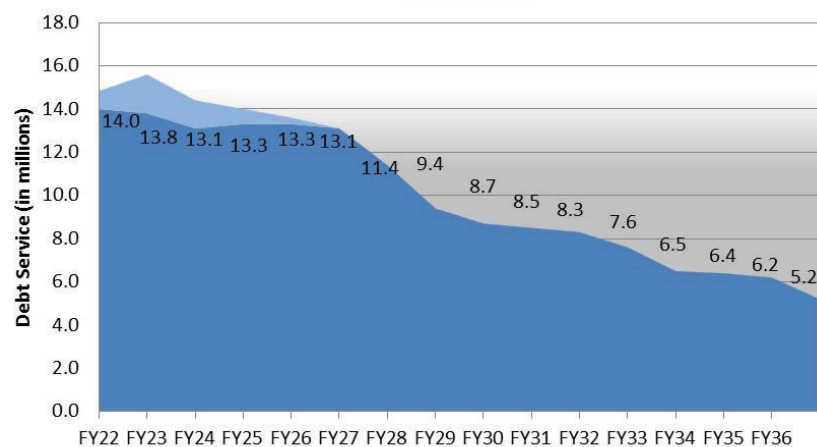
General Fund Outlook

Moreso than any other fund, the general fund's future revenues and expenses depend on the priorities and decisions of future boards, and ultimately, the residents of Manchester. Projecting the General Fund's future budgets and taxes is therefore presumptive, but there are known factors that will affect future budget years.

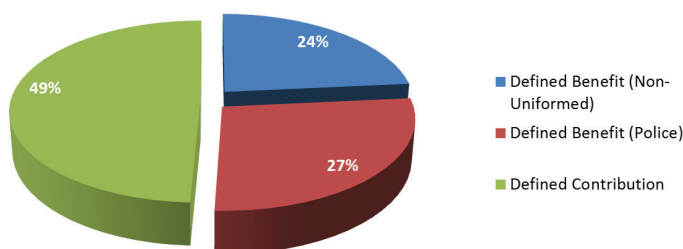
Debt Service

Debt service will be a significant driver in upcoming years. In 2019, \$47M in borrowing was approved for school reconstruction, and those bonds will be issued over the course of the next 8 years or so, which will necessitate either tax increases or service cuts to balance. The graph to the right shows projected debt service on existing authorizations. Future authorizations, including the biennial public works infrastructure bonds, public building renovations, library expansion, etc will add to these amounts.

**Projected General Fund Debt Service
All Existing and Authorized Debt
(in millions)**



**Pension Plan Enrollments of Active Employees
(Non-Education Budgeted Funds)**



Personnel Costs

While wages & salaries have increased only moderately to keep pace with inflation, the cost of health & pension benefits have consistently outpaced inflation due to rising healthcare costs, economic challenges, and the effect changes in life expectancy has on lifetime pension benefits. Increases to pension cost have been mitigated by moving all new non-uniformed employees to 401k-type defined contribution savings plans. In the last several years, health savings plans (HSP's) have been introduced as an insurance alternative which is also expected to

mitigate the ballooning of employee benefits costs in the coming years. The liabilities relating to retiree health insurance costs (OPEB) have also been recognized as a financial issue that may be addressed in the years to come through planned redirecting of operating surpluses & reserves.

Revenues

Property taxes are the largest source of revenue, with State Aid accounting for the bulk of the remainder. Difficult economic conditions can impact both of these revenue sources through loss of grand list value or State Aid cuts, factors which all towns must contend with. Careful financial management and maintaining healthy reserves position Manchester well for dealing with whatever challenges may lie ahead.

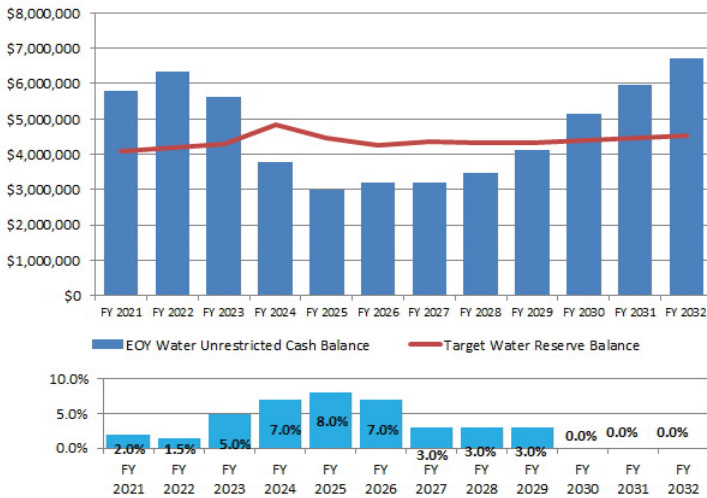
ENTERPRISE FUND

Planning & Forecast

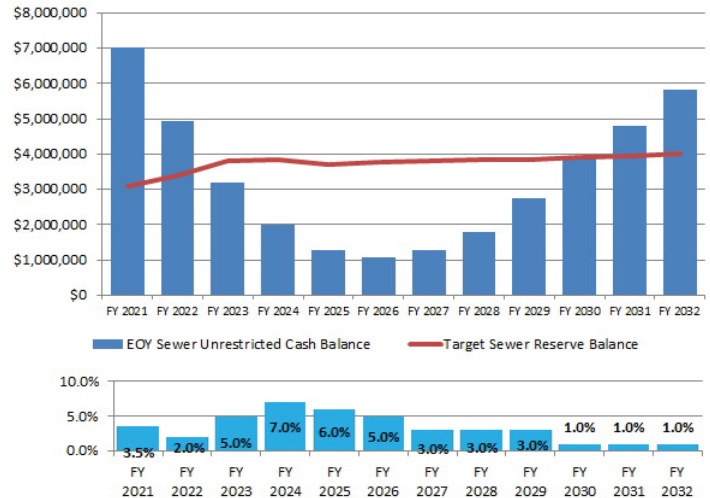
Water & Sewer

The water & sewer funds are public utilities with operations that rely primarily on user charges. Water & sewer rates are set with the intention of ensuring these utilities have enough cash resources to cover 6 months of operating costs, and to ensure the operation has enough budgetary resources to meet all environmental standards and keep up with aging infrastructure. Rate increases are projected over the next decade to keep pace with capital needs & declining consumption levels.

End of Year Water Fund Cash Balance



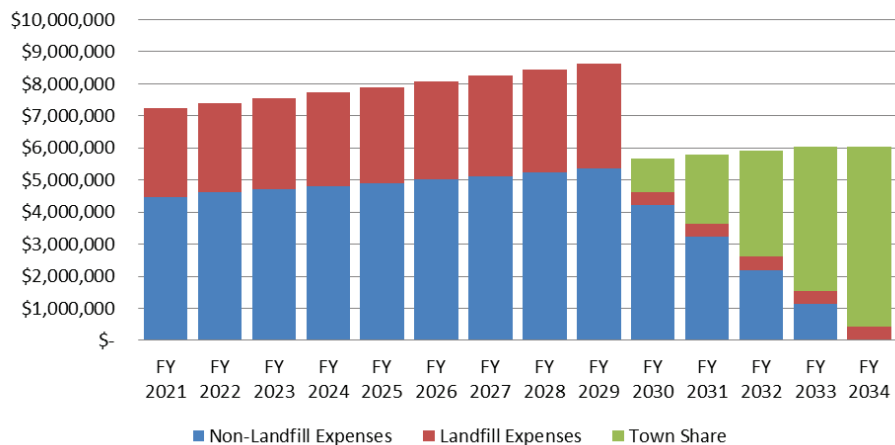
End of Year Sewer Fund Cash Balance



Sanitation Fund

The Sanitation Fund uses revenues from landfill fees to fund curbside refuse collection for the Town, as well as the leaf vacuuming program and operation of the landfill itself. Once the landfill reaches its capacity limit, currently estimated around 2030, the landfill will no longer be generating revenues, and the cost of public services in the Sanitation Fund will need to be covered by taxes, user fees, or some other continuing revenue source. Net assets accumulated by the landfill operation may be used towards covering the cost of these services for some time after the landfill closes, allowing for a phase-in of costs to be borne by other revenues. The green bars on the above graph indicate the phase-in of costs from the landfill to taxes or service charges between 2030 and 2034. Funds to cover the closure of the landfill and post-closure costs are already set aside & reserved solely for that purpose.

Sanitation Expenditures- 15 Year Projection



Department Budget

Detail

- General Government
- Public Works
- Public Safety
- Human Services
- Leisure Services
- Education
- Fixed/Miscellaneous
- Water & Sewer
- Sanitation
- Other Budgeted Funds



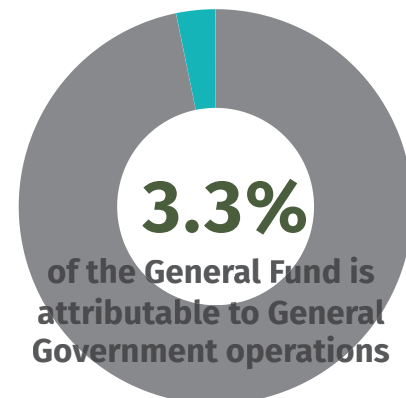
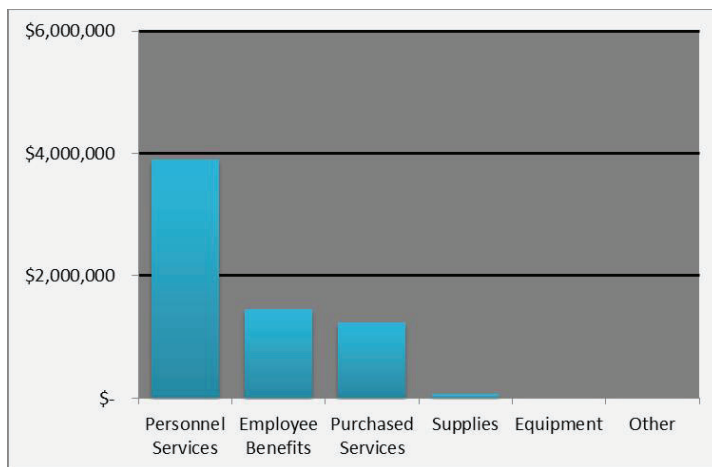
General Government



The General Government section of the budget includes the administrative functions of the Town, including Board of Directors, General Manager, Administrative Services, Finance, Planning & Economic Development, and Elected and Appointed Officials' Offices.

Summary of Department Budgets

	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Department Request 2022/23	Manager's Recom. 2022/23	Adopted 2022/23	Change Over Current Adopted	Percent Change
GENERAL GOVERNMENT								
Board of Directors	\$ 272,759.45	\$ 361,672	\$ 363,818	\$ 360,588	\$ 360,588	\$ 360,588	\$ (1,084)	-0.30%
General Manager	\$ 600,245.99	\$ 678,631	\$ 564,818	\$ 799,503	\$ 799,503	\$ 769,503	\$ 90,872	13.39%
Budget & Research Office	\$ 210,002.75	\$ 235,626	\$ 235,626	\$ 258,942	\$ 258,942	\$ 258,942	\$ 23,316	9.90%
Human Resources	\$ 438,825.13	\$ 431,200	\$ 427,501	\$ 423,443	\$ 423,443	\$ 423,443	\$ (7,757)	-1.80%
Customer Service/Info Office	\$ 157,131.74	\$ 171,606	\$ 170,620	\$ 174,368	\$ 174,368	\$ 174,368	\$ 2,762	1.61%
Finance Admin & Accounting	\$ 770,354.86	\$ 789,338	\$ 816,607	\$ 825,457	\$ 825,457	\$ 825,457	\$ 36,119	4.58%
Assessment & Collection	\$ 966,957.08	\$ 1,070,462	\$ 1,035,253	\$ 1,071,057	\$ 1,062,942	\$ 1,062,942	\$ (7,520)	-0.70%
Purchasing	\$ 587,062.74	\$ 636,721	\$ 608,919	\$ 657,327	\$ 651,915	\$ 651,915	\$ 15,194	2.39%
Planning and Economic Devel.	\$ 738,247.56	\$ 784,511	\$ 797,377	\$ 821,063	\$ 821,063	\$ 821,063	\$ 36,552	4.66%
Town Clerk	\$ 401,692.19	\$ 492,920	\$ 474,455	\$ 501,644	\$ 501,644	\$ 501,644	\$ 8,724	1.77%
Registrars	\$ 296,680.29	\$ 277,417	\$ 289,924	\$ 335,792	\$ 335,792	\$ 365,792	\$ 88,375	31.86%
Town Attorney	\$ 363,222.33	\$ 404,497	\$ 405,384	\$ 415,459	\$ 415,459	\$ 415,459	\$ 10,962	2.71%
Probate Court	\$ 40,180.11	\$ 42,568	\$ 42,068	\$ 44,568	\$ 44,568	\$ 44,568	\$ 2,000	4.70%
TOTAL	\$ 5,843,362.22	\$ 6,377,169	\$ 6,232,369	\$ 6,689,211	\$ 6,675,684	\$ 6,675,684	\$ 298,515	4.68%



Total Budget
\$6,675,684



Increase
\$298,515



Percent Increase
4.68

BOARD OF DIRECTORS

DESCRIPTION

The Board of Directors is the legislative policy setting entity of the Town of Manchester. It is comprised of nine citizens elected biennially. Each year, the Board conducts monthly regular meetings and numerous special meetings to carry out its responsibilities. Specific duties of the Board include reviewing and adopting the annual budget; enacting ordinances and resolutions; appointing the General Manager, Town Attorney, and Auditor; and appointing citizens to boards and commissions.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Personnel Services	66,329.20	64,696	69,391	82,336	82,336	17,640	27.27%
Employee Benefits	32,380.45	34,114	31,565	35,566	35,566	1,452	4.26%
Purchased Services	173,774.13	252,862	252,862	232,686	232,686	(20,176)	-7.98%
Supplies	275.67	5,000	5,000	5,000	5,000	-	0.00%
Equipment	-	5,000	5,000	5,000	5,000	-	0.00%
Other	-	-	-	-	-	-	N/A
TOTAL BOARD OF DIRECTORS	272,759.45	361,672	363,818	360,588	360,588	(1,084)	-0.30%

Personnel & Employee Benefits:

- Represents salaries and benefits of existing funded positions with no changes to budgeted personnel. Increase reflects an upgrade for the Executive Secretary position to reflect expanded job duties.

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
Executive Assistant	0.25	0.25	0.25	0.25	0.25
Confidential Executive Secretary	1.00	1.00	1.00	1.00	1.00
TOTAL BOARD OF DIRECTORS FT STAFF	1.25	1.25	1.25	1.25	1.25

Purchased Services and Supplies:

Covers office administrative costs in support of the Board of Directors, professional memberships, research & consulting expenses. Significant adjustments include:

- A reduction of \$15,000 in professional & technical services reflecting a one-time funding of strategic planning efforts in the current fiscal year

GENERAL MANAGER

DESCRIPTION

The General Manager's Office provides management services and coordination to ensure effective and efficient delivery of services consistent with the policies of the Board of Directors. Chapters IV and V of the Town Charter, as well as other sections, set forth the powers and duties of the General Manager. This department also includes funding for the Communications operation, which coordinates public relations, social media, and web-based content creation and communications with the public on behalf of the General Manager.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Personnel Services	457,906.99	485,016	394,616	570,031	540,031	55,015	11.34%
Employee Benefits	128,905.59	135,351	109,461	135,570	135,570	219	0.16%
Purchased Services	12,820.25	55,724	55,514	91,362	91,362	35,638	63.95%
Supplies	613.16	2,540	5,227	2,540	2,540	-	0.00%
Equipment	-	-	-	-	-	-	N/A
Other	-	-	-	-	-	-	N/A
TOTAL GENERAL MANAGER	600,245.99	678,631	564,818	799,503	769,503	90,872	13.39%

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with the following adjustments:

- An additional \$50,000 is provided for potential reclassification and reorganization of personnel in this office, and/or additional part time personnel for the Communications operation.

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
General Manager	1.00	1.00	1.00	1.00	1.00
Deputy Manager	1.00	1.00	1.00	1.00	1.00
Executive Assistant	0.75	0.75	0.75	0.75	0.75
Communications Manager	1.00	1.00	1.00	1.00	1.00
Director of Operations (frozen/unfunded)	0.50	0.50		0.50	
TOTAL GENERAL MANAGER FT STAFF	4.25	4.25	3.75	4.25	3.75

Part Time Positions	Budgeted Hours 2021/22	Full Time Equivalents	Budgeted Hours 2022/23	Full Time Equivalents	Change in FTE's
Communications & Marketing	670	0.32	1,040	0.50	0.18
Communications Intern	333	0.16	333	0.16	0.00
TOTAL GENERAL MANAGER PT STAFF	1,003	0.48	1,373	0.66	0.18

GENERAL MANAGER

Purchased Services and Supplies:

Covers office administrative expenses for the General Manager's office, studies & consulting, professional memberships, and expenses associated with the communications operation.

- An additional \$35,000 is budgeted for unplanned studies and professional & technical services as needed or as requested by the Board of Directors from time to time.

BUDGET & RESEARCH OFFICE

DESCRIPTION

The Budget & Research Office provides analytical and informational services to the General Manager, Board of Directors, town departments, and general public in order to facilitate informed decision making. To this end, the Budget & Research Office carries out the following duties:

- Preparation of the Recommended Budget and Adopted Town Budget;
- Preparation of the Capital Improvement Plan;
- Monitoring of the operating budget;
- Development of multi-year financial forecasts;
- Analysis of the impacts of operations and policy proposals;
- Coordination of special projects and studies;
- Oversight and management of the Town-wide performance measurement initiative; and
- Guidance and technical assistance with grant writing and reporting

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Personnel Services	139,450.61	149,397	149,397	170,856	170,856	21,459	14.36%
Employee Benefits	51,504.59	61,154	61,154	62,540	62,540	1,386	2.27%
Purchased Services	13,394.80	23,725	23,447	23,905	23,905	180	0.76%
Supplies	633.49	1,350	1,350	1,641	1,641	291	21.56%
Equipment	5,019.26	-	278	-	-	-	N/A
Other	-	-	-	-	-	-	N/A
TOTAL BUDGET & RESEARCH	210,002.75	235,626	235,626	258,942	258,942	23,316	9.90%

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with the following changes:

- Increase reflects reclassifying Management Analyst position to Assistant Budget Director in order to provide for a higher level of support and long-term succession planning

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
Budget and Research Officer	0.50	0.50	0.50	0.50	0.50
Assistant Budget Director	1.00	1.00	1.00	1.00	1.00
Grants Adm. Specialist (frozen/unfunded)	1.00	1.00		1.00	
Work_Space Program Manager	0.50	0.50	0.50	0.50	0.50
TOTAL BUDGET & RESEARCH FT STAFF	3.00	3.00	2.00	3.00	2.00

Purchased Services and Supplies:

Covers office expenses, analytical tools & services relating to budget development and analysis. No significant changes over the current year.

HUMAN RESOURCES

DESCRIPTION

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 benefits counseling and administration. Functions associated with these areas of responsibility include:

- Job description development, vacancy posting and advertising, applicant testing and interviewing, employee orientation and exit interviewing, and employee recognition program;
- Bargaining unit contract negotiation and administration;
- Development and coordination of training programs to enhance job skills and performance, as well as to improve employee relations and job satisfaction. Specific programs include supervisory training, customer service training, safety training, communications training, sexual harassment prevention training, workplace violence prevention, and Americans with Disabilities Act compliance;
- Ensure access to the Employee Assistance Program (EAP) and similar services as needed;
- Administration of wellness activities, provision of health, dental and life insurance coordination, administration of retirement plans, process workers' compensation benefits, and provision of pre-retirement counseling sessions

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Personnel Services	189,335.75	179,430	178,816	167,694	167,694	(11,736)	-6.54%
Employee Benefits	81,627.62	85,515	81,871	81,494	81,494	(4,021)	-4.70%
Purchased Services	163,593.87	160,255	160,255	168,255	168,255	8,000	4.99%
Supplies	4,124.01	5,500	6,058	5,500	5,500	-	0.00%
Equipment	143.88	500	500	500	500	-	0.00%
Other	-	-	-	-	-	-	N/A
TOTAL HUMAN RESOURCES	438,825.13	431,200	427,501	423,443	423,443	(7,757)	-1.80%

HUMAN RESOURCES

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments. Reduction in costs is attributable to turnover of existing positions.

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
Human Resources Technician	2.00	2.00	2.00	2.00	2.00
HR & Diversity, Equity & Inclusion Program Mgr.	1.00	1.00	1.00	1.00	1.00
Deputy Director of HR & Labor Relations*	1.00	1.00	1.00	1.00	1.00
TOTAL HUMAN RESOURCES FT STAFF	4.00	4.00	4.00	4.00	4.00

*- Deputy Director of HR and Labor Relations is funded out of the Town's Self-Insurance Fund (MSIP)

Purchased Services and Supplies:

Covers the cost of office administration expenses for the Human Resources Office, services relating to collective bargaining & labor relations, and recruiting, employee testing services, with the following adjustments:

- An additional \$8,000 is provided for police applicant mental health screenings, as newly required by the Police Accountability Act.

CUSTOMER SERVICE & INFORMATION CENTER

DESCRIPTION

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 line;
- Management of the web-based citizen request and response system;
- Development of printed and electronic materials including the Annual Report, 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; and
- Support of the General Manager's Office and department heads through internal communication, and development of information for and responses to inquiries from the Board of Directors.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Personnel Services	121,815.58	127,664	126,526	130,971	130,971	3,307	2.59%
Employee Benefits	31,941.96	34,375	34,526	33,830	33,830	(545)	-1.59%
Purchased Services	1,188.88	5,100	5,100	5,100	5,100	-	0.00%
Supplies	1,736.42	3,967	3,967	3,967	3,967	-	0.00%
Equipment	448.90	500	500	500	500	-	0.00%
Other	-	-	-	-	-	-	N/A
TOTAL CUSTOMER SERVICE	157,131.74	171,606	170,620	174,368	174,368	2,762	1.61%

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
Customer Service Center Manager	1.00	1.00	1.00	1.00	1.00
TOTAL CUSTOMER SERVICES FT STAFF	1.00	1.00	1.00	1.00	1.00

Part Time Positions	Budgeted Hours 2021/22	Full Time Equivalents	Budgeted Hours 2022/23	Full Time Equivalents	Change in FTE's
Customer Service Associates (4)	3,120	1.50	3,120	1.50	0.00
Customer Service Associate - Seasonal Coverage	300	0.14	300	0.14	0.00
TOTAL CUSTOMER SERVICE INFO CENTER PT STAFF	3,420	1.64	3,420	1.64	0.00

CUSTOMER SERVICE & INFORMATION CENTER

Purchased Services and Supplies:

Covers the cost of office administration expenses for the Customer Services office, and the purchase of goods made for sale at the Customer Service Office, with no adjustments over the current year budget.

FINANCE ADMINISTRATION & RISK MANAGEMENT & ACCOUNTING

DESCRIPTION

The Finance Administration and Risk Management Division is responsible for oversight and the general administration of the entire Finance Department, administration of the Town's General Liability and Workers' Compensation Self-Insurance Program, and management of the Town's premiumed property and liability coverages and the Health Insurance programs for Town employees and retirees.

The Accounting Division maintains complete financial records for all Town funds including the Fire District, Downtown Special Services District, Water and Sewer Funds, and Special Grant Funds. Chapter 5-16 of the Town Charter and Section 7-394(a) of the Connecticut General Statutes detail these responsibilities. The Accounting Division is divided into three sections: Accounts Payable, Payroll and Cash Management.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Personnel Services	547,198.71	551,128	573,515	596,566	596,566	45,438	8.24%
Employee Benefits	204,139.78	216,845	221,481	214,941	214,941	(1,904)	-0.88%
Purchased Services	15,688.59	18,615	18,861	11,000	11,000	(7,615)	-40.91%
Supplies	3,158.88	2,750	2,750	2,950	2,950	200	7.27%
Equipment	168.90	-	-	-	-	-	N/A
Other	-	-	-	-	-	-	N/A
TOTAL FINANCE ADMIN.	770,354.86	789,338	816,607	825,457	825,457	36,119	4.58%

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments. Increase reflects step & merit increases of existing & budgeted staff.

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
Director of Finance	1.00	1.00	1.00	1.00	1.00
Accountant	2.00	1.00	1.00	1.00	1.00
Senior Accountant		1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Payroll Coordinator	1.00	1.00	1.00	1.00	1.00
Senior Account Associate	2.00	2.00	2.00	2.00	2.00
Accounting Manager (frozen/unfunded)	1.00	1.00		1.00	
Account Associate (frozen/unfunded)	1.00	1.00		1.00	
TOTAL FINANCE & ACCOUNTING FT STAFF	9.00	9.00	7.00	9.00	7.00

FINANCE ADMINISTRATION & RISK MANAGEMENT & ACCOUNTING

Purchased Services and Supplies:

Covers office administration expenses for the office, professional affiliations & trainings, with the following adjustments:

- Credit card fees for payments received by residents & customers have been moved to the Fixed/Miscellaneous portion of the budget

STATUS OF 2021/22 GOALS

1. Close SMARTR1 and effectively manage state grant program for SMARTR2

The close-out of Cheney, Waddell and Verplanck is in process with the State Office of School Grants and Review, and we expect an audit to take place before the end of FY22. SMARTR2 is ongoing, with construction taking place at Buckley and pre-construction work taking place in Bowers. Several new processes and procedures have been implemented and electronic file management is in place.

2. Focus on OPEB liability and controlling costs and reducing liability through program changes and formalize an OPEB funding policy.

Benefit changes were implemented for all over-65 retirees, with a switch to Medicare Advantage and EGWP Rx, resulting in a \$150 million reduction in the long-term OPEB liability.

3. Complete MSIP funding study

Study was completed in the summer of 2021. Results were positive overall, with a reduction in worker's comp exposure due to several long-term case settlements.

4. Work towards complete PCI compliance for electronic payments to reduce processing fees.

This project was put on hold pending recruitment of a new IS Director.

5. Effectively manage COVID funding sources to maximize reimbursement.

CARES funding, totaling \$941,000, was disbursed, reported on, and successfully audited in 2021.

6. Implement electronic payment relay program for cash back rebates.

Over \$12,000 in rebates from the new Capital One program has been paid to the Town during the first six months of FY22.

7. Use technology to manage SMARTR2 documentation for future State audit.

In conjunction with O&G Construction Manager, the Town has implemented an online payment processing program with great success. All school project documentation is kept in digital files for future audits.

FINANCE ADMINISTRATION & RISK MANAGEMENT & ACCOUNTING

8. Incorporate electronic document management to all processes.

Tyler Content Manager was included in the Town's ERP System, Munis, upgrade in November 2021.

2022/23 GOALS

1. Close out COVID CARES Grant and Manage ARPA Grant funding and reporting
2. Implement all aspects of Tyler Content Management and move towards 100% paperless AP processing
3. Install outdoor payment kiosks for Water/Sewer and Tax payments at Town Hall and the Landfill
4. Work towards complete PCI compliance for electronic payments to reduce electronic payment processing fees.
5. Focus on reducing under-65 retiree health OPEB liability/ implement an OPEB funding policy
6. Document and report on American Rescue Plan Act funding in preparation for federal audit.
7. Close out old bond/ capital projects
8. Implement comprehensive lease reporting as required under GASB 87
9. Fully integrate all departments in online accounts payable operations using Tyler Content Manager.

FINANCE – ASSESSMENT & COLLECTION

DESCRIPTION

The Assessment & Collection Division is responsible for collection of all property taxes, water and sewer billings, and miscellaneous revenues, as well as the appraisal of all real and personal property for inclusion in the annual Grand List. In addition, the Division maintains all records and maps of each parcel relating to structures, boundaries, and market value, with appropriate internal controls and security that are required by generally accepted accounting principles and financial management. By jointly administering assessment and collection activities from one office, all information and resources a taxpayer may require to address a tax bill issue are in one location.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Personnel Services	641,177.69	695,898	653,056	688,416	688,416	(7,482)	-1.08%
Employee Benefits	239,403.10	269,309	276,939	263,891	263,891	(5,418)	-2.01%
Purchased Services	81,116.65	100,755	100,758	104,135	104,135	3,380	3.35%
Supplies	3,393.49	4,000	4,000	5,500	5,500	1,500	37.50%
Equipment	1,866.15	500	500	1,000	1,000	500	100.00%
Other	-	-	-	-	-	-	N/A
TOTAL ASSESSMENT & COLL.	966,957.08	1,070,462	1,035,253	1,062,942	1,062,942	(7,520)	-0.70%

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with the following adjustments:

- One authorized/funded Assistant Assessor position is upgraded to Deputy Assessor in the upcoming year.

Reduction in cost is attributable to turnover of existing positions.

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
Dir. of Assessment/Collection	1.00	1.00	1.00	1.00	1.00
Deputy Assessor	1.00	1.00	0.00	1.00	1.00
Assistant Assessor	2.00	2.00	2.00	2.00	1.00
Account Associate	3.00	3.00	3.00	3.00	3.00
Assistant Collector of Revenue	1.00	1.00	1.00	1.00	1.00
Delinquent Collector	1.00	1.00	1.00	1.00	1.00
Senior Account Associate	1.00	1.00	1.00	1.00	1.00
TOTAL ASSESSMENT & COLLECTION FT STAFF	10.00	10.00	9.00	10.00	9.00

FINANCE – ASSESSMENT & COLLECTION

Part Time Positions	Budgeted		Budgeted		Change in FTE's
	Hours 2021/22	Full Time Equivalents	Hours 2022/23	Full Time Equivalents	
Clerical Assistants (2)	1,820	0.88	1,820	0.88	0.00
Tax Clerk	918	0.44	918	0.44	0.00
TOTAL ASSESSMENT & COLLECTION PT STAFF	2,738	1.32	2,738	1.32	0.00

Purchased Services and Supplies:

Covers office administration expenses for the Assessment & Collection office, professional services & software used in association with tax collection and assessment, printing & mailing costs for tax bills, and support for the Board of Assessment Appeals, with the following adjustments:

- An additional \$3,070 is budgeted for professional services to reflect increases in technical service costs relating to the assessment & billing operations.
- An additional \$2,000 is provided for office supplies & equipment to meet the demands of the office and its operations.

STATUS OF 2021/22 GOALS

- 1. Incorporate several new staff members into the Assessment & Collection staff as the Assessment & Collection staff was impacted by staff retirements, and staff member relocation in FY 2020/2021.**

Division is fully staffed, and transition has been smooth, with all new employees fully trained and enrolled in state certification classes.
- 2. Completion of the revaluation for the 2021 Grand List.**

Revaluation was completed on time.
- 3. Continue to focus on tax collection and enforcement efforts. This is an annual goal for our office.**

Back tax collection remained strong; a tax sale was held in October 2021.
- 4. Continue to focus on providing assistance and information for Manchester residents whose homes suffer from defective concrete foundations. This will remain a goal for our office for several years to come.**

Defective concrete inspections continue to take place.
- 5. Add online filing of Declarations of Personal Property as an option for our personal property declarants. This option is available through our software vendor.**

Online filing was made available for the October 2021 Declarations.

FINANCE – ASSESSMENT & COLLECTION

2022/23 GOALS

1. Effectively communicate the impact of revaluation to taxpayers when bills are sent out in June 2022.
2. Effectively use technology to improve remote services to taxpayers.
3. Update Delinquent Tax Collection Policy to reflect actual procedures.
4. Continue to inspect properties and to offer information for Manchester residents whose homes suffer from defective concrete foundations.

FINANCE – PURCHASING

DESCRIPTION

The Purchasing Division activities are divided into the following four functions:

1) Purchasing

- Procures supplies, materials, equipment and services - including construction contracts - for all Town departments;
- Works with the Board of Education on a cooperative basis regarding their procurement;
- Monitors Federal- and State-regulated insurance and bonding requirements on all construction projects; and
- Coordinates the Town's energy policy.

2) Central Duplicating

- Processes much of the Town's printing needs and includes offset printing, photocopy, collating, binding, and other needed processes.

3) Telephone Service

- Manages telephone service within the Town; and
- Coordinates system changes, installation, and repair calls through AT&T for all Town services.

4) Central Mailing

- Provides postage and monitors mailing by all Town departments.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended	Adopted	Estimated	Manager's	Adopted	Change Over	Percent Change
	2020/21	2021/22	Expend. 2021/22	Recom. 2022/23	2022/23	2021/22 Adopted	
Personnel Services	272,987.55	299,610	277,879	308,463	308,463	8,853	2.95%
Employee Benefits	113,882.44	122,011	114,879	120,052	120,052	(1,959)	-1.61%
Purchased Services	201,567.20	211,100	212,161	219,400	219,400	8,300	3.93%
Supplies	(1,374.45)	4,000	4,000	4,000	4,000	-	0.00%
Equipment	-	-	-	-	-	-	N/A
Other	-	-	-	-	-	-	N/A
TOTAL PURCHASING	587,062.74	636,721	608,919	651,915	651,915	15,194	2.39%

FINANCE – PURCHASING

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
Director of Purchasing	1.00	1.00	1.00	1.00	1.00
Buyer	1.00	1.00	1.00	1.00	1.00
Account Associate	1.00	1.00	1.00	1.00	1.00
Print Shop Supervisor	1.00	1.00	1.00	1.00	1.00
TOTAL PURCHASING FT STAFF	4.00	4.00	4.00	4.00	4.00

Part Time Positions	Budgeted Hours 2021/22	Full Time Equivalents	Budgeted Hours 2022/23	Full Time Equivalents	Change in FTE's
Print Shop Assistant	320	0.15	320	0.15	0.00
TOTAL PURCHASING PT STAFF	320	0.15	320	0.15	0.00

Purchased Services and Supplies:

Covers the cost of office administration expenses for the Purchasing office, supplies & equipment maintenance for the Town's print shop, and central administration of toner purchases, postage expenses, and telephone lines for all Town offices, with the following adjustments:

- An additional \$1,500 is provided for a return to in-person trainings & professional development
- Postage is increased by \$4,000 as Covid reimbursements for certain mailing costs will no longer be available.
- Centralized phone costs increase by \$5,800
- An additional \$2,000 is budgeted for added PO Boxes to meet current demands
- Copier maintenance is reduced by \$5,000

PLANNING & ECONOMIC DEVELOPMENT

DESCRIPTION

Chapter XVII of the Town Charter establishes a Planning Department and specifies that the department must review and make recommendations on any proposed action implementing the Town's Plan of Conservation and Development. This plan serves as a guide to all actions concerning land use and development ordinances, urban renewal programs, and expenditures for capital improvements. In addition, the department assists the General Manager, Zoning Enforcement Officer, Director of Public Works, and other departments in matters relating to the Town's physical development.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Personnel Services	501,544.03	509,672	518,938	538,797	538,797	29,125	5.71%
Employee Benefits	199,816.81	211,995	215,595	210,187	210,187	(1,808)	-0.85%
Purchased Services	29,088.86	58,524	58,524	67,872	67,872	9,348	15.97%
Supplies	2,424.57	4,320	4,320	4,207	4,207	(113)	-2.62%
Equipment	5,373.29	-	-	-	-	-	N/A
Other	-	-	-	-	-	-	N/A
TOTAL PLANNING & EC DEVEL	738,247.56	784,511	797,377	821,063	821,063	36,552	4.66%

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments. Increase in costs is attributable to a high percentage of staff being relatively new and on step increase plans.

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
Dir. of Planning & Economic Devel.	1.00	1.00	1.00	1.00	1.00
Senior Planner	2.00	2.00	2.00	2.00	2.00
Senior Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Environmental Planner / Wetlands Agent	1.00	1.00	1.00	1.00	1.00
Downtown Development Specialist	1.00	1.00	1.00	1.00	1.00
TOTAL PLANNING FT STAFF	7.00	7.00	7.00	7.00	7.00

Purchased Services and Supplies:

Covers office administration expenses for the Planning & Economic Development office, professional development & affiliations, public notice costs for regulatory board meetings, and support for the Downtown Development Office, with the following adjustments:

PLANNING & ECONOMIC DEVELOPMENT

- An additional \$8,500 is budgeted for new permitting software annual fees, which are shared with the Information Systems, Engineering, and Building Inspection departments.

STATUS OF 2021/22 GOALS

1. Facilitate and oversee permitting and development activity in the Broad Street Redevelopment Area, including the Broad Street Parkade and Nichols Properties.

During FY2022 the Department led the plan review team in approvals for a mixed-use project on the Broad Street Parkade site. Final assessment and remediation is ongoing on the Nichols property. The Town is working with the Department of Energy and Environmental Protection to finalize legal documents allowing for development of the site.

2. Continue Downtown initiative. Assist the Board of Directors in identifying additional priority capital investments. Attract transformative Downtown loan program projects and continue to assist existing local businesses with advocacy, communication and assistance in response to pandemic-related challenges.

The Board of Directors extended the Downtown 2020 No-interest loan program through 2022. One additional project is currently underway. Interest in the loan program has picked up and the Town expects additional applications in 2022. Engineering and Planning staff worked together to produce a Complete Streetscape project for Main Street within the Downtown district. Staff is currently working on securing funding for and finalizing that plan, which has become a top capital priority.

3. In partnership with the Planning and Zoning Commission, begin work on an updated Plan of Conservation and Development.

The Town has contracted with Town Planning and Urban Design Consultants (TPUDC) to create a new POCD, crafting a vision and associated goals through an intensive community engagement process.. Kickoff and engagement events are occurring during the second half of FY22. Continued community engagement, visioning and plan drafting will be the focus in FY23.

4. Work with the Board of Directors to facilitate distribution of HUD CV CARES Act Funds through the Community Development Block Grant program.

Under the federal CARES Act, the Town received two rounds of CDBG -CV funding to address community needs resulting from the COVID-19 pandemic. In total, Manchester received \$812,580 from the US Department of Housing and Urban Development (HUD) for this purpose. Through an application and approval process, the Board of Directors approved a plan to support senior meal delivery, mobile health services, food security, housing assistance, recreational needs and assistance to survivors of domestic violence. As of January 2022, approximately 25% of the available CDBG-CV funds have been expended.

PLANNING & ECONOMIC DEVELOPMENT

5. Continue to make zoning regulations more flexible to accommodate emerging shifts in the commercial real estate market.

Town Staff and the Planning and Zoning Commission continue to actively pursue zoning regulation changes that take advantage of new and expanding markets. In FY22, Staff drafted and the PZC approved regulations to accommodate electric vehicle charging stations, accessory dwelling units, outdoor dining, impervious parking surfaces and certain adult-use cannabis businesses.

2022/23 GOALS

1. Complete Downtown 2022 initiative. Attract one or more additional transformative loan program projects and oversee loan awards.
2. In partnership with the Planning and Zoning Commission, complete an updated Plan of Conservation and Development.
3. Leverage market interest in the adult-use cannabis industry and coordinate efforts with the Planning and Zoning Commission and Board of Directors.
4. Complete distribution of HUD CV CARES Act Funds through the Community Development Block Grant program.
5. Attract development activity to both the Broad Street and Buckland Hills districts.

TOWN CLERK

DESCRIPTION

The duties of the Town Clerk's Office are established and regulated by the General Statutes and the Town Charter and also are subject to regulations of State Departments and Agencies. The Town Clerk's Office serves as the official keeper of 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, the internet, or by phone.

All land and vital records and records pertaining to meetings, elections, damages, injury claims, summonses, oaths of office, and business name registration are filed and maintained. The Town Clerk issues marriage applications, dog, game and liquor licenses and permits, serves as agent for U.S. Passport Services, provides notary service, and administers all general and special elections.

Special events coordinated by the Town Clerk include Dog Licensing Day, Family History Day and the Genealogy Road Show.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Personnel Services	244,195.21	278,817	261,332	284,618	284,618	5,801	2.08%
Employee Benefits	108,792.57	139,853	138,873	136,676	136,676	(3,177)	-2.27%
Purchased Services	46,230.60	66,250	66,250	72,350	72,350	6,100	9.21%
Supplies	2,473.81	6,000	6,000	6,000	6,000	-	0.00%
Equipment	-	2,000	2,000	2,000	2,000	-	0.00%
Other	-	-	-	-	-	-	N/A
TOTAL TOWN CLERK	401,692.19	492,920	474,455	501,644	501,644	8,724	1.77%

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with adjustments associated with turnover of the Town Clerk position and salary adjustments to bring staff wages more in line with other comparable positions within the organization.

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
Town Clerk	1.00	1.00	1.00	1.00	1.00
Assistant Town Clerk II	1.00	1.00	1.00	1.00	1.00
Assistant Town Clerk I	2.00	2.00	1.00	2.00	1.00
Land Records Clerk II	2.00	2.00	2.00	2.00	2.00
TOTAL TOWN CLERK FT STAFF	6.00	6.00	5.00	6.00	5.00

TOWN CLERK

Purchased Services and Supplies:

Covers the cost of office administration expenses for the Town Clerk's office and records vault, professional development & affiliations, printing & archival services for Town records, records software & databases, and absentee ballots, with the following adjustments:

- An additional \$3,000 is provided for increases in printing services costs
- An additional \$5,000 is budgeted for expanded engagement efforts & events
- These increases are partially offset by some marginal decreases in professional development

STATUS OF 2021/22 GOALS

1. **Continue to improve the space usage of the Town Clerk vault to accommodate the growing number of permanent records. This includes recreating large volumes into smaller more accessible binders.**
Ongoing - About 36 more Land Record binders have been recreated to create more space.
2. **Continue to improve/update master vital indexes and vital record keeping for more efficient searching, accessibility and storage.**
On hold
3. **Continue to enhance electronic image quality on the Town Clerk's land records portal.**
Occasional updates as brought to our attention
4. **Continue electronic media back file conversion of permanent records for boards and commissions, military discharges and trade names.**
On hold
5. **Access/ability to share useful information/records with other departments electronically.**
Partnered with Engineering on a map indexing/imaging project that helps both departments' accessibility.

TOWN CLERK

2022/23 GOALS

1. Continue to improve the space usage of the Town Clerk vault to accommodate the growing number of permanent records. This includes recreating large volumes into smaller more accessible binders.
2. Continue to enhance electronic image quality on the Town Clerk's land records portal.
3. Continue electronic media back file conversion of permanent records for military discharges.
4. Access/ability to share useful information/records with other departments electronically.
5. Enhance visibility & communicate awareness of the Town Clerk's office to the public.

REGISTRARS OF VOTERS

DESCRIPTION

The duties and responsibilities of the elected Registrars of Voters are specifically defined by State Statutes and the Town Charter. The Office of the Registrars is responsible for the conduct of all caucuses, primaries, regular elections and special referenda; for the registration of all legally qualified voters; for the maintenance and revision of complete voter lists; and for the maintenance of 22 voting machines. The Registrars Office conducts an outreach program of many special voter-making sessions each year. In addition, the Office assists the general public in verifying information regarding veteran and Social Security benefits and travel certificates.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Personnel Services	179,949.66	154,255	164,211	193,893	223,893	69,638	45.14%
Employee Benefits	89,101.52	94,677	96,868	91,924	91,924	(2,753)	-2.91%
Purchased Services	10,551.13	24,385	24,744	43,575	43,575	19,190	78.70%
Supplies	4,910.08	3,750	3,750	4,250	4,250	500	13.33%
Equipment	12,167.90	350	350	2,150	2,150	1,800	514.29%
Other	-	-	-	-	-	-	N/A
TOTAL REGISTRAR OF VOTERS	296,680.29	277,417	289,924	335,792	365,792	88,375	31.86%

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with the following significant adjustments:

- An additional \$30,000 is provided for expansion of the duties & job descriptions of the two full time administrative assistant positions.

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
Registrars	2.00	2.00	2.00	2.00	2.00
Administrative Assistant	2.00	2.00	2.00	2.00	2.00
TOTAL REGISTRAR FT STAFF	4.00	4.00	4.00	4.00	4.00

Part Time Positions	Budgeted Hours 2021/22	Full Time Equivalents	Budgeted Hours 2022/23	Full Time Equivalents	Change in FTE's
Deputy Registrars (2)	paid via fixed stipend per election event				
Office Assistant	133	0.06	133	0.06	0.00
TOTAL REGISTRAR PT STAFF	-	0.00	-	0.00	0.00

REGISTRARS OF VOTERS

Purchased Services and Supplies:

Covers the cost of office administration expenses for the Registrars office, professional development & affiliations, expenses associated with elections and referenda, ballots, voting machines & maintenance, and mailings, with the following adjustments:

- Expenses are increased to reflect the cost differential between the local-only election in the current year, and the national mid-term & gubernatorial elections in the upcoming year.
- An additional \$1,800 in equipment funding is provided for a large secure rolling vault for the election day registration site.

TOWN ATTORNEY

DESCRIPTION

The Town Attorney's Office is the Town's legal department and represents the corporate interest of the Town of Manchester representing the Town Board of Directors, the Board of Education, the General Manager and each Town department. The Town Attorney is responsible for all claims and court actions for and against the Town, the Board of Education and various Town boards and commissions, including the Zoning Board of Appeals, the Planning and Zoning Commission and the Board of Tax Review.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Personnel Services	162,885.57	165,338	165,577	176,241	176,241	10,903	6.59%
Employee Benefits	59,715.49	63,267	63,915	63,180	63,180	(87)	-0.14%
Purchased Services	133,607.06	164,798	164,798	164,788	164,788	(10)	-0.01%
Supplies	5,916.36	9,650	9,650	9,650	9,650	-	0.00%
Equipment	1,097.85	1,444	1,444	1,600	1,600	156	10.80%
Other	-	-	-	-	-	-	N/A
TOTAL TOWN ATTORNEY	363,222.33	404,497	405,384	415,459	415,459	10,962	2.71%

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no adjustments to budgeted positions. The cost reflects an upgrade of the Executive Assistant position to reflect expanded administrative duties in support of other Town offices.

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Administrative Staff Attorney	1.00	1.00	1.00	1.00	1.00
TOTAL TOWN ATTORNEY FT STAFF	2.00	2.00	2.00	2.00	2.00

Purchased Services and Supplies:

Covers the cost of office administration for the Town Attorney's office, legal fees & retainers, title searches, marshal services, appraisals, and legal references, with no significant adjustments.

PROBATE COURT

DESCRIPTION

The Probate Court is responsible for the admission of wills, the approval of executors and the appointment of administrators of estates of deceased persons, guardians of minors' estates and conservators of incapables' estates. The Court also supervises the settlement of estates and holds removal proceedings of natural parents as guardians of minors, adoption proceedings and proceedings on the administration of trust estates. Section 45 of the Connecticut General Statutes describes these responsibilities and the responsibility of the towns to provide office space to Probate Courts and to pay the expense of record books and supplies which the Judge of Probate deems necessary to keep complete records of all orders passed by the Court.

Effective January 2011, the Manchester Probate Court merged with the court districts serving the towns of Andover, Columbia, and Bolton. The new district is located in the current Manchester Probate Court facility. The budgetary increase is a result of consolidating all related Probate Court costs within this account, including certain utilities and maintenance expenses previously budgeted centrally in Public Works or General Services. Funding for the Probate Court budget is provided by the host community (Manchester) and the other towns served based on each member's grand list.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Personnel Services	-	-	-	-	-	-	N/A
Employee Benefits	-	-	-	-	-	-	N/A
Purchased Services	26,215.98	31,168	31,168	33,168	33,168	2,000	6.42%
Supplies	8,711.76	8,700	8,700	8,700	8,700	-	0.00%
Equipment	5,252.37	2,200	2,200	2,200	2,200	-	0.00%
Other	-	500	-	500	500	-	0.00%
TOTAL PROBATE COURT	40,180.11	42,568	42,068	44,568	44,568	2,000	4.70%

Personnel & Employee Benefits:

All Probate Court personnel are paid by the State of CT Judicial Branch.

Purchased Services and Supplies:

Covers the cost of office administration expenses for the Probate Court, scanning, printing & mailing expenses for legal notifications, and building maintenance & utility costs for the court facility.

- Includes an additional \$2,000 for printing & other office administrative costs which have increased over the last year due to inflation and the imposition of new mandates.



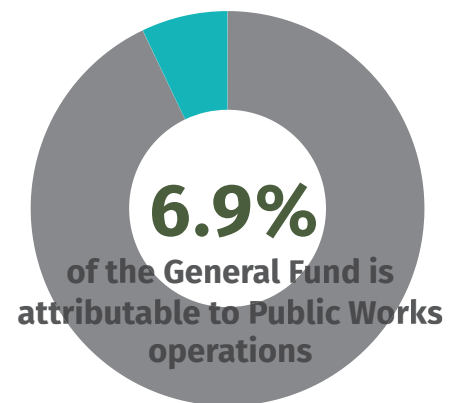
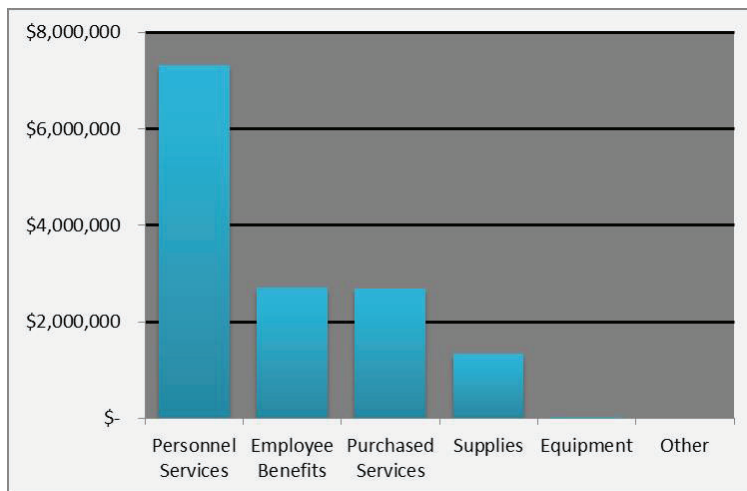
Public Works



The Public Works section of the budget includes the Administrative, Engineering, Building Inspection, and Facilities Management divisions as well as Field Services.

Summary of Department Budgets

	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over Current Adopted	Percent Change
DEPARTMENT OF PUBLIC WORKS							
DPW Administration	\$ 756,402.76	\$ 819,620	\$ 819,687	\$ 831,570	\$ 831,570	\$ 11,950	1.46%
Engineering	\$ 2,219,362.98	\$ 2,337,046	\$ 2,327,827	\$ 2,366,232	\$ 2,366,232	\$ 29,186	1.25%
Field Services	\$ 6,370,399.95	\$ 7,521,206	\$ 7,243,992	\$ 7,422,594	\$ 7,362,594	\$ (158,612)	-2.11%
Facilities	\$ 2,219,695.98	\$ 2,369,857	\$ 2,353,219	\$ 2,406,684	\$ 2,406,684	\$ 36,827	1.55%
Building Inspection	\$ 913,756.12	\$ 993,285	\$ 997,374	\$ 1,015,435	\$ 1,015,435	\$ 22,150	2.23%
TOTAL	\$ 12,479,617.79	\$ 14,041,014	\$ 13,742,098	\$ 14,042,515	\$ 13,982,515	\$ (58,499)	-0.42%





Total Budget
\$13,982,515



Decrease
-\$58,499



Percent Decrease
-0.42%

PUBLIC WORKS ADMINISTRATION

DESCRIPTION

Public Works Administration is responsible for the management and efficiency of the Public Works Department. Through overall supervision and organization of its various divisions, Public Works Administration preserves, develops and constructs Town-owned properties and structures and provides essential public works services to the citizens of Manchester. The Town's streetlight accounts, which cover electrical, maintenance, and replacement costs for town-owned street lights are also funded under this department.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Personnel Services	175,799.58	187,521	187,871	200,314	200,314	12,793	6.82%
Employee Benefits	59,163.55	65,204	53,979	64,361	64,361	(843)	-1.29%
Purchased Services	507,285.76	554,600	565,542	554,600	554,600	-	0.00%
Supplies	14,153.87	12,295	12,295	12,295	12,295	-	0.00%
Equipment	-	-	-	-	-	-	N/A
Other	-	-	-	-	-	-	N/A
TOTAL DPW ADMIN	756,402.76	819,620	819,687	831,570	831,570	11,950	1.46%

Expenditures by Function	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Administration	245,900.31	267,227	256,315	279,838	279,838	12,611	4.72%
Street Lights & Traffic Signals	510,502.45	552,393	563,372	551,732	551,732	(661)	-0.12%
TOTAL DPW ADMIN	756,402.76	819,620	819,687	831,570	831,570	11,950	1.46%

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments. Increase reflects step & merit increases of existing staff.

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
Director of Public Works	0.85	0.85	0.85	0.85	0.85
Deputy Director of Public Works	0.05	0.05	0.05	0.05	0.05
Management Analyst	0.05	0.05	0.05	0.05	0.05
Sr. Administrative Secretary	1.00	1.00	1.00	1.00	1.00
TOTAL DPW ADMIN FT STAFF	1.95	1.95	1.95	1.95	1.95

PUBLIC WORKS ADMINISTRATION

Personnel & Employee Benefits (cont'd):

Part Time Positions	Budgeted Hours 2021/22	Full Time Equivalents	Budgeted Hours 2022/23	Full Time Equivalents	Change in FTE's
Street Light Inspector	236	0.11	236	0.11	0.00
TOTAL DPW ADMIN PT STAFF	236	0.11	236	0.11	0.00

Purchased Services and Supplies:

Covers office administration expenses for the Public Works executive offices, as well as the maintenance and electricity costs for the Town's street lights & traffic signals, with no significant adjustments.

PUBLIC WORKS- ENGINEERING

DESCRIPTION

The Engineering Division is responsible for the proper construction of all public improvements undertaken by subdividers and builders and acts as the 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, culverts and drainage structures. 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.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended	Adopted	Estimated	Manager's	Adopted	Change Over	Percent Change
	2020/21	2021/22	Expend. 2021/22	Recom. 2022/23	2022/23	2021/22 Adopted	
Personnel Services	1,551,650.42	1,625,967	1,614,005	1,655,952	1,655,952	29,985	1.84%
Employee Benefits	560,025.60	599,329	601,542	575,770	575,770	(23,559)	-3.93%
Purchased Services	91,928.97	91,250	91,250	107,260	107,260	16,010	17.55%
Supplies	14,262.00	18,750	18,750	26,250	26,250	7,500	40.00%
Equipment	1,495.99	1,750	2,280	1,000	1,000	(750)	-42.86%
Other	-	-	-	-	-	-	N/A
TOTAL ENGINEERING	2,219,362.98	2,337,046	2,327,827	2,366,232	2,366,232	29,186	1.25%

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
Town Engineer	1.00	1.00	1.00	1.00	1.00
Traffic Engineer	1.00	1.00	1.00	1.00	1.00
Assistant Town Engineer	1.00	1.00	1.00	1.00	1.00
Engineering Technician	2.00	2.00	2.00	2.00	2.00
Design Engineer	2.00	2.00	2.00	2.00	2.00
GIS Coordinator	1.00	1.00	1.00	1.00	1.00
GIS Technician II	1.00	1.00	1.00	1.00	1.00
GIS Technician I (frozen/unfunded)	1.00	1.00	0.00	1.00	0.00
Chief of Surveys	1.00	1.00	1.00	1.00	1.00
Senior Survey Technician (frozen/unfunded)	1.00	1.00	0.00	1.00	0.00
Survey Technician	2.00	2.00	2.00	2.00	2.00
Chief Construction Inspector	1.00	1.00	1.00	1.00	1.00
Construction Inspector	4.00	4.00	4.00	4.00	4.00
Jr. Construction Inspector	1.00	1.00	1.00	1.00	1.00
Civil Engineer (frozen/unfunded)	2.00	2.00	0.00	2.00	0.00
Clerical Assistant	1.00	1.00	1.00	1.00	1.00
TOTAL ENGINEERING FT STAFF	23.00	23.00	19.00	23.00	19.00

PUBLIC WORKS- ENGINEERING

Purchased Services and Supplies:

Covers office administration expenses for the Engineering office, professional development & affiliations, software costs for GIS, surveying, engineering & design software, schematic plotting & map printing, surveying supplies, and various appraisal and environmental testing services, with the following significant adjustments:

- An increase of \$15,660 is included for annual fees for the new EnerGov permitting software.
- An additional \$3,000 is budgeted for increased demand for large plotter print jobs.
- Gasoline costs increase by \$4,500 due to higher gas prices.

STATUS OF 2021/22 GOALS

- 1. Complete design and construction of Gardner Street reconstruction project.**
 - Design 75% completed. Construction is expected to begin in May 2022.
- 2. Complete design and construction of Robert Road neighborhood improvement project.**
 - Design 75% completed. Construction is expected to begin in April 2022.
- 3. Complete roads assessment and prepare recommendations for 2021 Public Works Bond Referendum.**
 - Completed. Recommendations based on StreetScan roads assessment were presented to the Board of Directors in June 2021.

2022/23 GOALS

- 1. Complete design and construction of 2022 Paving Program.**
- 2. Complete design and construction of Griswold St Area Water and Sewer Improvements project.**
- 3. Complete public involvement process and preliminary design for Downtown Main Street Improvements project.**

PUBLIC WORKS- FIELD SERVICES

DESCRIPTION

The Field Services Division is made up of four (4) service components:

Highways – Field Services maintains the street system in Manchester. Field Services constructs streets and road surface and is responsible for their continued maintenance. The Division is obligated to ensure safe travel throughout the year in all but the most exceptional weather conditions. Therefore, snow and ice control maintenance is a major winter season function for the Field Services personnel. The clean streets program entails both spring time street-sweeping and maintenance sweeping. Leaf pick up is also a major program carried out by Field Services. The Division is responsible for the maintenance of over 218 miles of roadway. Other elements of the street system that are the responsibility of Field Services include the storm drainage system, curbs, gutters, drain inlets, underground culverts, and open channels. There are currently 163 miles of storm drain system and approximately 8,500 storm drains in town.

Cemeteries – Field Services is responsible for the development and maintenance of municipal cemeteries within the Town. Maintenance operations, such as mowing grass areas, cutting and trimming hedges, and providing services necessary to funerals and interments are the essential activities. Field Services maintains 127 acres of cemetery property.

Parks - Field Services 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. Field Services maintains 160 acres of parks, including 29 ball fields, ten soccer fields and two football fields. The Division also is responsible for street tree plantings and managing the Memorial Tree Program.

Fleet Maintenance – Fleet Maintenance is responsible for repairing and maintaining the Field Services' 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 Police Department and Board of Education vehicles and equipment. There are approximately 500 units serviced by this Division. These functions are conducted at several garage locations.

BUDGET TABLES & COMMENTARY

Expenditures by Function	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Administration	259,385.25	283,203	285,905	269,847	269,847	(13,356)	-4.72%
Highways, Parks & Cemeteries	4,842,994.59	5,730,203	5,543,517	5,644,687	5,644,687	(85,516)	-1.49%
Fleet Services	1,275,180.11	1,507,800	1,416,189	1,508,060	1,508,060	260	0.02%
TOTAL FIELD SERVICES	6,377,559.95	7,521,206	7,245,612	7,422,594	7,422,594	(98,612)	-1.31%

PUBLIC WORKS- FIELD SERVICES

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Personnel Services	3,423,804.02	4,006,527	3,649,174	4,044,084	3,984,084	(22,443)	-0.56%
Employee Benefits	1,414,830.45	1,671,949	1,566,885	1,584,180	1,584,180	(87,769)	-5.25%
Purchased Services	506,251.95	743,430	924,306	678,650	678,650	(64,780)	-8.71%
Supplies	1,016,398.64	1,088,250	1,092,578	1,104,630	1,104,630	16,380	1.51%
Equipment	9,114.89	11,050	11,050	11,050	11,050	-	0.00%
Other	-	-	-	-	-	-	N/A
TOTAL FIELD SERVICES	6,370,399.95	7,521,206	7,243,992	7,422,594	7,362,594	(158,612)	-2.11%

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments. Decrease in benefits reflects move to central budgeting of defined benefit pension costs.

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
Field Services Administration					
Field Services Superintendent*	0.75	0.75	0.75	0.75	0.75
Sr. Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Account Associate	0.50	0.50	0.50	0.50	0.50
Subtotal:	2.25	2.25	2.25	2.25	2.25
Field Services (Highways, Parks & Cemeteries)					
Work Coordinator	1.00	1.00	1.00	1.00	1.00
Park/Rec Facility Manager	1.00	1.00	1.00	1.00	1.00
Foreman	3.00	3.00	3.00	3.00	3.00
Maintainer I (1 frozen/unfunded)	25.00	25.00	24.00	25.00	24.00
Maintainer II	9.00	9.00	9.00	9.00	9.00
Maintainer III	5.00	5.00	5.00	5.00	5.00
Subtotal:	44.00	44.00	43.00	44.00	43.00
Fleet Services:					
Fleet Manager	1.00	1.00	1.00	1.00	1.00
Working Master Mechanic	1.00	1.00	1.00	1.00	1.00
Mechanic II** (1 frozen/unfunded)	7.00	7.00	6.00	7.00	6.00
Mechanic III	2.00	2.00	2.00	2.00	2.00
Subtotal:	11.00	11.00	10.00	11.00	10.00
TOTAL FIELD SERVICES FT STAFF	57.25	57.25	55.25	57.25	55.25

* The Field Services Superintendent is partially funded in Sanitation.

** The salary and benefits of one Mechanic are offset by a reimbursement from the Sanitation Fund.

PUBLIC WORKS- FIELD SERVICES

Part Time Positions	Budgeted	Full Time Equivalents	Budgeted	Full Time Equivalents	Change in FTE's
	Hours 2021/22		Hours 2022/23		
Assistant Clerk	1,014	0.49	1,014	0.49	0.00
Cemetery Clerk	1,014	0.49	1,014	0.49	0.00
TOTAL FIELD SERVICE PT STAFF	2,028	0.98	2,028	0.98	0.00

Purchased Services and Supplies:

Covers the cost of all supplies, materials & equipment used for the purpose of maintaining the Town's roads, cemeteries, parks, swimming pools, and the grounds around public buildings; vehicle repairs & fuel for the plow & dump trucks and other public works fleet vehicles, snow removal costs, protective gear, tools and equipment for public works maintainers, licensing and certification for staff members, permit fees & regulatory reporting, with the following adjustments:

- Decrease of \$59,900 reflects reclassifying seasonal parks & cemetery workers to personnel expenses.
- Gasoline increases \$11,000 due to increase in gas prices.
- Motor vehicle & equipment repairs increase by \$5,380 due to inflation of cost of parts & supplies.

STATUS OF 2021/22 GOALS

1. **Continue Trail fence replacement program.-** Ongoing
2. **Repair and Repaint Salter's Pool.-** Completed
3. **Complete repaving of Buckland St. bike path to Tolland Turnpike.-** Completed
4. **Improve median islands on Pleasant Valley Road.-** Ongoing. Minor repairs completed
5. **Implement Tree ID and Management plan.-** Ongoing. Initiated identification in Center Park
6. **Continue with Case Mountain trail repairs and modifications.-** Ongoing. Carriage Trail erosion repairs completed.
7. **Maintenance and improvements to Town wide retention basins and drainage structures.-** Ongoing

PUBLIC WORKS- FIELD SERVICES

2022/23 GOALS

1. Complete landscaping and final elements of Cheney Rail Trail at Forest Street.
2. Complete Bigelow Street Entrance Improvements to Center Springs Park.
3. Repair and Repaint Marcy MacDonald Pool.
4. Continue Case Mountain trail repairs and installation of water bars.
5. Update Department Staff Safety Plan

PUBLIC WORKS- FACILITIES MANAGEMENT

DESCRIPTION

The two primary components to Facilities Management are facilities project management and building maintenance. Project management staff has design and specification responsibility for numerous Town government and Board of Education building projects. In addition, the Facilities Project Manager provides supervisory oversight to building maintenance staff, troubleshoots problems with the Board of Education maintenance staff, and provides oversight to architects and construction managers retained by the Town.

The building maintenance aspects of the division include responsibility for approximately 30 Town office buildings and various related outlying buildings. The division carries out preventive maintenance plans and mechanical repairs of buildings, plant equipment and related maintenance. Additionally, the management of custodial services is administered through this division. Division staff is used both as a construction force for the improvement of Town properties and for the implementation of preventive maintenance programs for buildings and building related equipment.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended	Adopted	Estimated	Manager's	Adopted	Change Over	Percent Change
	2020/21	2021/22	Expend. 2021/22	Recom. 2022/23	2022/23	2021/22 Adopted	
Personnel Services	649,820.03	672,232	655,554	699,596	699,596	27,364	4.07%
Employee Benefits	235,643.11	249,840	249,880	236,560	236,560	(13,280)	-5.32%
Purchased Services	1,178,091.23	1,278,835	1,278,835	1,294,378	1,294,378	15,543	1.22%
Supplies	154,893.58	165,950	165,950	173,150	173,150	7,200	4.34%
Equipment	1,248.03	3,000	3,000	3,000	3,000	-	0.00%
Other	-	-	-	-	-	-	N/A
TOTAL FACILITIES	2,219,695.98	2,369,857	2,353,219	2,406,684	2,406,684	36,827	1.55%

Expenditures by Function	Expended	Adopted	Estimated	Manager's	Adopted	Change Over	Percent Change
	2020/21	2021/22	Expend. 2021/22	Recom. 2022/23	2022/23	2021/22 Adopted	
Facilities Project Management	317,626.19	299,716	299,825	320,198	320,198	20,482	6.83%
Building Maintenance	1,902,069.79	2,070,141	2,053,394	2,086,486	2,086,486	16,345	0.79%
TOTAL FACILITIES	2,219,695.98	2,369,857	2,353,219	2,406,684	2,406,684	36,827	1.55%

PUBLIC WORKS- FACILITIES MANAGEMENT

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments. Employee benefits costs decrease due to shift to centralized budgeting of defined benefit pension costs.

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
Facilities Administration:					
Facilities Project Manager	1.00	1.00	1.00	1.00	1.00
Asst. Facilities Project Manager	1.00	1.00	1.00	1.00	1.00
Subtotal:	2.00	2.00	2.00	2.00	2.00
Building Maintenance:					
Work Coordinator	1.00	1.00	1.00	1.00	1.00
Maintainer II	3.00	3.00	3.00	3.00	3.00
Maintainer III	2.00	2.00	2.00	2.00	2.00
Subtotal:	6.00	6.00	6.00	6.00	6.00
TOTAL FACILITIES FT STAFF	8.00	8.00	8.00	8.00	8.00

Purchased Services and Supplies:

Covers the cost of office administration expenses for the facilities office, maintenance and repair services for Town buildings including electrical, plumbing, HVAC, etc, major utilities for Town-owned buildings, alarm systems, cleaning services, elevator servicing, and other building-related costs, with the following adjustments:

- An additional \$13,500 is provided for inflationary increases to contractual cleaning & other building service costs.
- Fuel & utilities increase by \$7,400. Increases in electricity & other commodity costs are offset by continuing deployment of energy efficiency measures across Town buildings.

STATUS OF 2021/22 GOALS

- 1. Manchester Public Schools Phase 2: Buckley Elementary Renovations – Begin construction July 1, 2021 and substantially completed by Jun 30, 2022.** On-going; on budget and schedule for Sept 2022 opening.
- 2. Secure design approval for Bowers Elementary Renovation.** Complete, approved for bid Jan '22.

PUBLIC WORKS- FACILITIES MANAGEMENT

3. **Secure State grant approval for funding of Keeney Elementary Renovation.** Complete, on State Priority List
4. **Secure State grant approval for funding of MHS Roof Replacement.** Postponed to 2022
5. **Design, bidding and construction of MHS Roof Replacement.** Design completed. Bid & construction postponed to 2022
6. **Design, bidding and construction of Police Department Locker Room Renovations.** Design completed. Bid & construction postponed to 2022
7. **Conduct study for LED lighting and control upgrades to be funded by utility savings and Eversource incentives.** Completed
8. **SolarMap PV installations through CT Greenbank program.** Design & permitting completed. Construction in-progress, delayed by Covid supply chain. Completion during 2022
9. **Design, bidding and replacement of Town Hall Chiller.** Completed
10. **Implementation phase of lighting controls and upgrades at Mary Cheney Library with Building Automation Systems identified by Eversource for incentives** – Lighting controls completed with LED fixture upgrades. BAS on hold pending funding and library future plans.
11. **Conduct investigation and design for Town office reorganization** - Hold due to Covid-19 related interruptions.
12. **Replace roofing at Cheney Hall (wood shingle portion)** – Completed
13. **LED Lighting Upgrades to Manchester Public Schools** – Completed
14. **LED Lighting Upgrades to Manchester Municipal Buildings** – In progress, delayed by Covid supply chain. Completion during 2022

PUBLIC WORKS- FACILITIES MANAGEMENT

2022/23 GOALS

1. **Manchester Public Schools Phase 2: Buckley Elementary Renovations – Complete Construction. Scheduled opening September 2022**
2. **Manchester Public Schools Phase 2: Bowers Elementary Renovations – Begin construction July 1, 2022 for substantial completion by Jun 30, 2023.**
3. **Manchester Public Schools Phase 2: Secure design approval for Keeney Elementary Renovation. Public bid January 2023**
4. **Construction of Police Department Locker Room Renovations.**
5. **New Library Feasibility Study**

PUBLIC WORKS- BUILDING INSPECTION

DESCRIPTION

The Building Inspection Division is frequently the first point of contact for new businesses opening in Manchester, for which we are typically relied upon to provide insight on the town wide permitting/approval process. Our enforcement purview includes 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, un-mowed lawns, peeling paint, unregistered vehicles, trash, and buildings without street numbers.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Personnel Services	649,955.91	698,755	699,156	726,056	726,056	27,301	3.91%
Employee Benefits	232,554.12	250,252	253,940	236,373	236,373	(13,879)	-5.55%
Purchased Services	23,702.34	32,978	32,978	41,706	41,706	8,728	26.47%
Supplies	7,543.75	11,300	11,300	11,300	11,300	-	0.00%
Equipment	-	-	-	-	-	-	N/A
Other	-	-	-	-	-	-	N/A
TOTAL BUILDING INSPECTION	913,756.12	993,285	997,374	1,015,435	1,015,435	22,150	2.23%

PUBLIC WORKS- BUILDING INSPECTION

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments. Reduction in benefits costs reflects shift towards centralized budgeting of defined benefit pension costs.

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
Chief Building Inspector	1.00	1.00	1.00	1.00	1.00
Asst. Chief Bldg. Inspector	1.00	1.00	1.00	1.00	1.00
Zoning Enforcement Officer	1.00	1.00	1.00	1.00	1.00
Assistant Building Official (1 frozen/unfunded)	4.00	4.00	3.00	4.00	3.00
Senior Account Associate	1.00	1.00	1.00	1.00	1.00
Clerical Assistant	1.00	1.00	1.00	1.00	1.00
TOTAL BUILDING INSPECTION FT STAFF	9.00	9.00	8.00	9.00	8.00

Part Time Positions	Budgeted Hours 2021/22	Full Time Equivalents	Budgeted Hours 2022/23	Full Time Equivalents	Change in FTE's
Clerical Assistant	1,014	0.49	1,014	0.49	0.00
Building Official	748	0.36	748	0.36	0.00
TOTAL BUILDING INSPECTION PT STAFF	1,762	0.85	1,762	0.85	0.00

Purchased Services and Supplies:

Covers office administration expenses for the Building Inspection office, permitting software, supplies & transportation for building inspectors, and professional development & affiliations, with the following significant adjustments:

- Increase of \$2,500 for purchase of new building code books.
- Decrease of \$3,000 for repair of vehicles due to purchase of newer vehicles.
- Increase of \$9,228 for annual fees for new permitting software.

PUBLIC WORKS- BUILDING INSPECTION

STATUS OF 2021/22 GOALS

1. Revamp building permit application and record retention processes with implementation of Tyler Technologies' Energov permit management software with the following objectives:

- a. Eliminate our dependency on paper driven workflows, transitioning to electronic based records.
- b. Centralize the building permit application process for commercial projects, eliminating the need to visit multiple municipal offices with duplicative processes while facilitating payment of all fees at once.
- c. Standardize process to capture key code analysis data on commercial projects to reduce cost of subsequent alterations and additions and provide valuable interim reference.
- d. Complete implementation of BlueBeam Revu Studio collaboration features to streamline plan review process for commercial projects.
- e. Improve accessibility to data for public to improve user experience while encouraging self-service.

The implementation of Tyler Energov normally takes between 12-18 months. We started on January 28, 2021 and expect to have the system operational before the onset of the Spring '22 Construction season. All the above listed objectives will be achieved in the course of this transition.

2. Adopt and implement revised Manchester Property Maintenance Code to replace the current document originally adopted in 1997.

Due to record level of construction activity and expenditure of time necessary for implementation of Energov, this remains ongoing.

2022/23 GOALS

- 1. Optimize our use of EnerGov & BlueBeam Revu-** It is typical after implementation of a new permit management software system to continue to adjust policies & procedures and refine settings to maximize the benefits the system offers our building, zoning, property maintenance and neighborhood inspection functions and interdepartmentally. This will likely be ongoing for approximately 2-years.
- 2. Update Manchester Property Maintenance Code -** It is still our intent to propose an updated version of the Manchester Property Maintenance Code to the Board of Directors prior to the end of the fiscal year.



Public Safety

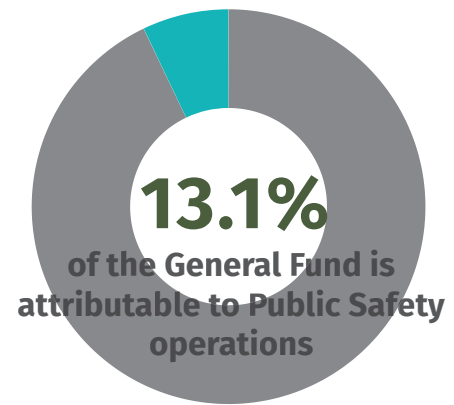
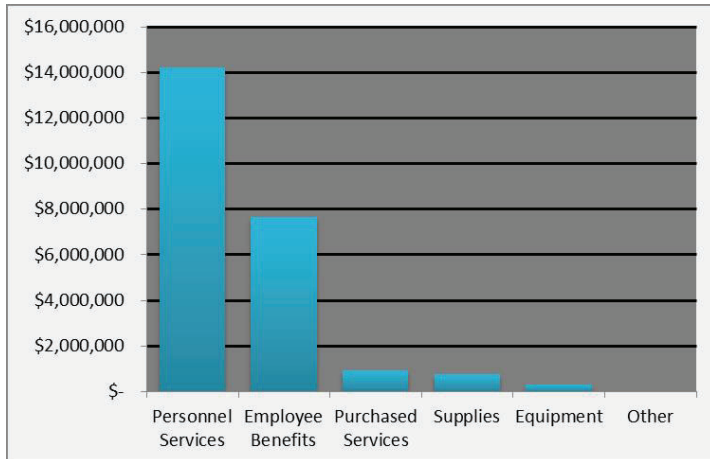


The Public Safety section of the budget includes the Police Department and Emergency Management, as well as the Fire-Rescue-EMS Department (which is funded separately from the General Fund).

Summary of Department Budgets

	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over	
						Current Adopted	Percent Change
PUBLIC SAFETY							
Police	\$ 20,846,404.52	\$ 23,022,953	\$ 22,933,425	\$ 23,714,577	\$ 23,599,577	\$ 576,624	2.50%
Paramedic Services	\$ -	\$ 2,586,848	\$ 2,586,848	\$ 2,855,829	\$ 2,855,829	\$ 268,981	10.40%
Emergency Management	\$ 52,649.18	\$ 60,971	\$ 60,971	\$ 60,971	\$ 60,971	\$ -	0.00%
TOTAL	\$ 20,899,053.70	\$ 25,670,772	\$ 25,581,244	\$ 26,631,377	\$ 26,516,377	\$ 845,605	3.29%
OTHER BUDGETED FUNDS:							
FIRE FUND	\$ 17,876,595.31	\$ 18,541,172	\$ 18,255,811	\$ 19,440,863	\$ 19,470,863	\$ 929,691	5.01%

Note: Paramedic Services has been budgeted in Fixed Misc- Interfund Transfers through FY21, but will be shown as a General Fund Public Safety operation beginning in FY22



General Fund

Total Budget
\$26,516,377

Increase
\$845,605

Percent Increase
3.29%

Fire Fund

Total Budget
\$19,470,863

Increase
\$929,691

Percent Increase
5.01%

Mill Rate
4.70 (1.04 MV)

MANCHESTER POLICE DEPARTMENT

DESCRIPTION

The Manchester Police Department is a nationally accredited law enforcement agency. The department is comprised of three divisions: Field Services, Support Services, and Staff Services. Field Services includes Uniformed Patrol and Traffic. Support Services includes General Investigations, Child Investigations, The Domestic Violence Outreach Team, and the East Central Narcotics Task Force, as well as the Records and Maintenance Sections. Staff Services includes Communications, Training, Accreditation, and Budget/Grants.

The department is the Emergency 911 answering point for the Town of Manchester, and is responsible for police, fire, and emergency medical calls.

The department offers the very popular Law and Order class held as a cooperative effort with Manchester High School. The Police Department also coordinates Block Watch programs, and offers a wide variety of community oriented services that reach beyond the scope of traditional policing.

The Traffic Services Unit is a member of the regional Metro Traffic Services, and participates in many proactive programs such as DWI checkpoints, and seat belt checkpoints, as well as handling routine traffic enforcement and fatal accident investigations.

The department continues in its mission to foster community policing throughout the agency and the community at large. The emphasis continues to be on beat ownership and problem-solving at the beat officer level, along with maintaining an active role in the various programs that serve the youth of the Manchester community.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended	Adopted	Estimated	Manager's	Adopted	Change Over	Percent Change
	2020/21	2021/22	Expend. 2021/22	Recom. 2022/23	2022/23	2021/22 Adopted	
Personnel Services	12,806,758.23	13,817,218	13,642,191	14,184,108	14,069,108	251,890	1.82%
Employee Benefits	6,430,242.40	7,537,195	7,404,885	7,641,048	7,641,048	103,853	1.38%
Purchased Services	573,938.74	755,790	759,380	874,086	874,086	118,296	15.65%
Supplies	529,219.06	632,150	654,701	725,985	725,985	93,835	14.84%
Equipment	506,246.09	280,600	472,267	289,350	289,350	8,750	3.12%
Other	-	-	-	-	-	-	N/A
TOTAL POLICE	20,846,404.52	23,022,953	22,933,425	23,714,577	23,599,577	576,624	2.50%

MANCHESTER POLICE DEPARTMENT

Expenditures by Function	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Police Administration	2,918,939.10	3,165,355	3,318,008	4,718,884	4,718,884	1,553,529	49.08%
Police Patrol	11,257,335.67	12,583,307	12,203,715	11,615,239	11,515,239	(1,068,068)	-8.49%
Training	378,659.37	506,132	567,095	609,409	609,409	103,277	20.41%
Animal Control	164,662.93	214,830	167,399	212,897	212,897	(1,933)	-0.90%
Investigative Service	2,606,891.03	2,552,230	2,614,100	2,389,234	2,389,234	(162,996)	-6.39%
Police Motor Vehicles & Equip	165,891.56	189,000	189,000	274,500	274,500	85,500	45.24%
Police Buildings & Grounds	193,458.48	224,080	226,489	222,609	222,609	(1,471)	-0.66%
Accident Records	690,860.71	839,403	795,134	945,759	945,759	106,356	12.67%
Communications	1,496,491.94	1,700,093	1,880,630	1,750,495	1,735,495	35,402	2.08%
East Central Narcotics	447,349.67	479,017	431,741	438,287	438,287	(40,730)	-8.50%
Traffic Services	525,864.06	569,506	540,114	537,264	537,264	(32,242)	-5.66%
TOTAL POLICE	20,846,404.52	23,022,953	22,933,425	23,714,577	23,599,577	576,624	2.50%

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments. Defined benefit pension costs have been moved to Police Administration, resulting in a higher increase to that portion of the budget with corresponding decreases across the other divisions.

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
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Police Administration

Chief of Police	1.00	1.00	1.00	1.00	1.00
Deputy Chief of Police	0.00	0.00	0.00	0.00	0.00
Captain	2.00	2.00	2.00	2.00	2.00
Administration Lieutenant	2.00	2.00	2.00	2.00	2.00
Accreditation Manager	0.50	0.50	0.50	0.50	0.50
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Subtotal:	6.50	6.50	6.50	6.50	6.50

Police Training

Sergeant	1.00	1.00	1.00	1.00	1.00
Patrol Officer	1.00	1.00	1.00	2.00	2.00
Subtotal:	2.00	2.00	2.00	3.00	3.00

Patrol

Captain	1.00	1.00	1.00	1.00	1.00
Lieutenant	4.00	4.00	4.00	4.00	4.00
Sergeant	15.00	15.00	15.00	15.00	15.00
Patrol Officer (7 frozen/unfunded)	73.00	74.00	67.00	73.00	66.00
Secretary	0.50	0.50	0.50	0.50	0.50
Police Service Aides	5.00	5.00	5.00	5.00	5.00
Subtotal:	98.50	99.50	92.50	98.50	91.50

MANCHESTER POLICE DEPARTMENT

Personnel & Employee Benefits (cont'd- Full Time Positions):

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
<u>Animal Control</u>					
Animal Control Officer	1.00	1.00	1.00	1.00	1.00
Subtotal:	1.00	1.00	1.00	1.00	1.00
<u>Investigative Services</u>					
Lieutenant	1.00	1.00	1.00	1.00	1.00
Sergeant	3.00	3.00	3.00	3.00	3.00
Detective	12.00	12.00	12.00	12.00	12.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Subtotal:	17.00	17.00	17.00	17.00	17.00
<u>Maintenance</u>					
Janitor	2.00	2.00	2.00	2.00	2.00
Subtotal:	2.00	2.00	2.00	2.00	2.00
<u>Records</u>					
Account Clerk	1.00	1.00	1.00	1.00	1.00
Accreditation Manager	0.50	0.50	0.50	0.50	0.50
Data Operator (1 frozen/unfunded)	4.00	4.00	3.00	4.00	3.00
Admin. Records Supervisor	1.00	1.00	1.00	1.00	1.00
Subtotal:	6.50	6.50	5.50	6.50	5.50
<u>Communications</u>					
Supt. Of Communications	1.00	1.00	1.00	1.00	1.00
Dispatcher (1 frozen, 1 delayed hire)	19.00	19.00	18.00	19.00	18.00
Subtotal:	20.00	20.00	19.00	20.00	19.00
<u>East Central Narcotic</u>					
Sergeant	1.00	1.00	1.00	1.00	1.00
Patrol Officer (1 reclassified to Patrol)	3.00	2.00	2.00	2.00	2.00
Subtotal:	4.00	3.00	3.00	3.00	3.00
<u>Traffic Services</u>					
Sergeant	1.00	1.00	1.00	1.00	1.00
Patrol Officer	3.00	3.00	3.00	3.00	3.00
Subtotal:	4.00	4.00	4.00	4.00	4.00
<u>TOTAL REGULAR POSITIONS</u>					
Sworn Officers	124.00	124.00	117.00	124.00	117.00
Civilians	37.50	37.50	35.50	37.50	35.50
TOTAL POLICE FT STAFF	161.50	161.50	152.50	161.50	152.50

Notes: one patrol officer position previously budgeted in ECN is now funded in Patrol

One unfilled Dispatch position is authorized but funded for a delayed hire date in June, 2023

MANCHESTER POLICE DEPARTMENT

Personnel & Employee Benefits (cont'd- Part Time Positions):

Part Time Positions	Budgeted		Budgeted		Change in FTE's
	Hours 2021/22	Full Time Equivalents	Hours 2022/23	Full Time Equivalents	
Accounts Payable Clerk	1,001	0.48	1,001	0.48	0.00
TOTAL POLICE ADMINISTRATION	1,001	0.48	1,001	0.48	0.00
School Crossing Guards (35)	19,215	9.24	19,215	9.24	0.00
Crossing Guard Supervisor	780	0.38	780	0.38	0.00
TOTAL POLICE PATROL PT STAFF	19,995	9.61	19,995	9.61	0.00
Asst Animal Control Officers (4)	4,056	1.95	4,056	1.95	0.00
TOTAL POLICE ANIMAL CONTROL PT STAFF	4,056	1.95	4,056	1.95	0.00
Data Entry Clerk	1,014	0.49	1,014	0.49	0.00
Evidence Technicians (2)	2,028	0.98	2,028	0.98	0.00
TOTAL POLICE RECORDD PT STAFF	3,042	1.46	3,042	1.46	0.00
TOTAL POLICE PART TIME STAFF	28,094	13.51	28,094	13.51	0.00

Purchased Services and Supplies:

Covers the cost of the following services relating to the operations of the Manchester Police Department:

- Police Administration:** central office expenses, professional development, affiliations & certifications, accreditation expenses, community events & neighborhood outreach, radar & other traffic equipment, the purchase & outfitting of police cruisers, and computers, servers & IT services for the department.
- Patrol:** uniforms & personal equipment worn/used by patrol officers.
- Training:** professional development & ongoing training across a wide variety of focus areas for all police officers, firing range expenses, and firearms.
- Animal Control:** rental cost for the regional animal shelter, animal care supplies, ads for animal placement.
- Investigative Services:** annual contribution to Interval House domestic violence outreach, criminal investigation supplies & services.
- Motor Vehicle Maintenance:** fuel, vehicle repairs, supplies for cruisers.
- Buildings & Grounds:** minor building repairs & cleaning, grounds maintenance, snow removal, water charges.
- Accident Records:** all PD software licenses and maintenance, phone line and postage expenses for the police station, printing services, rental costs for the Downtown Substation, evidence room supplies.
- Communications:** all radios and radio repairs for the PD, regional dispatch system fees, repair & maintenance of dispatch center equipment.
- East Central Narcotics:** town share of the regional task force's operating expenses.
- Traffic Services:** no purchased service expenses (staff costs only).

MANCHESTER POLICE DEPARTMENT

Purchased Services and Supplies (cont'd):

The budget includes the following adjustments:

- An increase of \$12,400 in motor vehicles to reflect higher cost of new police cruisers
- An increase of \$17,164 is budgeted for tuition reimbursement requests
- The quartermasters supplies account increases by \$7,378 due to higher cost of supplies & equipment
- Gasoline increases by \$85,500 due to higher gas prices
- An additional \$101,000 is budgeted for bodycam data storage services

STATUS OF 2021/22 GOALS

1. Maintain full staffing levels for sworn officers.

At the time of this writing, staffing (110) is seven employees under full staffing level of 117 sworn officers.

2. Increase recruitment efforts and achieve full staffing in the Dispatch Center.

Of the full strength number of 19 dispatchers, we are currently at 13 dispatchers.

3. To train new officers hired in the past year in Crisis Intervention Training (CIT).

10 Officers received training in Crisis Intervention training for the fiscal year 2021/2022.

4. Provide newly hired officers with basic DWI and Interview and Interrogation training.

During FY 2021/2022, 11 employees were sent to training for DUI investigations and 14 employees attended Interview and Interrogation training.

MANCHESTER POLICE DEPARTMENT

2022/23 GOALS

1. To renovate and update the employee locker rooms to accommodate a changing demographics in the workforce.
2. To begin the initial training and implementation stages of the Town of Manchester Police Civilian Review Board.
3. To train newly promoted supervisors in leadership and supervisory classes.
4. To replace the cell area camera system for more effective and efficient use.
5. To increase efforts to identify, attract, and retain a diverse workforce of employees at the Manchester Police Department.

EMERGENCY MANAGEMENT

DESCRIPTION

The Emergency Management Division is responsible for duties outlined in Section 28-7 of the Connecticut General Statutes for Civil Defense offices. Responsibilities include undertaking activities and measures necessary to minimize and control the effects of disaster, both natural and technological, as well as the effects of military or terrorist attacks by enemies of the United States.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Personnel Services	26,411.77	27,455	27,455	27,455	27,455	-	0.00%
Employee Benefits	2,005.10	2,100	2,100	2,100	2,100	-	0.00%
Purchased Services	10,137.36	15,316	15,316	15,316	15,316	-	0.00%
Supplies	12,132.28	14,100	14,100	14,100	14,100	-	0.00%
Equipment	1,962.67	2,000	2,000	2,000	2,000	-	0.00%
Other	-	-	-	-	-	-	N/A
TOTAL EMERGENCY MGMT	52,649.18	60,971	60,971	60,971	60,971	-	0.00%

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Part Time Positions	Budgeted		Budgeted		Change in FTE's
	Hours 2021/22	Full Time Equivalents	Hours 2022/23	Full Time Equivalents	
Emergency Management Tech	1,066	0.51	1,066	0.51	0.00
TOTAL EMERGENCY MANAGEMENT PT STAFF	1,066	0.51	1,066	0.51	0.00

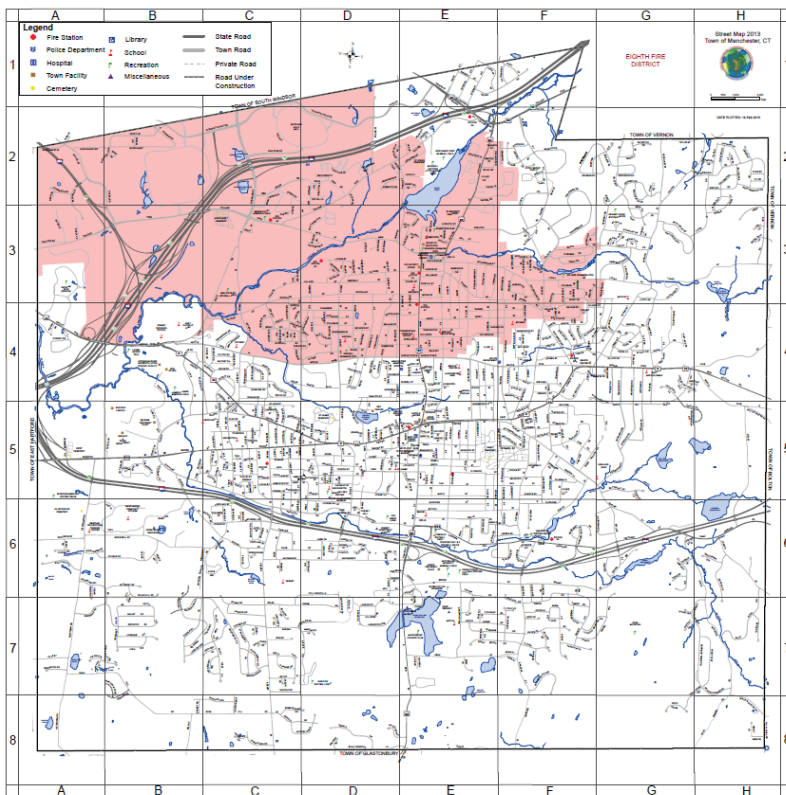
Purchased Services and Supplies:

Covers operating expenses for the regional Emergency Operation Center, disaster preparedness training & equipment, and support for the CERT search & rescue team, with no significant adjustments.

SOUTH MANCHESTER FIRE DISTRICT

DESCRIPTION

The Fire-Rescue-EMS Department responds to a variety of emergency and non-emergency requests for assistance, including fires, emergency medical incidents, rescues, hazardous materials releases and public service calls. While emergency response requires the greatest proportion of the Fire Department's time and resources, community risk reduction (Fire Prevention) is the primary goal of the fire service and of the Department. Prevention is accomplished through educational programs for all ages delivered to schools, residential properties, social events and businesses.



The Department provides Fire services to the approximately 72% of the Town's geography (about 18 square miles) that makes up the South Manchester Fire District (SMFD). The remainder of the Town (shaded in pink in the map to the left) receives fire services from the Eighth Utilities District. The Department provides advanced life support medical, and paramedic services to the entire town, including the Eighth Utilities District. While the Paramedic program operates as a function within the Fire-Rescue-EMS Department, it is funded by a combination of transfers from the General Fund and fees for services.

The Department also serves as the base of operations for Emergency Management functions of the Town, with the Fire Chief serving as the Director. The

Emergency Management Division is staffed with a part-time Technician which assures a high standard of readiness to respond to man-made or natural emergencies and who also oversees a hazardous materials storage inspection program.

The Manchester Fire-Rescue-EMS Department has an authorized staff of 83 uniformed personnel, including Officers, Fire Inspectors, Fire Fighters and Fire Fighter- Paramedics. The civilian staff consists of two full-time positions including an Executive Assistant and a Clerical Assistant, and one part-time data management technician. A volunteer staff of five comprises what is referred to as the "Fire Police" Division, whose expenses have been funded entirely out of the Emergency Management Division beginning in FY2014-15.

Department personnel operate from five fire stations strategically located throughout the Town. The Department's firefighting equipment consists of four pumpers, one quint (pumper/aerial ladder combination), and one advanced life support "fly-car." The reserve fleet currently consists of one quint and one pumper.

SOUTH MANCHESTER FIRE DISTRICT

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Personnel Services	9,127,238.22	9,322,704	9,189,866	9,706,193	9,706,193	383,489	4.11%
Employee Benefits	4,928,708.32	5,085,667	4,942,551	5,368,584	5,398,584	312,917	6.15%
Purchased Services	1,722,640.71	1,824,740	1,835,334	1,902,870	1,902,870	78,130	4.28%
Supplies	382,846.39	447,360	447,360	469,260	469,260	21,900	4.90%
Equipment	128,386.67	108,500	108,500	110,500	110,500	2,000	1.84%
Interfund Transfers	1,008,275.00	1,092,201	1,092,201	1,123,456	1,123,456	31,255	2.86%
Apparatus Payments & Capital	475,000.00	640,000	640,000	740,000	740,000	100,000	15.63%
Debt Service	103,500.00	-	-	-	-	-	N/A
Contingency	-	20,000	-	20,000	20,000	-	0.00%
Other	-	-	-	-	-	-	N/A
TOTAL FIRE	17,876,595.31	18,541,172	18,255,811	19,440,863	19,470,863	929,691	5.01%

Expenditures by Function	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Fire Administration	3,917,083.90	4,037,924	3,923,577	4,327,181	4,327,181	289,257	7.16%
Fire Fighting Service	8,946,102.52	9,626,806	9,333,485	10,003,463	10,033,463	406,657	4.22%
Alarms and Communications	412,763.72	432,952	432,952	445,201	445,201	12,249	2.83%
Fire Prevention	423,065.66	630,866	583,562	664,656	664,656	33,790	5.36%
Fire Training	193,860.71	229,141	258,793	233,198	233,198	4,057	1.77%
Apparatus Service	162,836.59	179,835	179,835	186,835	186,835	7,000	3.89%
Bldgs & Grounds Maintenance	218,247.88	230,800	230,800	243,500	243,500	12,700	5.50%
Paramedics	3,061,428.79	3,141,848	3,281,806	3,305,829	3,305,829	163,981	5.22%
Fire Debt Service	103,500.00	-	-	-	-	-	N/A
Fire Equipment	30,206.00	31,000	31,000	31,000	31,000	-	0.00%
Wage Contingency	-	-	-	-	-	-	-
TOTAL FIRE	17,469,095.77	18,541,172	18,255,811	19,440,863	19,470,863	929,691	5.01%

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with the following significant adjustments:

- An additional Assistant Chief position is budgeted (split between Administration and Paramedics) to manage increasing administrative, reporting, and organizational needs in an increasingly technology-driven emergency services environment. The position is budgeted for a half a year assuming a January 2023 hire date.

SOUTH MANCHESTER FIRE DISTRICT

Personnel & Employee Benefits (cont'd):

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
Fire Administration					
Fire Chief	1.00	1.00	1.00	1.00	1.00
Assistant Fire Chief	1.00	1.00	1.00	1.50	1.25
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Shift Commander	2.00	2.00	2.00	2.00	2.00
Batallion Chief	2.00	2.00	2.00	2.00	2.00
Clerical Assistant	0.60	0.00	0.00	0.00	0.00
Subtotal:	7.60	7.00	7.00	7.50	7.25
Firefighting Services					
Lieutenant	20.00	20.00	20.00	20.00	20.00
Firefighter	35.00	35.00	35.00	35.00	35.00
Subtotal:	55.00	55.00	55.00	55.00	55.00
Fire Prevention					
Fire Marshal	1.00	1.00	1.00	1.00	1.00
Deputy Fire Marshal	1.00	1.00	1.00	1.00	1.00
Fire Inspector	1.00	1.00	1.00	1.00	1.00
Clerical Assistant	0.00	1.00	1.00	1.00	1.00
Subtotal:	3.00	4.00	4.00	4.00	4.00
Fire Training					
Training Haz. Mat. Safety Officer	1.00	1.00	1.00	1.00	1.00
Subtotal:	1.00	1.00	1.00	1.00	1.00
Paramedic Services					
Assistant Fire Chief				0.50	0.25
Paramedics	18.00	18.00	17.00	18.00	17.00
Medical Officer/Emerg. Superv.	1.00	1.00	1.00	1.00	1.00
Clerical Assistant	0.40	0.00	0.00	0.00	0.00
Subtotal:	19.40	19.00	18.00	19.00	18.00
TOTAL FIRE FT STAFF	86.00	86.00	85.00	86.50	85.25

Note: the Clerical Assistant position, currently budgeted 60% in Administration and 40% Paramedics, is reallocated to be covered 100% by the Fire Prevention office beginning in FY22.

Part Time Positions	Budgeted Hours 2021/22	Full Time Equivalents	Budgeted Hours 2022/23	Full Time Equivalents	Change in FTE's
Data Management Tech	1,000	0.48	1,000	0.48	0.00
TOTAL FIRE PT STAFF	1,000	0.48	1,000	0.48	0.00

SOUTH MANCHESTER FIRE DISTRICT

Purchased Services and Supplies:

Covers the cost of the following services relating to the operations of the South Manchester Fire District:

Fire Administration: office administration costs for the central office, professional development & affiliations for Fire Department leadership, licenses & maintenance for financial & emergency response software.

Firefighting Services: water charges for the Town's hydrant system, uniforms & personal protective equipment for firefighters, breathing apparatuses, mobile radios, thermal imaging cameras, and testing services for equipment & fire trucks.

Alarms & Communications: reimbursement to the Manchester Police Department to cover a portion of the Town's emergency dispatch costs, and telephone services for the fire stations.

Fire Prevention: office administration & field supplies for the Fire Marshal's office, professional development & affiliations, fire investigation tools & equipment, promotional materials, and program costs for fire risk reduction programs.

Fire Training: ongoing training & certifications for firefighters, training materials, and certification management software.

Apparatus Services: repairs, maintenance & testing for fire trucks, truck supplies, aerial & pump testing, and fuel.

Buildings & Grounds: major utilities & repairs to the fire stations, service contracts for building equipment, cleaning & maintenance.

Paramedics: medical supplies & equipment, fees for the regional EMS communications & patient care reporting systems, licenses & professional memberships, defibrillator servicing, and motor vehicle maintenance & operating costs for Paramedic response vehicles.

The budget includes the following adjustments:

- A \$4,000 increase to record management system maintenance & licensing costs
- Water utility costs for the Town's hydrant system increase by \$38,506 based on a 5% water rate increase
- The budget for uniforms and personal protective gear increases by \$9,000 due to inflationary factors
- The Fire Fund share of dispatch costs increases by \$12,249 or 3%
- Gas and diesel increase by \$7,000 due to higher prices
- Natural gas costs increase by \$12,000 based on increases to cost and actual usage trends
- Medical supplies increase by \$5,500 due to cost inflation

SOUTH MANCHESTER FIRE DISTRICT

Sundries Accounts:

The sundries accounts cover the following costs:

Fire Administration: contingency, and interfund transfers to cover general fund overhead support services, Information Systems tech support services, contribution to the Town’s property & liability insurance, and transfer to fire reserves, which covers capital projects & annual payments towards fire truck purchases.

Fire Equipment: replacement of cardiac monitors

The Transfer to Fire Reserves includes the following:

- \$550,000 annual payment towards fire apparatus purchases
- \$140,000 roof replacements for fire stations
- \$50,000 staff vehicle replacements

More detailed information on the Fire capital budget is available in the Capital Improvement Plan section of this document.

Significant adjustments include:

- Increase of \$100,000 in Transfer to Fire Reserves to reflect payments towards 2022 pumper purchase
- The Transfer to the Town’s self-insurance fund increases by \$15,796 to reflect actuarial valuation of liability & worker’s comp costs

Revenues:

Revenues	Collected 2020/21	Adopted Projection 2021/22	Revised Estimate 2021/22	Manager's Projected 2022/23	Adopted Projection 2022/23	Change Over Current Year	Percent Change
Current Property Taxes	14,402,616.00	14,814,324	14,814,324	15,630,034	14,317,025	(497,299)	-3.36%
MV Supplemental	154,105.02	140,000	140,000	150,000	-	(140,000)	-100.00%
Ambulance Service Fees	449,076.59	555,000	555,000	450,000	450,000	(105,000)	-18.92%
Fire Marshal Fees	36,899.00	125,000	125,000	125,000	125,000	-	0.00%
MV Tax Cap Transition Grant					1,603,009	1,603,009	N/A
Interest on Investments	7,214.29	30,000	30,000	10,000	10,000	(20,000)	-66.67%
Paramedic Reimbursement	2,532,103.00	2,541,848	2,541,848	2,855,829	2,855,829	313,981	12.35%
TOTAL FIRE REVENUES	\$17,582,013.90	18,206,172	18,206,172	19,220,863	19,360,863	1,014,691	5.57%
Total Fire Expenditures	\$17,876,595.31	18,541,172	18,255,811	19,440,863	19,470,863	929,691	5.01%
Use of Designated Fund Balance	-		200,000	-		-	N/A
Use of Reserves	294,581	335,000	-	220,000	110,000	(225,000)	-67.16%

Current Property Taxes: in order to support the operation of the South Manchester Fire District, a mill rate of 4.70 will be levied for residents of the South Manchester Fire District, which is a decrease of -13.2% compared to the FY22 mill rate of 5.41. The State of Connecticut signed into law a cap on the

SOUTH MANCHESTER FIRE DISTRICT

total mill rate on motor vehicles that can be applied by a Town and its subsidiary taxing districts. Since the adopted General Fund mill rate is 1.04 mills below the cap of 32.46 mills, the South Manchester Fire District can only tax motor vehicles at 1.04 mills, with the 4.70 mill rate being applied only to real estate and personal property. The resulting loss of tax revenue is offset by a State grant, as discussed below (MV Tax Cap Transition Grant).

MV Supplemental: a portion of the motor vehicle supplemental list (vehicles registered after October 1) is attributable to the Fire District taxes; therefore, the General Fund remits a portion of MV Supplemental revenues to the Fire Fund.

Ambulance Service Fees: represents fees receivable for advanced life support (ALS) services provided by the Paramedics operation. ALS fees are decreased by \$105,000 based on actual trends.

Fire Marshal Fees: collected for various property inspection & certification services performed by the Fire Marshal's office.

MV Tax Cap Transition Grant: the State of Connecticut signed into law a cap on the total mill rate on motor vehicles that can be applied by a Town and its subsidiary taxing districts. A State grant is being provided to offset lost revenues, as estimated by the State using FY22 data.

Paramedic Reimbursement: since Paramedic services are provided for the entire Town, including portions outside the South Manchester Fire District, the General Fund reimburses the Fire District Fund for the cost of the Paramedics operation, net of projected ambulance service fees to be collected. The increase reflects the reduction in ALS fee revenue as well as the addition of 50% of the new Assistant Chief position and increases to other Paramedic costs, as reflected above.

STATUS OF 2021/22 GOALS

1. Consolidation of MFRE's Record Management Systems.

During the past fiscal year MFRE moved a majority of its RMS to the new ESO-Firehouse suite. This move is aimed at bringing as many of the department's programs as possible under one umbrella in order to streamline use, maximize interoperability and reduce training needs. While the move was a benefit to the overall capabilities of the department, as with most newly developed systems, there are challenges which we continue to work out as we move forward.

2. Development of an In-Service, Officer Led Training Initiative to Insure Compliance with OSHA Mandated Refresher Training for Firefighters.

In line with industry training standards as described in this goal, MFRE has accomplished the objective of developing of a comprehensive, officer led, in-company training program that runs on a two-year cycle and provides our members with required refresher training and serves as a development tool for our company officers. The program, which was built and is overseen by the current MFRE Training Chief Gordon Macmillan, was developed to utilize an appropriately similar curriculum as that used by the Connecticut State Fire Academy for continuity's sake. The

SOUTH MANCHESTER FIRE DISTRICT

program can run in relative perpetuity with only occasional upgrades to content based on the State's curriculum changes.

3. Development of an Expanded Program for Attracting Potential Employees in Greater Numbers in Order to Meet Projected Vacancies Due to Anticipated Retirements.

This continues to be an ongoing, multi-year project as the difficulties in the recruitment of firefighter/paramedics remains a challenge. New recruitment initiatives such as the development of social media content and providing enhanced opportunities for Paramedic students to do their "ride time" with MFRE have had some positive impact however, industry wide, retirements and decreasing applicant pools demand that this item remains in the forefront of our efforts.

4. Continue Development of a Community Strategic Plan for Fire, Rescue and Emergency Medical Services.

With the Strategic Plan complete and internal MFRE objectives being implemented, Manchester's public safety strategic objectives related to integration of MFRE and 8th Utilities District Fire Department capabilities have seen some measure of success. Temporary automatic aid agreements are in place to support a mutual response to certain high acuity fire and rescue responses. This allows for a fire response, for instance, with sufficient numbers to mount a safe and effective fire attack in a timely manner anywhere in Manchester. While a seamless integration of resources continues to be an essential goal, these recent developments are of benefit to the Town as a whole.

5. Continue Development of the Standard Operating Practices and Policies Manual.

MFRE's basic SOPs are complete and are available electronically for members to search for reference or use in conjunction with departmental training. The department's SOP project will continue in that new SOPs will be added as additional topics and practices are determined to be in need of procedures; existing SOPs will be reviewed and amended as necessary on a rotational basis to ensure relevance.

SOUTH MANCHESTER FIRE DISTRICT

2022/23 GOALS

- 1. Development of Strategies for Attracting Potential Employees in Greater Numbers in Order to Meet Projected Vacancies**
- 2. Continue Utilizing Strategic Planning to Meet the Expanding Needs of Manchester's Fire, Rescue and Emergency Medical Services.**
- 3. Establish a Data Quality Assurance and Analysis Process**
- 4. Develop a Community Outreach Framework for Health, Safety and Community Relations Programming**
- 5. Pursue Expanded Training Opportunities for MFRE's Chief Officers in Relevant Command and Administrative Capabilities**



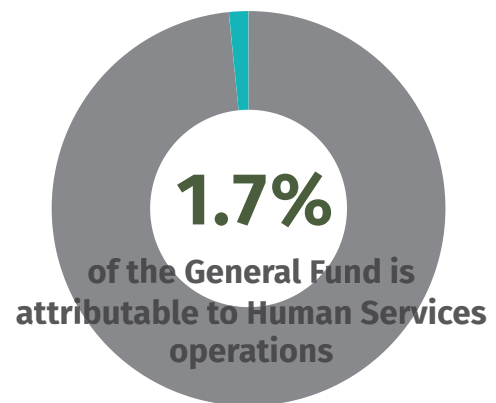
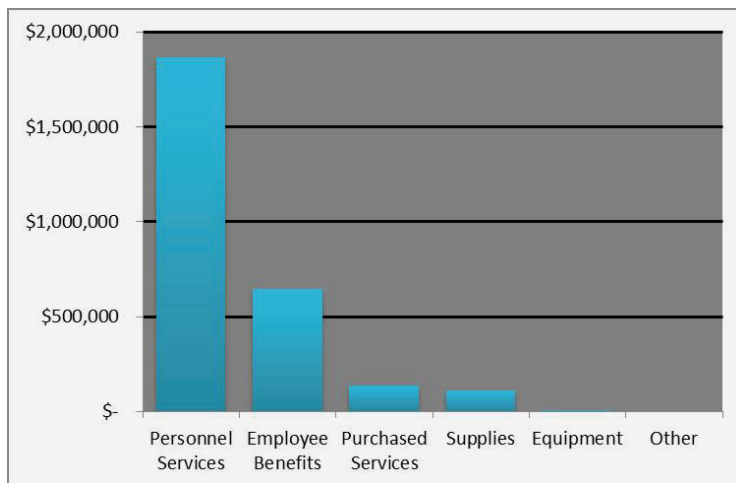
Human Services



The Human Services section of the budget includes the administrative functions associated with overall planning and coordination of human service delivery, needs assessment, as well as provision of direct community health and social services through the Health, Senior, Adult and Family Services divisions, and the Senior Center.

Summary of Department Budgets

	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Department Request 2022/23	Manager's Recom. 2022/23	Adopted 2022/23	Change Over Current Adopted	Percent Change
DEPARTMENT OF HUMAN SERVICES								
Human Services Administration	\$ 825,005.80	\$ 857,461	\$ 823,653	\$ 869,626	\$ 869,626	\$ 869,626	\$ 12,165	1.42%
Health	\$ 875,044.43	\$ 917,168	\$ 919,701	\$ 940,038	\$ 940,038	\$ 992,351	\$ 75,183	8.20%
Senior, Adult and Family Services	\$ 615,676.49	\$ 665,401	\$ 648,193	\$ 794,113	\$ 794,113	\$ 794,113	\$ 128,712	19.34%
Senior Center	\$ 530,586.92	\$ 738,825	\$ 719,732	\$ 764,329	\$ 764,329	\$ 764,329	\$ 25,504	3.45%
TOTAL	\$ 2,846,313.64	\$ 3,178,855	\$ 3,111,278	\$ 3,368,106	\$ 3,368,106	\$ 3,420,419	\$ 241,564	7.60%



 Total Budget \$3,420,419	 Increase \$241,564	 Percent Increase 7.60%
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HUMAN SERVICES ADMINISTRATION

DESCRIPTION

Human Services Administration provides overall program planning and development, coordination and administration of health and human service programs in the Town of Manchester. It provides administrative oversight to Health Services; the Senior Center; and Senior, Adult and Family Services. Numerous community grants are also managed from Human Services Administration offices. The department leads initiatives that assess and affect the human service needs of the community and secures grants and other resources to implement new programs. Human Services provides contract oversight for community agencies receiving Town funds. In addition, Human Services represents the Town on community, regional and statewide human services planning and advisory groups.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended	Adopted	Estimated	Manager's	Adopted	Change Over	Percent Change
	2020/21	2021/22	Expend. 2021/22	Recom. 2022/23	2022/23	2021/22 Adopted	
Personnel Services	190,730.57	204,359	211,879	187,973	187,973	(16,386)	-8.02%
Employee Benefits	68,310.72	67,107	68,673	64,587	64,587	(2,520)	-3.76%
Purchased Services	5,174.71	10,580	10,580	8,920	8,920	(1,660)	-15.69%
Supplies	1,655.19	2,600	2,600	2,600	2,600	-	0.00%
Equipment	-	-	-	-	-	-	N/A
Community Agencies	559,134.61	572,815	529,921	605,546	605,546	32,731	5.71%
TOTAL HS ADMIN	825,005.80	857,461	823,653	869,626	869,626	12,165	1.42%

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with the following adjustments:

- A reduction of \$21,575 in part time salaries to reflect actual hours worked for the School Readiness Nurse.

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
Director of Human Services	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00
TOTAL HS ADMIN FT STAFF	2.00	2.00	2.00	2.00	2.00

Purchased Services and Supplies:

Covers the cost of office administration & professional development for the Director of Human Services' office, with no significant adjustments.

HUMAN SERVICES ADMINISTRATION

Community Agencies:

The following nonprofit agencies receive Town subsidies to provide a variety of services to those in need within the community:

Community Agencies	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Comm. Child Guidance Clinic	110,160.00	110,160	110,160	113,465	113,465	3,305	3.00%
Visiting Nurse & Health Services	86,789.00	89,066	86,789	90,000	90,000	934	1.05%
ECHN STEPP Teen Parent Prog.	9,650.00	9,650	9,650	9,650	9,650	-	0.00%
Community Renewal Team	3,993.00	4,113	3,993	5,000	5,000	887	21.57%
MARC, Inc.	76,700.00	76,700	76,700	80,842	80,842	4,142	5.40%
HGL Health Collective	13,433.00	13,433	13,433	13,433	13,433	-	0.00%
YWCA- Sexual Assault Crisis Ctr.	6,000.00	6,000	6,000	6,000	6,000	-	0.00%
N. Central Mental Health Board	4,076.00	4,076	4,076	4,179	4,179	103	2.53%
UR Community Cares	5,000.00	6,500	5,000	16,500	16,500	10,000	153.85%
Manchester Early Learning Cent.	9,494.00	9,207	8,920	5,286	5,286	(3,921)	-42.59%
Head Start Facility	21,321.87	42,894	41,956	-	-	(42,894)	-100.00%
MACC	113,516.00	113,516	113,516	143,191	143,191	29,675	26.14%
MACC Outreach and Referral	20,000.00	20,000	20,000	45,000	45,000	25,000	125.00%
Police Activities League	26,500.00	27,500	26,500	28,000	28,000	500	1.82%
Journey Home	5,000.00	5,000	5,000	5,000	5,000	-	0.00%
Manchester Housing Auth. RSC	20,000.00	20,000	20,000	20,000	20,000	-	0.00%
Community Services	27,501.74	15,000	15,000	15,000	15,000	-	0.00%
Ctr. Congregational Food Pantry	-	-	-	5,000	5,000	5,000	N/A
TOTAL COMMUNITY AGENCIES	559,134.61	572,815	566,693	605,546	600,546	27,731	4.84%

- Additional funding is provided to UR Community Cares to increase efforts to assist homebound elderly residents who have been especially impacted by the pandemic.
- Additional funding is provided to MACC Charities to assist with residents in need, in light of increased demand for services and assistance.
- Funding for the Head Start Facility is eliminated from the budget due to closure of that facility.
- An additional \$5,000 is provided to assist the Center Congregational food pantry in providing food and basic supplies to needy residents.

HUMAN SERVICES ADMINISTRATION

STATUS OF 2020/21 GOALS

- 1. Facilitate Senior Center Needs assessment to assess, identify and plan for the long term Senior Center facility needs of Manchester.**

This project was put to out to bid and awarded to Lifespan Design Studios. The assessment is underway with an estimated time of completion of mid-February 2022.

- 2. Continue to work with the Department and partners to develop plans and strategies that address the needs of Manchester's older residents.**

The Department has continued to focus on meeting the needs of older residents through the Covid-19 pandemic. Efforts have been undertaken in all divisions to ensure that older residents have access to needed supports and resources.

- 3. Continue to facilitate partnerships, programs and partnerships that seek to address homelessness in the Manchester area.**

Over the course of the year the HS Director has maintained his presence in several regional groups and conversations regarding homelessness, including the GH-CAN leadership and cold weather planning committees. The HS Director also worked with a sub committee of the BOD to discuss homelessness and winter plans. Through the efforts of the HS Director, MACC was engaged to provide a Warming Center using a new hotel model with full funding support from the CAN. This plan was approved by the BOD. The HS Director also requested and was approved for additional funding for MACC's homeless outreach efforts.

2021/22 GOALS

- 1. Continue to facilitate, develop and promote partnerships, programs and services that seek to address homelessness in the Manchester area.**
- 2. Work with the General Manger and leadership to review the Senior Center needs assessment and make plans based on the recommendations therein.**
- 3. Work with IS, to procure and implement new case management software in the Department that allows better tracking of services, coordination and planning.**

HEALTH DEPARTMENT

DESCRIPTION

Health Services is comprised of three program areas: Community Health Services, Environmental Health Services, and Clinic Services.

Environmental Health Services predominantly represents enforcement and inspection requirements prescribed by Town Ordinances, the State Public Health Code, and Connecticut General Statutes. Specific inspection and licensing programs are in place for routine restaurant inspections and general food safety, as well as review and approval of septic systems and wells for new or replacement purposes. Other inspection programs include public swimming pools and day cares, lead poisoning prevention, and mosquito control issues for the control of West Nile Virus.

Community Health Services include communicable and chronic disease surveillance and prevention, and family health promotion. The Employee Health program for Town employees is also embedded in the Community Health Services program of the Health Department, providing employee training in prevention of blood-borne diseases and management of the Town's respiratory protection and hearing conservation programs.

Clinic Services are provided for Manchester seniors at the Health Department and Senior Center. The Health Department Clinic Nurse is stationed every Wednesday at the Senior Center for regular blood pressure clinics and medical consultations and a wide variety of health screenings and topic specific health promotion programming. The most popular clinics each year are the Town sponsored Flu Clinics that are managed by the Clinic Services program. The Clinic Services program has expanded health promotion activities into age groups through a school wellness after-school program that focuses on wellness and obesity prevention.

Public Health Emergency Preparedness has become an umbrella program, in collaboration with the Town's Emergency Management Office, which aims to prepare the Health staff to respond with all departments to all types of emergencies, naturally occurring or man-made, and to best serve the public health needs of the community. Pandemic Influenza Planning and Preparedness has been added as a targeted concern for all communities. Routine training of staff, creation of preparedness plans and drills are ongoing activities of the Health Department locally, regionally, and statewide.

BUDGET TABLES & COMMENTARY

Expenditures by Function	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Community Health Services	369,245.92	366,133	365,206	381,810	434,123	67,990	18.57%
Environmental Health Services	482,289.51	501,959	505,680	510,898	510,898	8,939	1.78%
Clinic Service	23,509.00	49,076	48,814	47,330	47,330	(1,746)	-3.56%
TOTAL HEALTH	875,044.43	917,168	919,701	940,038	992,351	75,183	8.20%

HEALTH DEPARTMENT

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Personnel Services	568,537.06	609,971	609,472	640,674	670,674	60,703	9.95%
Employee Benefits	236,592.01	245,084	248,115	241,964	264,277	19,193	7.83%
Purchased Services	56,857.95	52,772	52,772	48,465	48,465	(4,307)	-8.16%
Supplies	13,057.41	9,341	9,341	8,935	8,935	(406)	-4.35%
Equipment	-	-	-	-	-	-	N/A
Other	-	-	-	-	-	-	N/A
TOTAL HEALTH	875,044.43	917,168	919,701	940,038	992,351	75,183	8.20%

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with the following significant adjustments:

- An additional \$52,000 is provided to fund the part-time Health Equity position, which will no longer be grant-funded as of November, 2022.

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
Director of Health	1.00	1.00	1.00	1.00	1.00
Community Health Nurse	1.00	1.00	1.00	1.00	1.00
Chief Sanitarian	1.00	1.00	1.00	1.00	1.00
Senior Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Environmental Health Inspector	3.00	3.00	3.00	3.00	3.00
Clinic Nurse	0.00	0.00	0.00	0.00	0.00
Clerical Assistant	1.00	1.00	1.00	1.00	1.00
TOTAL HEALTH FT STAFF	8.00	8.00	8.00	8.00	8.00

Part Time Positions	Budgeted Hours 2021/22	Full Time Equivalents	Budgeted Hours 2022/23	Full Time Equivalents	Change in FTE's
Health Equity*	-	0.00	1,300	0.63	0.63
Clinic Nurse	1,014	0.49	1,014	0.49	0.00
TOTAL HEALTH PT STAFF	1,014	0.49	2,314	1.11	0.63

* Position was grant-funded in FY22

HEALTH DEPARTMENT

Purchased Services and Supplies:

Covers the following costs:

Community & Personnel Health: office administration for the Health Department, professional development & affiliations, employee physicals & screenings, medical advisor consultation, and field inspection software.

Environmental Health: certifications, licenses & affiliations for public health inspectors, cellphones & transportation costs for inspectors, and lead risk assessment services.

Clinic Services: programming costs for health promotional programs, and flu shots for the annual flu clinic.

The budget includes the following significant adjustments:

- \$2,000 for lead risk assessment is removed due to the program through the State Department of Public Health no longer being available.

STATUS OF 2021/22 GOALS

1. Review and revise public health emergency plans in collaboration with other town departments.

The health department sections of the towns public health emergency plans have been reviewed and modified where appropriately identified. The plan has been successfully drilled in a real world COVID event scenario. Other town departments participated in the drill and their input was incorporated into the plan modifications.

2. Strengthen existing partnerships with local businesses and restaurants while looking for opportunities to create new collaboration opportunities.

Partnerships with local businesses and restaurants are stronger than ever as the collaboration and communication efforts during COVID has created opportunities to offer support and guidance while working towards keeping these establishments safe and thriving.

3. Establish key performance measure data for both health equity and identified public health disparities.

The health department has been exploring key performance measure data points for both health equity and identified public health disparities. The initial data sets primarily have included tracking COVID related information including testing and vaccination. The data has been able to be categorized into racial and cultural demographics allowing the department to identify potential gaps in service to these communities.

HEALTH DEPARTMENT

2022/23 GOALS

1. Explore new and innovative public health educational programming that would benefit town residents based on need with a focus on improving accessibility for all.
2. Review department record management practices and file system organization while analyzing historical records for the purpose of efficiency and access.
3. Continue to establish new key performance measure data for both health equity and identified public health disparities while evaluating current performance measure data.

SENIOR ADULT & FAMILY SERVICES

DESCRIPTION

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, homecare, mental health treatment, transportation, and basic needs including food and clothing.

SAFS social workers provide information and enrollment assistance for a variety of government programs including SSD, SSI, SNAP, SAGA, HUSKY, Access Health CT and Medicare. Social workers also provide guidance and resource information pertaining to affordable housing, home-based care, behavioral health treatment, medical care, health and disability services and transportation. In addition, SAFS administers the Manchester Dial-a-Ride program, Renters Rebate program and Town conservator program. SAFS social workers also screen and enroll residents in a variety of financial assistance programs including energy assistance and the Medicare Savings Program. Services are provided in the office (Weiss Center), residents' homes, and various community settings.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Personnel Services	451,952.11	485,625	468,108	584,208	584,208	98,583	20.30%
Employee Benefits	147,387.04	159,776	160,085	187,655	187,655	27,879	17.45%
Purchased Services	7,681.80	12,250	12,250	12,250	12,250	-	0.00%
Supplies	8,655.54	7,750	7,750	10,000	10,000	2,250	29.03%
Equipment	-	-	-	-	-	-	N/A
Other	-	-	-	-	-	-	N/A
TOTAL SAFS	615,676.49	665,401	648,193	794,113	794,113	128,712	19.34%

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with the following adjustments:

- Increase reflects 1 additional full-time Social Worker, assigned to partnering with the Manchester Police Department, which was funded in the current Fiscal Year by grant funds (ARPA).

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
Social Worker	3.00	3.00	3.00	4.00	4.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Case Management Supervisor	1.00	1.00	1.00	1.00	1.00
TOTAL SAFS FT STAFF	5.00	5.00	5.00	6.00	6.00

SENIOR ADULT & FAMILY SERVICES

Part Time Positions	Budgeted		Budgeted		Change in FTE's
	Hours 2021/22	Full Time Equivalents	Hours 2022/23	Full Time Equivalents	
Social Worker/ Conservator Agent	-	0.00	-	0.00	0.00
Social Workers (4)	4,836	2.33	4,836	2.33	0.00
TOTAL SENIOR ADULT & FAM PT STAFF	4,836	2.33	4,836	2.33	0.00

Purchased Services and Supplies:

Covers office administrative expenses for the Senior Adult & Family office, case management software, and emergency needs funding, with the following adjustments:

- An additional \$2,250 is provided for cleanout assistance (hoarding & unsanitary home condition issues) and emergency funds to cover basic food & supply purchases for individuals with critical & immediate needs.

STATUS OF 2021/22 GOALS

- 1. Increase the visibility of Senior, Adult & Family Services and the services it provides through community outreach - Achieved.**
- 2. Ensure that lower-income residents have access to permanent, stable housing by providing security deposit and back rent assistance –** Seventy-seven households received \$36,725 in housing assistance (rent arrearage, security deposit).
- 3. To ensure that Manchester’s Senior & Disabled residents, regardless of means, have full access to opportunities and services by providing customized transportation to points of interest within Town -** SAFS provided 14,045 rides to 328 unduplicated riders. These numbers are lower than normal due to COVID.
- 4. To ensure that all eligible Manchester residents receive available and appropriate Federal, State, local and private financial assistance by educating residents about the programs, screening potential applicants, and processing applications in a courteous and timely manner –** More than 2600 households accessed \$2.4M in financial assistance with the help of SAFS staff. This resulted in an average 6% increase in recipient income.
- 5. To facilitate the transition to safe, affordable and permanent housing for residents who are homeless as a result of fire or building code violations -** SAFS served and connected 29 households to permanent affordable housing within 30 days. 21% of households were linked to secondary support services.

SENIOR ADULT & FAMILY SERVICES

2022/23 GOALS

- 1. Increase the visibility of Senior, Adult & Family Services and the services it provides through community outreach.** – 15 outreach presentations/events geared towards residents, community partners, Town Departments and Manchester Public Schools (FRCs, PTAs, staff) via in-person presentations and through a variety of media platforms.
- 2. Ensure that lower-income residents have access to permanent, stable housing by providing security deposit and back rent assistance.**
Proposed # of households: 11
Proposed amount of assistance: \$10,000
- 3. Ensure that Manchester’s Senior & Disabled residents, regardless of means, have full access to opportunities and services by providing customized transportation to points of interest within greater Manchester.**
Proposed # trips: 25,000
Proposed # of riders: 400
- 4. Ensure that all eligible Manchester residents receive available and appropriate Federal, State, local and private financial assistance by educating residents about the programs, screening potential applicants, and processing applications in a courteous and timely manner.**
Proposed # households served: 2500
Proposed amount of assistance accessed: \$2.4M
- 5. Facilitate the transition to safe, affordable and permanent housing for residents who are homeless as a result of fire or building code violations.**
Average dislocation period: Not to exceed 45 days
% dislocated residents returned to permanent affordable housing within 60 days: 90%

SENIOR CENTER

DESCRIPTION

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. In addition, transportation is provided twice a week for grocery and retail shopping. 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 Recreational Programs
- Social Work Services
- Health Services

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Personnel Services	313,846.20	440,504	421,634	454,033	454,033	13,529	3.07%
Employee Benefits	136,495.50	153,837	153,614	152,102	152,102	(1,735)	-1.13%
Purchased Services	14,154.81	56,700	56,614	66,294	66,294	9,594	16.92%
Supplies	66,090.41	85,284	85,370	89,400	89,400	4,116	4.83%
Equipment	-	2,500	2,500	2,500	2,500	-	0.00%
Other	-	-	-	-	-	-	N/A
TOTAL SENIOR CENTER	530,586.92	738,825	719,732	764,329	764,329	25,504	3.45%

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with an adjustment for a driver position that had been reclassified to part time in the prior fiscal year.

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
Senior Center Director	1.00	1.00	1.00	1.00	1.00
Senior Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Clerical Assistant	1.00	1.00	1.00	1.00	1.00
Recreation Supervisor	1.00	1.00	1.00	1.00	1.00
Custodian/Bus Driver	1.00	1.00	1.00	1.00	1.00
TOTAL SENIOR CENTER FT STAFF	5.00	5.00	5.00	5.00	5.00

SENIOR CENTER

Personnel & Employee Benefits (Cont'd):

Part Time Positions	Budgeted		Budgeted		Change in FTE's
	Hours 2021/22	Full Time Equivalent	Hours 2022/23	Full Time Equivalent	
Program Assistant	975	0.47	975	0.47	0.00
Senior Bus Driver	2,250	1.08	2,250	1.08	0.00
Kitchen Tech	975	0.47	975	0.47	0.00
Kitchen Assistant	975	0.47	975	0.47	0.00
Therapeutic Recreation	-	0.00	-	0.00	0.00
Fitness Instructor	650	0.31	650	0.31	0.00
Instructor	450	0.22	450	0.22	0.00
TOTAL SENIOR CENTER PT STAFF	6,275	3.02	6,275	3.02	0.00

Purchased Services and Supplies:

Covers the office & maintenance expenses associated with operating the Senior Center facility, programming costs, instructor fees, food provision for the Senior Meals Program, and operating expenses for the transportation program, with no significant adjustments.

STATUS OF 2021/22 GOALS

- 1. The Senior Center's goal for the beginning to middle of FY 21/22 is to supervise the re-opening of the Center and the resumption of in-person activities and programs.**

The Senior Center began a phased-in re-opening in June 2021. To date, most programs at have reached near pre-pandemic levels of participation and the meal program has had a significant increase in the average amount of meals being served. Participation has been affected by the COVID19 positivity in the community to some degree.

- 2. The Senior Center will work with the members of the Parks and Facilities Master Plan to include the Senior Center in discussions for possible renovation or relocation of the Senior Center to accommodate a growing senior population**

The Senior Center's Recreation Supervisor was assigned to work with the Department of Families, Leisure and Recreation to provide input regarding senior programming and facilities needs.

SENIOR CENTER

2022/23 GOALS

- 1. The Senior Center will continue to serve the older adult population to provide services, program and COVID19 related assistance as we continue to work through the challenges of the on-going pandemic.**
- 2. The Senior Center will work with Human Services Administration to finalize the facility needs assessment with Lifespan Design Studio and EDM Architects to deliver a comprehensive report on the future programing, service and facility needs for the benefit of the older adult population of Manchester.**



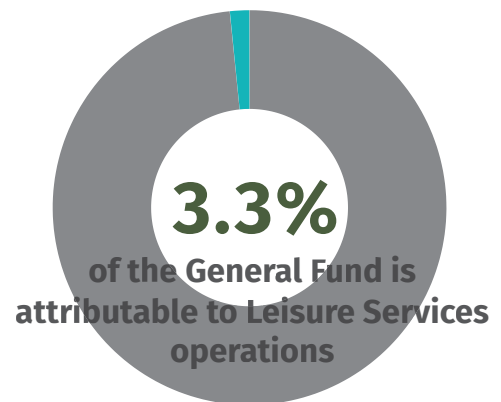
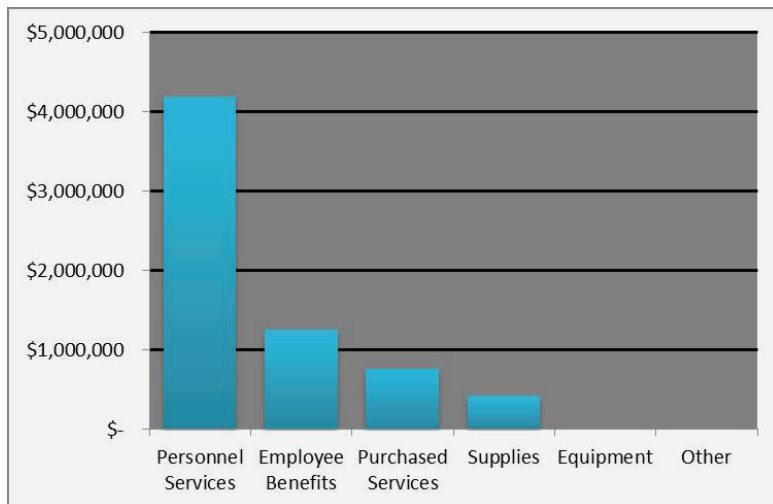
Leisure Services



The Leisure Services section of the budget includes all functions of the Recreation Department, Office of Neighborhood and Families, and Youth Services Bureau, as well as the services of the Mary Cheney Library, Whiton Library and Bookmobile Program.

Summary of Department Budgets

	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Department Request 2022/23	Manager's Recom. 2022/23	Adopted 2022/23	Change Over Current Adopted	Percent Change
LEISURE SERVICES								
Recreation	\$ 1,402,676.25	\$ 2,197,445	\$ 2,150,342	\$ 2,233,703	\$ 2,233,703	\$ 2,233,703	\$ 36,258	1.65%
Neighborhood & Families	\$ 172,659.83	\$ 195,239	\$ 197,788	\$ 246,304	\$ 241,304	\$ 241,304	\$ 46,065	23.59%
Youth Services Bureau	\$ 632,251.31	\$ 740,795	\$ 688,011	\$ 734,688	\$ 734,688	\$ 734,688	\$ (6,107)	-0.82%
Library	\$ 3,047,991.35	\$ 3,404,719	\$ 3,278,530	\$ 3,427,134	\$ 3,422,834	\$ 3,422,834	\$ 18,115	0.53%
TOTAL	\$ 5,255,578.74	\$ 6,538,198	\$ 6,314,670	\$ 6,641,829	\$ 6,632,529	\$ 6,632,529	\$ 94,331	1.44%



Total Budget
\$6,632,529



Increase
\$94,331



Percent Increase
1.44%

LEISURE, FAMILIES & RECREATION- RECREATION

DESCRIPTION

The Recreation Department plans, schedules, implements and evaluates an organized series of recreational activities for residents of all ages. The department also schedules the use of park areas and recreational facilities and works closely with the Field Services division of Public Works to manage the day-to-day operations for the town's park system. The Recreation Department, and its budget, represents funding for the following services:

- Summer Camps
 - Includes Camp Kennedy
- Recreation Centers
- Pools & Aquatics programming
 - Five outdoor pools; Globe Hollow, Salters, Waddell, Swanson, and the West Side Pool. Pools are open for 11 hours per day during the week and additional hours on weekends.
- Organized Sports
 - The department offers one of the largest adult organized sports programs in the state.
- Other Activities
 - The Recreation department also supports numerous community groups in organizing and staffing special events, such as Rebuilding Together, the town-wide fishing, July 4th celebration and Pride In Manchester Week.

In FY2015/16, reorganization with the Town resulted in the Office of Neighborhoods and Families being combined with the Recreation Department and the Youth Services Bureau to form the Department of Leisure, Family, and Recreation.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended	Adopted	Estimated	Manager's	Adopted	Change Over	Percent Change
	2020/21	2021/22	Expend. 2021/22	Recom. 2022/23	2022/23	2021/22 Adopted	
Personnel Services	814,672.85	1,388,989	1,352,434	1,381,357	1,381,357	(7,632)	-0.55%
Employee Benefits	229,584.38	308,253	295,717	302,318	302,318	(5,935)	-1.93%
Purchased Services	290,039.52	427,853	429,840	470,678	470,678	42,825	10.01%
Supplies	68,379.50	72,350	72,350	79,350	79,350	7,000	9.68%
Equipment	-	-	-	-	-	-	N/A
Other	-	-	-	-	-	-	N/A
TOTAL RECREATION	1,402,676.25	2,197,445	2,150,342	2,233,703	2,233,703	36,258	1.65%

LEISURE, FAMILIES & RECREATION- RECREATION

Expenditures by Function	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Recreation Administration	942,896.80	1,092,373	1,045,654	1,148,064	1,148,064	55,691	5.10%
Recreation Facilities	306,920.20	422,185	424,022	445,789	445,789	23,604	5.59%
Aquatics	117,508.59	263,778	263,778	303,246	303,246	39,468	14.96%
Camp Kennedy	1,075.00	10,020	7,799	10,063	10,063	43	0.43%
Summer Camp Program	30,744.69	350,989	350,989	268,441	268,441	(82,548)	-23.52%
IOH Pool	3,530.97	58,100	58,100	58,100	58,100	-	0.00%
TOTAL RECREATION	1,402,676.25	2,197,445	2,150,342	2,233,703	2,233,703	36,258	1.65%

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments to full time staffing.

Temporary employee salaries in Summer Camps is reduced by \$76,682 or 31.1% to reflect reduction in camp offerings due to reduced demand from an increase in summer programming offered by the school system.

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
Director of Leisure, Families and Rec.	1.00	1.00	1.00	1.00	1.00
Assistant Director of Recreation	0.00	0.00	0.00	0.00	0.00
Recreation Supervisor	3.00	3.00	3.00	3.00	3.00
Senior Recreation Supervisor	2.00	2.00	2.00	2.00	2.00
Senior Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	2.00	2.00	1.00	2.00	1.00
TOTAL RECREATION FT STAFF	9.00	9.00	8.00	9.00	8.00

Part Time Positions	Budgeted Hours 2021/22	Full Time Equivalents	Budgeted Hours 2022/23	Full Time Equivalents	Change in FTE's
Facilities - Mahoney	7,123	3.42	7,123	3.42	0.00
Facilities - Community Y	8,494	4.08	8,494	4.08	0.00
Facilities - Nathan Hale	4,890	2.35	4,890	2.35	0.00
Aquatics - Indoor	2,256	1.08	2,256	1.08	0.00
Acquatics - Outdoor	10,871	5.23	10,871	5.23	0.00
Summer Camps	17,836	8.58	9,840	4.73	-3.84
Camp Kennedy	264	0.13	264	0.13	0.00
TOTAL RECREATION PT STAFF	51,734	24.87	43,738	21.03	-3.84

LEISURE, FAMILIES & RECREATION- RECREATION

Purchased Services and Supplies:

Covers the cost of the following:

Recreation Administration: office administrative expenses for the Leisure & Family Services main office, irrigation costs for some of the athletic fields, printing of promotional material & program catalogs, rec equipment repairs, program registration software, ACH fees for debit card transactions, and maintenance of staff vehicles & the Rec on the Run van.

Recreation Facilities: custodial expenses for the rec centers, program supplies, and water utilities.

Aquatics: electricity & water utilities for the pools, cleaning, lifeguard training, and program supplies.

Camp Kennedy: transportation costs & program supplies.

Summer Camp: activity fees, transportation, food & supplies for camp programs.

IOH Pool: utility costs, custodial maintenance, pool treatment chemicals, cleaning and repair.

The budget includes the following adjustments:

- Electricity is increased by \$9,000 due to rate increases
- Building maintenance increases by \$7,000 to reflect ending of the Board of Education contribution to floor restoration costs.
- An additional \$30,000 is budgeted for expanded event offerings, including Off Main Experience, Fall Festival at Northwest Park, kick-off and send-off events at Charter Oak Park, and expanded Rec on the Run mobile program offerings.

Revenues:

The General Fund receives revenues from the Recreation programs in the form of registration fees & rec pass charges. The Board of Directors has adopted a temporary abeyance of fees for most recreation programs beginning in FY23. Reduction in the camp program is projected to decrease recreation fee revenues by \$100,000.

Revenues	Collected 2020/21	Adopted Projection 2021/22	Revised Estimate 2021/22	Manager's Projected 2022/23	Adopted Projection 2022/23	Change Over Current Year	Percent Change
Recreation Facility Pass	22,104.00	27,000	27,000	27,000	-	(27,000)	-100.00%
Summer Camp Fees	4,674.50	200,000	200,000	100,000	100,000	(100,000)	-50.00%
Organized Sports Fees	10,665.00	12,000	12,000	12,000	-	(12,000)	-100.00%
Aquatics	12,310.00	32,000	32,000	32,000	-	(32,000)	-100.00%
TOTAL	\$49,753.50	271,000	271,000	171,000	100,000	(171,000)	-63.10%

LEISURE, FAMILIES & RECREATION- RECREATION

STATUS OF 2021/22 GOALS

1. Continue next phase of implementation of Parks and Facilities Master Plan by prioritizing recommendations and identifying and seeking funding sources, community partners, etc.

Met with Berry Dunn in October 2021 who facilitated an implementation meeting which involved reviewing the Master Plan prioritization report for edit and general discussion on funding sources and initial park priority project i.e. Charter Oak Park West. Working with Public Works to propose a sinking fund in our capital budget for next phase design work for priority projects.

2. Plan to expand OurParks Ambassador Program to Northwest Park location and prepare onsite drop-in evening programming. Increase staff presence, community access and cross division collaborative programming.

During summer 2021, piloted Park Ambassador program with two staff members. Duties included, but were not limited to: evening drop-in programming, general park clean-up, special event staff support and relationship building with patrons. Increased program awareness on-site through cross promotion and exterior building display cases promoting summer and fall events. Additionally, through cross division and department collaboration we were able to extend and offer fall Farmer's Market through October and took advantage of COVID funds to secure and install event lighting along with commissioning mural work for jersey barriers.

3. Develop and roll out Water Safety marketing campaign to bring awareness to the dangers of swimming and the resources available to safeguard our community's children and families.

Have completed the first phase by developing PR stories which were disseminated through Better Manchester Magazine prior to the start of the summer 2021 season. Currently in process of developing and finalizing a marketing campaign to be rolled out for summer 2022.

4. Secure funding and consultant services for the future development of a self-sustaining program model at the Leisure Labs at Mahoney Center.

In collaboration with the Youth Service Bureau and RiseUp for Arts, our division has worked collectively to develop a final plan for an arts based work development program. This program in general will provide high school aged students with the opportunity to be supported academically, develop technical skills as they pertain to public art, hired (workforce development funds) and install public art commissioned by the Town of Manchester. Secured funding from Youth Service Bureau (state grant), workforce development funds, and pending funds from Town of Manchester innovation fund. Program slated to start February 2022.

LEISURE, FAMILIES & RECREATION- RECREATION

5. Pilot Artist in Residence program to help develop, support and advance art based programming and initiatives for the department throughout the community.

Appointed staff member who has been tasked and has completed public art programming, art gallery management and creation and curation of our department's public galleries which include Gallery 153, People's Gallery and The Tiny Gallery.

2022/23 GOALS

- 1. To assess and compare department wide fee structure with neighboring communities with similar demographics to determine a more current and competitive fee schedule. (*Master Plan rec*)**
- 2. To continue to improve and build out program areas that support our current and future program development and that are safe, accessible and welcoming (i.e. Movement Lab, Tech Lab, Gymnasium, Music & Creative Writing Lab and new supervisor office at Leisure Labs at Mahoney Center). Emphasis to be given to program assessment and development for middle and high school aged students. (*Master Plan rec*)**
- 3. Develop second generation of OurParks campaign utilizing imagery and direction from the Parks & Facilities Master Plan – future facing.**
- 4. Advocate for breaking of ground and completion of Charter Oak West by 2023 in conjunction with the Town's 200th birthday.**

LEISURE, FAMILIES & RECREATION- YOUTH SERVICES

DESCRIPTION

The Youth Service Bureau provides a variety of year-round positive youth development programs and services for including operating a Teen Center on premises and two Early Childhood Activity Rooms off site. Programs focus on building life skills, developing leadership skills, enriching relationships, job readiness and service to the community. Staff provide case management for children and youth referred by parents and the schools, police, fire service, and outside agencies. Information and referral services are available for parents, youth and other service providers looking for resources. Staff also advocate on a local, regional and statewide level with regard to children and youth issues.

In FY15/16, reorganization with the Town resulted in the Youth Service Bureau being combined with the Recreation Department and the Office of Neighborhoods and Families to form the Department of Leisure, Family, and Recreation.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Personnel Services	419,874.89	505,062	450,206	499,142	499,142	(5,920)	-1.17%
Employee Benefits	161,310.71	193,915	195,986	188,354	188,354	(5,561)	-2.87%
Purchased Services	15,642.26	26,842	29,442	31,736	31,736	4,894	18.23%
Supplies	35,423.45	14,976	12,376	15,456	15,456	480	3.21%
Equipment	-	-	-	-	-	-	N/A
Other	-	-	-	-	-	-	N/A
TOTAL YOUTH SERVICES	632,251.31	740,795	688,011	734,688	734,688	(6,107)	-0.82%

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments. Reductions reflect turnover of existing positions and lower health benefit costs.

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
Youth Services Director	1.00	1.00	1.00	1.00	1.00
Youth Services Coordinator	4.00	4.00	4.00	4.00	4.00
Early Childhood Specialist	0.50	0.50	0.50	0.50	0.50
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
TOTAL YOUTH SERVICES FT STAFF	6.50	6.50	6.50	6.50	6.50

LEISURE, FAMILIES & RECREATION- YOUTH SERVICES

Part Time Positions	Budgeted		Budgeted		Change in FTE's
	Hours 2021/22	Full Time Equivalents	Hours 2022/23	Full Time Equivalents	
Youth Workers (2)	3,042	1.46	3,042	1.46	0.00
Summer Outreach Worker	420	0.20	420	0.20	0.00
TOTAL YSB PT STAFF	3,462	1.66	3,462	1.66	0.00

Purchased Services and Supplies:

Covers office administrative expenses and management & maintenance of the YSB facility, and program supplies for youth services programming, with the following significant adjustments:

- An additional \$3,924 is provided for addition of Northwest Park Early Childhood Center to the cleaning contract

STATUS OF 2021/22 GOALS

- 1. In light of staff retirement from the YSB Diversion Program, efforts will be made to evaluate existing program and determine necessary enhancements and/or modifications.**
The YSB has spent the last 8 months working with a consultant to develop a Restorative Juvenile Review Board. We are on track to roll the program out in January 2022.
- 2. Build upon and maintain digital resources established during COVID-19 for preschool and school aged children.**
Digital services have continued for Family Resource Center professional development and some early childhood programs and parent workshops.
- 3. Evaluate success level of the YSB Teen Center to better determine what aspects of the program are working and what enhancements and/or modifications are needed.**
We have begun discussing how to better utilize the Teen Center space. The center is open Monday-Wednesday but only to 4:00pm; Wednesday is the most attended day accommodating the ½ days at Illing and MHS; opening from 12:00-4:00.
- 4. Continue and create new opportunities for the YSB and members of the Manchester Police Department to collaborate and develop program(s) to benefit Manchester children and youth.**
Youth and Police program and Shop with a Cop is back in person this year and we have filled each event to capacity. Officers are coming to the Teen Center periodically. Also, PAR officers have been attending Mother Daughter and are excited about engaging in other programs, such as Winter break programs and the 3 on 3 Tournament in February. Lastly, we have established a monthly case review with the Diversion program that the Diversion case managers and the Child Investigation Sargent attends

LEISURE, FAMILIES & RECREATION- YOUTH SERVICES

2022/23 GOALS

1. **Work with staff to optimize youth and family contact in order to increase participation in programs and case management.**
2. **Explore rebranding and redesigning the Teen Center as a Youth and Family Engagement Center to provide a space for all populations we serve from 0-21 years old and families.**
3. **Collaborate with all Leisure, Family and Recreation divisions on large scale events to maximize staff, fiscal resources and attracts a diverse community population.**
4. **Officially launch the Manchester Restorative Diversion Collaborative and implement a restorative approach to diverting Manchester youth from the Juvenile Court System.**

LEISURE, FAMILIES & RECREATION- NEIGHBORHOODS & FAMILIES

DESCRIPTION

The Resource Office for Neighborhoods and Families was created in 2009 to coordinate the implementation of recommendations resulting from the Master Plan for Youth, Children and Families. The mission of the Office is to better serve the needs of Manchester’s families and neighbors by coordinating communications among policy makers, service providers, and the public; and encouraging community partnerships that promote healthy neighborhoods and healthy families.

In FY15/16, reorganization with the Town resulted in the Office of Neighborhoods and Families being combined with the Recreation Department and the Youth Services Bureau to form the Department of Leisure, Family, and Recreation.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Personnel Services	131,138.56	145,016	145,025	176,313	176,313	31,297	21.58%
Employee Benefits	32,222.68	35,553	35,871	37,821	37,821	2,268	6.38%
Purchased Services	6,785.03	8,820	11,042	21,320	21,320	12,500	141.72%
Supplies	2,513.56	5,850	5,850	5,850	5,850	-	0.00%
Equipment	-	-	-	-	-	-	N/A
Other	-	-	-	-	-	-	N/A
TOTAL ONF	172,659.83	195,239	197,788	241,304	241,304	46,065	23.59%

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with the following adjustments:

- An additional \$20,542 is budgeted for part time salaries, which includes increases to minimum wage, and additional hours for the Market Coordinator and Diversity, Equity & Inclusion Coordinator.

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
Recreation Supervisor	1.00	1.00	1.00	1.00	1.00
TOTAL ONF FT STAFF	1.00	1.00	1.00	1.00	1.00

LEISURE, FAMILIES & RECREATION- NEIGHBORHOODS & FAMILIES

Part Time Positions	Budgeted	Full Time Equivalents	Budgeted	Full Time Equivalents	Change in FTE's
	Hours 2021/22		Hours 2022/23		
ERC Facility Director (LFR3)	1,404	0.68	1,404	0.68	0.00
Market Coordinator (LFR3)	720	0.35	1,300	0.63	0.28
Market Rec Leader (LFR1)	204	0.10	204	0.10	0.00
Garden Coordinator (LFR3)	840	0.40	840	0.40	0.00
Diversity & Equity Coordinator (LFR4)	1,040	0.50	1,300	0.63	0.13
TOTAL ONF PT STAFF	4,208	2.02	5,048	2.43	0.40

Purchased Services and Supplies:

Covers the cost of operating the East Side Recreation Center/ Office of Neighborhood & Families, an program supplies & expenses, with the following adjustments:

- An additional \$12,500 is provided for the PrideLove and Juneteenth events.

STATUS OF 2020/21 GOALS

1. Identify and complete submissions for grant funding to expand community garden projects to the Westside neighborhood (in model of Spruce Street community garden).

The Spruce Street Community Garden underwent a significant renovation that included a complete re-design of the garden layout and the creation and buildout of 28 new accessible raised garden beds. While the expansion did not include the addition of garden spaces on the Westside of the community, the completion of the redesign and rebuild has allowed for increases in participation, food production, and access to a more diverse audience than in any of the seasons since the program's inception.

2. Secure funding for the completion and installation of "Luminaries of Change" project on the third floor of the Leisure Labs "Culture Lab".

Luminaries of Change Project was completed and installed in June of 2021. The initial class of fourteen "Luminaries" was made possible through collaboration and help from both RiseUp for Arts and The Manchester Board of Education. Future classes of five inductees will continue on an annual basis to be supported through grant funding.

3. Introduce a framework and charter for the Town's reimagined equity and inclusion plan (The Dream), a model based on non-profit professional organization structures with a focus on redefining the Town employee's role of direct service provision to a position of support in the areas of education, community engagement and advocacy.

After further consideration into the divisions role in support of our community partners and with input from community organizations the Neighborhoods and Families Division has found that

LEISURE, FAMILIES & RECREATION- NEIGHBORHOODS & FAMILIES

the best way to help integrate the community wide DEI plan is through continued support of existing grass roots organizations by way of no-cost facility and meeting space, and limited access to our human resources and personnel for program and initiative support.

4. Expansion of the Community Market season by adding a new fall market at Northwest Park with a focus on prepared foods and food truck vendors.

The Community Market Series was successfully expanded to include NW Park for the 2021 program season. The expanded market allowed for increased access to affordable produce and healthy food sources for an otherwise underserved area in the larger community. With an average of 23 vendors per event and an average market attendance of 420 patrons, this expansion also allowed for dramatically increased opportunities for community members to redeem SNAP for access to reliably healthy food sources.

2021/22 GOALS

- 1. Develop a year round schedule for the Culture Lab at Leisure Labs at Mahoney Center to continually support the departments DEI initiatives, and progress the work of the community wide DEI plan through support of grassroots organizations, area partners, and through culturally significant special events including Juneteenth, LovePride, and others.**
- 2. Research and assess the availability of existing resources for those community members and families in need of special accommodation to participate in our programs and services, and develop an interdepartmental strategic plan to include but not limited to educational workshops for staff, and the development of relationships with area organizations and agencies that are more readily equipped to serve populations that exceed our expertise or abilities to provide adequate service in terms of staffing, specialized equipment, or other interventions.**
- 3. Based on the initial result of our pilot indoor market event on November 27th 2021 the Neighborhoods and Families Division plans to develop year round market program utilizing the Nathan Hale Facility during its current decommissioned status to provide SNAP benefit qualifying services for community members over the course of the calendar year.**

MANCHESTER PUBLIC LIBRARIES

DESCRIPTION

The Manchester Public Libraries provide public library services and programs to meet the informational, educational, and leisure time needs and interests of the community. A nine-member Library Advisory Board recommends major programmatic directions and oversees the libraries' collection of materials. The Mary Cheney library building is open 64 hours per week year-round, and Whiton Memorial Library is open 50 hours per week year-round. A 'bookmobile' home delivery service to shut-ins is also offered. During the winter months, the Mary Cheney library is open Sundays from 1-5. In addition to over 200,000 print, audio and video materials, the library provides 15 internet-ready public computer workstations and access to subscription-based databases.

Mary Cheney library is one of the busiest in Connecticut as measured by its high rate of materials loaned. Long noted for its strong emphasis on programming for families and children, the Library has more recently begun to increase offering of programs for adults. Programming includes a cinema group; *Dream in Color*, a lunchtime coloring program; a group for adults to play a variety of board games; and a group of adults who enjoy YA (Young Adult) literature.

The Summer Reading Program is a collaborative effort involving Library staff and the Manchester school system, as well as local parochial and private schools, aimed at helping students retain literacy skills obtained during the school year. Due to its popularity, the program has grown over the years to involve people of all ages.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Personnel Services	1,915,822.41	2,085,689	1,973,320	2,127,213	2,127,213	41,524	1.99%
Employee Benefits	675,067.06	757,530	743,682	722,960	722,960	(34,570)	-4.56%
Purchased Services	147,216.94	236,550	236,578	242,111	242,111	5,561	2.35%
Supplies	309,884.94	324,950	324,950	330,550	330,550	5,600	1.72%
Equipment	-	-	-	-	-	-	N/A
Other	-	-	-	-	-	-	N/A
TOTAL LIBRARY	3,047,991.35	3,404,719	3,278,530	3,422,834	3,422,834	18,115	0.53%

MANCHESTER PUBLIC LIBRARIES

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments. Benefits costs decrease due to lower health insurance costs and reclassifying defined benefit pension costs to a central account in Fixed/Miscellaneous.

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
Library Director	1.00	1.00	1.00	1.00	1.00
Library Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Assistant Library Director	1.00	1.00	1.00	1.00	1.00
Librarian II	3.00	3.00	3.00	3.00	3.00
Librarian I	9.00	9.00	9.00	9.00	9.00
Library Paraprofessional	1.00	1.00	0.00	1.00	0.00
Library Technician II	2.00	2.00	2.00	2.00	2.00
Library Technician I	10.00	10.00	8.00	10.00	8.00
TOTAL LIBRARY FT STAFF	28.00	28.00	25.00	28.00	25.00

Part Time Positions	Budgeted Hours 2021/22	Full Time Equivalents	Budgeted Hours 2022/23	Full Time Equivalents	Change in FTE's
Library Pages (17)	12,710	6.11	12,710	6.11	0.00
Library Assistants (13)	3,679	1.77	3,679	1.77	0.00
Part Time Librarian I's (10)	736	0.35	736	0.35	0.00
TOTAL LIBRARY PT STAFF	17,125	8.23	17,125	8.23	0.00

Purchased Services and Supplies:

Covers the cost of operating & maintaining the two branch libraries, book purchases, programming supplies & expenses, book cataloguing & processing technology, vehicle expenses for the Bookmobile, phone line charges, membership fees for the CT Library System, building security services, and professional development & affiliations for librarians, with the following adjustments:

- An additional \$3,316 is budgeted for increased cost of cleaning services
- An additional \$5,000 is provided for book & materials purchases to help with expanding collection of culturally-diverse titles & authors

STATUS OF 2020/21 GOALS

1. Work with the Library Board and community stakeholders while the need for additional library space and services is reviewed.

Extensive work was done by the Library Board and other citizens, with significant staff support, to detail the scope of services desired by Manchester residents in a 21st Century Public Library building. With support from the Board of Directors, work is now underway with an architectural firm as more specific building possibilities are prepared.

2. Organize a 'One Book' reading event where hundreds of people read the same book and meet the author.

A steering committee of diverse Manchester residents worked with library staff to review a number of possible authors and book titles. Arrangements are now underway to host an author in October, with expected participation by the Manchester Public Schools, Manchester Community College, and other groups.

3. Continue to integrate virtual services with in-person programs, while tracking new demographic performance measures.

In-person programming resumed in the summer of 2021. Since the publishing industry has graciously continued its waiving of the normal restrictions on broadcasting or streaming the reading of copyrighted books, our librarians have continued weekly 'virtual storytimes' for families with youngsters at home.

4. Since equal access is not necessarily equitable access for all, staff will work with the Library Board to review the range of services and programs, as well as the diversity of the collection, in order to assess gaps and inequities in library policies and services.

Staff reviewed with the Library Board equity issues surrounding the charging of overdue fines as well as accessibility issues with the buildings. The regional library computer system is purchasing compatible software to automatically sort through the collection of all of the member libraries, including Manchester's 225,000 item collection, matching it against databases to determine whether we meet typical levels of diversity in our materials. Additionally, several librarians have attended webinars on the development of diverse collections of books plus the large-print book sections in both buildings are being expanded.

2021/22 GOALS

1. **Dependent upon the upcoming political process, most of the focus this year may be upon building space planning needs.**
2. **Conduct a successful One Book reading event.**
3. **Monitor results of equity audits of the book and media collection.**



Education

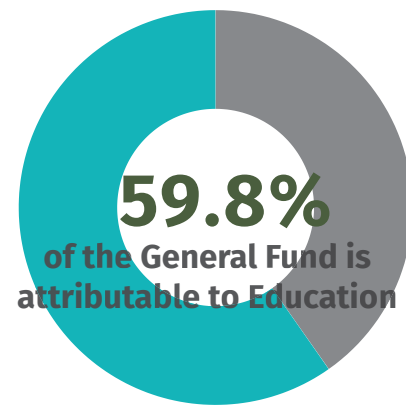
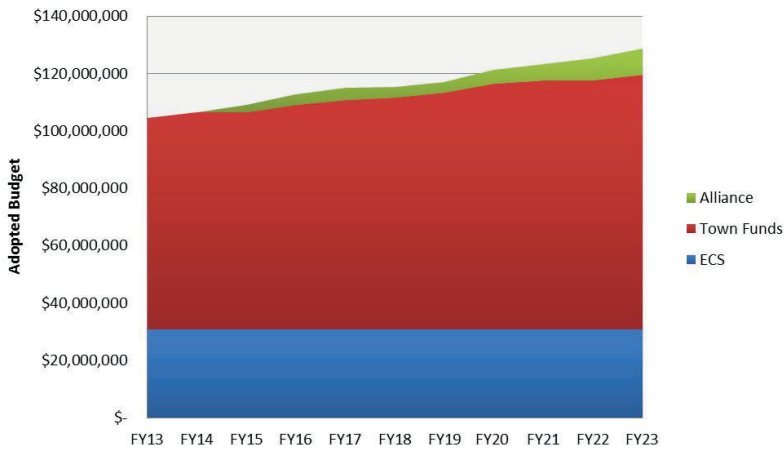


The Board of Education is funded out of the General Fund but operates as a separate governing body. Their budget proposal is detailed in a separate document, available at mpspride.org

Summary of Department Budgets

	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Department Request 2022/23	Manager's Recom. 2022/23	Adopted 2022/23	Change Over Current Adopted	Percent Change
EDUCATION								
Board of Education	\$ 116,281,237.00	\$ 117,774,174	\$ 117,774,174	\$ 121,489,163	\$ 121,189,163	\$ 119,689,163	\$ 1,914,989	1.63%
Priv. Sch. Health & Welfare	\$ 410,182.56	\$ 426,145.00	\$ 426,145.00	\$ 434,928.00	\$ 434,928.00	\$ 434,928	\$ 8,783	2.06%
Transitional Living Center	\$ 188,821.00	\$ 68,622.00	\$ 68,622.00	\$ 68,622.00	\$ 68,622.00	\$ 68,622	\$ -	0.00%
TOTAL	\$ 116,880,240.56	\$ 118,268,941	\$ 118,268,941	\$ 121,992,713	\$ 121,692,713	\$ 120,192,713	\$ 1,923,772	1.63%

Manchester Education Funding- 10 Year History





Total Budget
\$120,192,713



Increase
\$1,923,772



Percent Increase
1.63%



Fixed/ Miscellaneous

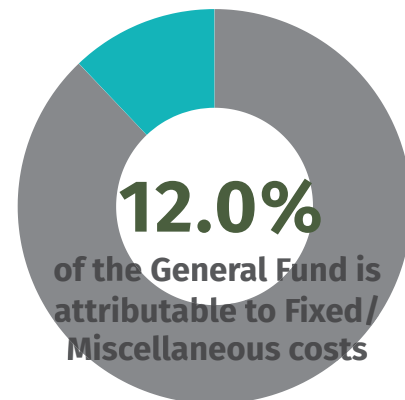
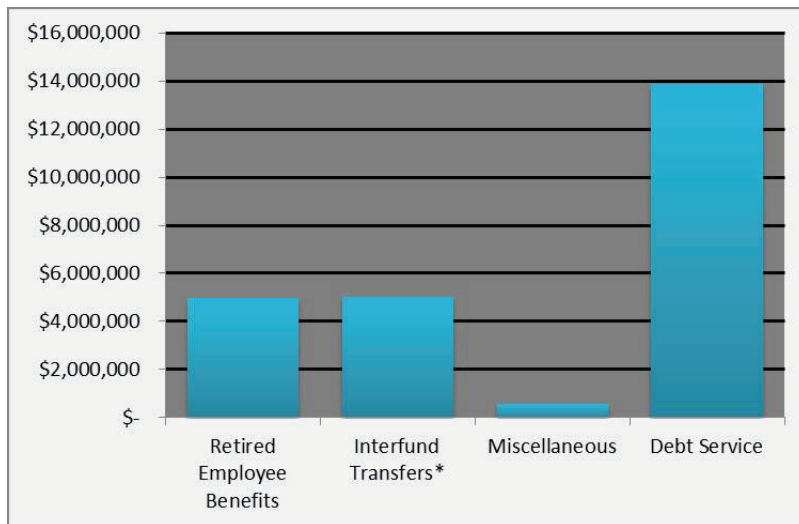


This section of the budget includes all funding for Retirees life insurance, medical insurance and separation benefit payouts, all interfund transfers, the capital budget, debt service, and miscellaneous costs including a contingency account.

Summary of Department Budgets

	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Department Request 2022/23	Manager's Recom. 2022/23	Adopted 2022/23	Change Over Current Adopted	Percent Change
FIXED COSTS AND MISCELLANEOUS								
Retired Employee Benefits	\$ 4,641,275.12	\$ 4,833,966	\$ 4,834,889	\$ 4,996,756	\$ 4,996,756	\$ 4,996,756	\$ 162,790	3.37%
Interfund Transfers*	\$ 7,320,995.00	\$ 4,839,147	\$ 4,555,147	\$ 7,052,530	\$ 5,027,530	\$ 4,736,345	\$ (102,802)	-2.12%
Miscellaneous	\$ 438,590.01	\$ 375,214	\$ 329,943	\$ 575,214	\$ 575,214	\$ 575,214	\$ 200,000	53.30%
Debt Service	\$ 12,961,935.06	\$ 13,881,935	\$ 13,881,935	\$ 13,849,583	\$ 13,849,583	\$ 13,849,583	\$ (32,352)	-0.23%
TOTAL	\$ 25,362,795.19	\$ 23,930,262	\$ 23,601,914	\$ 26,474,083	\$ 24,449,083	\$ 24,157,898	\$ 227,636	0.95%

*. Transfer to Paramedics, previously included as interfund transfers, is now shown under Public Safety





Total Budget
\$24,157,898



Increase
\$277,636



Percent Increase
0.95%

FIXED COSTS AND MISCELLANEOUS

RETIREE BENEFITS

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Retirees Medical Insurance	3,241,101.00	3,370,745	3,371,668	3,370,745	3,370,745	-	0.00%
Defined Benefit Pension	1,105,744.00	1,186,324	1,186,324	1,316,059	1,316,059	129,735	10.94%
Unemployment Comp.	25,967.50	15,000	15,000	16,800	16,800	1,800	12.00%
Termination Benefits	229,003.96	220,000	220,000	250,000	250,000	30,000	13.64%
Social Security	13,232.70	15,300	15,300	15,300	15,300	-	0.00%
Prof & Tech Services	25,466.00	25,097	25,097	26,352	26,352	1,255	5.00%
Retiree Life Insurance	759.96	1,500	1,500	1,500	1,500	-	0.00%
TOTAL RETIREE BENEFITS	4,641,275.12	4,833,966	4,834,889	4,996,756	4,996,756	162,790	3.37%

Retirees Medical Insurance: reflects the actuarially-determined costs of health coverage for current retirees net of reimbursements paid by retirees to the Town.

Defined Benefit Pension: reflects the contribution necessary to maintain adequate funding levels for defined benefit pension plan. This line currently only includes costs associated with retirees; starting in FY23, this budget also includes costs for non-uniformed active employees in the General Fund; since the population of active DB pensioners is decreasing to negligible levels following the discontinuation of the DB plan for non-uniformed personnel in 2004, the cost associated with active employees has become volatile, so budgeting centrally for this cost creates more year-to-year budget consistency and decreases administrative burden of the finance office in allocating budgeted pension costs to the pension funds.

The following adjustments were made in the department DB Pension budgets:

	FY22 Budget	FY23 Budget	Change	
Accounting	\$ 2,255	\$ -	\$ (2,255)	
Assessment & Collection	\$ 7,740	\$ -	\$ (7,740)	
Engineering	\$ 16,276	\$ -	\$ (16,276)	
Building Inspection	\$ 7,947	\$ -	\$ (7,947)	
Field Services Administration	\$ 1,313	\$ -	\$ (1,313)	
Field Services	\$ 54,734	\$ -	\$ (54,734)	
Fleet Services	\$ 12,548	\$ -	\$ (12,548)	
Building Maintenance	\$ 8,664	\$ -	\$ (8,664)	
PD Administration	\$ 54,110	\$ -	\$ (54,110)	
PD Patrol	\$ 950,559	\$ -	\$ (950,559)	
PD Training	\$ 22,268	\$ -	\$ (22,268)	
PD Animal Control	\$ 2,477	\$ -	\$ (2,477)	
PD Investigations	\$ 195,363	\$ -	\$ (195,363)	
PD Buildings & Grounds	\$ 2,148	\$ -	\$ (2,148)	
PD Accident Records	\$ 2,210	\$ -	\$ (2,210)	
PD Communications	\$ 18,400	\$ -	\$ (18,400)	
PD East Central Narcotics	\$ 37,500	\$ -	\$ (37,500)	
PD Traffic	\$ 46,608	\$ -	\$ (46,608)	
Youth Services Bureau	\$ 8,020	\$ -	\$ (8,020)	
Library	\$ 24,413	\$ -	\$ (24,413)	
Total Decreases	\$ 1,475,553	\$ -	\$ (1,475,553)	
PD Admin- Uniformed Pensions	\$ 1,815,537	\$ 3,389,405	\$ 1,573,868	
Non-Uniformed Pension	\$ 1,186,324	\$ 1,316,059	\$ 129,735	
Total Increases	\$ 3,001,861	\$ 4,705,464	\$ 1,703,603	
Net Change in DB Pension Costs	\$ 4,477,414	\$ 4,705,464	\$ 228,050	5.09%

FIXED COSTS AND MISCELLANEOUS

Unemployment Compensation: represents the estimated cost to the Town for reimbursement to the State for unemployment benefits for eligible terminated employees. Unemployment for school crossing guards is budgeted in the Police Department.

Termination Benefits: The Termination Benefits account covers the cost to the Town for accumulated leave payout to employees who retire in the upcoming year or to retirees who are scheduled to receive an installment on a leave payout that is spread out over three years. An additional \$30,000 is provided due to increasing number of retirees.

Social Security: covers payroll taxes associated with termination benefits payouts.

Professional & Technical Services: consists of a fee for the investment management review of the defined contribution plan. This item is increased to reflect actual costs from prior years.

Retirees Life Insurance: based on the adjusted actual rates for retiree life insurance policies plus any changes in the number of retirees insured.

FIXED COSTS AND MISCELLANEOUS

MISCELLANEOUS

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Community Services	54,319.00	64,369	64,369	64,369	64,369	-	0.00%
Lutz Museum	36,150.00	36,150	36,150	36,150	36,150	-	0.00%
Contingency	219,902.01	200,000	-	200,000	200,000	-	0.00%
Central Costs	104,848.50	95,000	95,229	135,000	135,000	40,000	42.11%
Youth Commission	-	10,000	10,000	10,000	10,000	-	0.00%
Community Events	23,370.50	129,695	124,195	129,695	129,695	-	0.00%
Vacancy Salary Savings	-	(160,000)	-	-	-	160,000	-100.00%
TOTAL MISCELLANEOUS	438,590.01	375,214	329,943	575,214	575,214	200,000	53.30%

Community Services: This account provides membership fees for the Central Conservation District and Greater Hartford Transit District, as well as Town contributions to the Band Shell Committee, Rebuilding Together, the LIFE scholarship, and the Odyssey of the Mind program.

Lutz Museum: The Town has historically made an annual contribution of \$36,150 to the Lutz Museum.

Contingency: \$200,000 is included as contingency for unanticipated expenses, such as extreme or unusual weather events or unforeseen changes in State reimbursements for local programs.

Central Costs: this includes funding for building security services and credit card fees for payments received by the Town.

Community Events: Various departments provide support in the form of overtime staffing and direct contributions to the Memorial Day, Pride in Manchester, Cruisin' On Main and Thanksgiving Day Road Race events and celebrations.

Youth Commission: The Youth Commission and the Youth Commission Philanthropy Program are funded at a total of \$10,000.

Vacancy Salary Savings: The value of projected vacancy and turnover savings is included as a \$160,000 reduction to the total budget. In FY23, vacancy savings are reflected as reductions to department full time salary budgets which consistently have high vacancy rates.

FIXED COSTS AND MISCELLANEOUS

INTERFUND TRANSFERS

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Transfer to Special Grants	343,500.00	493,500	209,000	270,500	274,315	(219,185)	-44.41%
Transfer to Capital Projects	-	-	-	-	-	-	N/A
Transfer to Capital Reserve	1,077,696.00	1,462,185	1,462,185	1,993,000	1,728,000	265,815	18.18%
Transfer to Info. Sys.	1,186,909.00	1,210,647	1,210,647	1,271,179	1,241,179	30,532	2.52%
Transfer to MSIP	1,537,271.00	1,672,815	1,673,315	1,492,851	1,492,851	(179,964)	-10.76%
TOTAL INTERFUND TRANSFERS	4,145,376.00	4,839,147	4,555,147	5,027,530	4,736,345	(102,802)	-2.12%
Transfer to Paramedics*	-	2,586,848	2,586,848	2,855,829	2,855,829	268,981	10.40%

* General Fund contribution to Fire Fund for Paramedics operation is classified as Public Safety in summary budget tables & exhibits

Transfer to Manchester Self-Insurance Program (MSIP) Fund: The MSIP contribution is based on the actuarial study completed in FY18, the results of which are being phased-in over a 5 year period.

Transfer to Capital Reserve: An increase of \$265,815 reflects transitioning from using one-time revenue sources for ongoing capital needs to funding infrastructure needs more sustainably through the General Fund. Details regarding the capital budget can be found in the Capital Improvement Plan portion of this document.

Transfer to Special Grants: consists of the following components:

- \$148,315 is the total cost of the Dial-A-Ride and shared van program in the upcoming fiscal year.
- \$30,000 to support the Downtown Arts & Culture Grant Program.
- \$50,000 to fund an employee student loan assistance program, per collective bargaining agreement
- \$20,000 to support the operating expenses of Channel 16, Manchester's Public Access television station
- \$15,000 in support of the Work_Space art gallery public & cultural programs on Main Street
- \$7,500 to support the Hockanum River Committee
- \$3,000 to support the Manchester Arts Commission.

In FY22, \$290,000 in ARPA Grant funded initiatives were budgeted in this line, which are not reflected in the FY23 budget.

Transfer to Information Systems: The General Fund contribution to Information Systems, to cover technical support services for all Town departments.

Transfer to Paramedics: contribution to the Fire Fund to provide paramedic emergency response services throughout Town. The remainder of the fire operation is funded out of the South Manchester Fire District fund since its other services are primarily provided to residents outside of the Town's Eighth Utility District, which has its own fire department. This increase reflects decreases in ambulance fee revenues, as well as changes to expenses detailed in the Fire District portion of the budget. **Note: beginning in FY2021-22, this cost is listed under Public Safety and not Interfund Transfers.**

FIXED COSTS AND MISCELLANEOUS

GENERAL FUND DEBT SERVICE

Debt Service Budget:

Expenditures by Object	Expended	Adopted	Estimated	Manager's	Adopted	Change Over	Percent Change
	2020/21	2021/22	Expend. 2021/22	Recom. 2022/23	2022/23	2021/22 Adopted	
Principal	8,425,000.00	9,345,000	9,345,000	9,360,000	9,360,000	15,000	0.16%
Interest	4,536,935.06	4,536,935	4,536,935	4,489,583	4,489,583	(47,352)	-1.04%
TOTAL DEBT SERVICE	12,961,935.06	13,881,935	13,881,935	13,849,583	13,849,583	(32,352)	-0.23%

The debt service budget for FY 2022/23 decreases by \$32,352 or -0.23% and reflects the net effect of the following:

- Year 1 payments on a 2022 general purpose bond issue for school construction & public works
- Increased use of anticipated & existing debt premium receipts to offset debt costs
- Savings from issuing a refinancing bond to lower interest costs on existing debt
- Retirement of old debt

The following is a detailed account of the FY23 debt service budget, broken out by bond issue:

Original Debt Issuance Information				FY23 Budget Information		
Issue Date	Issue Amount	Schools	Town/ General Purpose	FY23 Principal	FY23 Interest	FY23 Total
2/17/2022	\$ 15,000,000	\$ 12,500,000	\$ 2,500,000	\$ 750,000	\$ 536,245	\$ 1,286,245
5/13/2021 B	\$ 15,620,000	refinancing		\$ 205,000	\$ 215,618	\$ 420,618
5/13/2021 A	\$ 11,775,000	\$ 500,000	\$ 9,500,000	\$ 850,000	\$ 447,500	\$ 1,297,500
2/11/2020	\$ 15,000,000	\$ 4,000,000	\$ 11,000,000	\$ 750,000	\$ 455,625	\$ 1,205,625
2/12/2019	\$ 15,000,000	\$ 3,000,000	\$ 12,000,000	\$ 750,000	\$ 494,063	\$ 1,244,063
2/7/2018	\$ 20,000,000	\$ 10,075,000	\$ 9,925,000	\$ 785,000	\$ 615,438	\$ 1,400,438
2/16/2017 A	\$ 14,500,000	\$ 13,500,000	\$ 1,000,000	\$ 500,000	\$ 107,263	\$ 607,263
2/16/2017 B refunding	\$ 4,365,000	\$ 1,102,599	\$ 3,262,401	\$ 725,000	\$ 435,906	\$ 1,160,906
2/10/2016	\$ 17,190,000	\$ 9,200,000	\$ 7,990,000	\$ 860,000	\$ 422,475	\$ 1,282,475
9/23/2015 refunding	\$ 29,965,000	\$ 25,104,677	\$ 4,860,323	\$ 2,620,000	\$ 677,375	\$ 3,297,375
7/3/2014	\$ 10,100,000	\$ -	\$ 10,100,000	\$ 700,000	\$ 27,300	\$ 727,300
6/18/2013	\$ 6,500,000	\$ -	\$ 6,500,000	\$ 345,000	\$ 25,875	\$ 370,875
6/19/2012	\$ 9,505,000	\$ 5,505,000	\$ 4,000,000	\$ 500,000	\$ 12,500	\$ 512,500
7/1/2011 B refunding	\$ 8,225,000	\$ -	\$ 8,225,000	\$ 820,000	\$ 16,400	\$ 836,400
Use of Premium				\$ (1,800,000)		\$ (1,800,000)
FY22 Budget	\$ 192,745,000	\$ 84,487,276	\$ 90,862,724	\$ 9,360,000	\$ 4,489,583	\$ 13,849,583

FIXED COSTS AND MISCELLANEOUS

Debt Issuances & Authorizations:

Debt is issued to cover the cost of projects for which bonding has been authorized by the voters through a referendum. The following are the recent authorizations for which debt service is still being paid, along with the date approved by referendum and a brief description of the projects covered by each authorization.

Referendum Date	Project	Amount Authorized
11/8/2011	Public Works- Roads, Sidewalks, Drainage, Bridges, Ctr Springs Pk Ext	12,000,000
11/6/2012	School Repairs	4,900,000
11/5/2013	Public Works- Roads, Sidewalks, Charter Oak Park, Pedestrian/bike Improv.	10,000,000
11/4/2014	School Construction (SMARTR1)	37,600,000
11/3/2015	Public Works- Roads, Sidewalks, Ctr Springs Pond, Drainage, Traffic Signals	12,000,000
11/7/2017	Public Works- Roads, Sidewalks, Parking Lots, Union Pond Dam, Ctr Springs Pond	13,000,000
11/7/2017	Land Acquisition & Historic Property Investment	4,000,000
6/4/2019	School Construction (SMARTR2)	47,000,000
11/5/2019	Public Works- Roads, Sidewalks, Union Pond Dam, Traffic Signals	16,500,000
11/2/2021	Public Works- Roads, Sidewalks, Union Pond Dam	17,250,000

Each bond issue typically provides funding towards multiple bonding authorizations, and every bonding authorization is typically spread out over multiple issuances. The matrix below illustrates the years in which funds were borrowed against each recent bonding authorization:

	Amount Authorized	Bond Issue Date										
		2011	2012	2013	2014	2016	2017	2018	2019	2020	2021	2022
GENERAL FUND (TOWN)												
Public Works 2021/22	\$ 17,250,000											
Public Works 2019/20	\$ 16,500,000											
Public Works 2017/18	\$ 13,000,000											
Land Acq. & Historical Property 2017/18	\$ 4,000,000											
Public Works 2015/16	\$ 12,000,000											
Broad Street Redevelopment 2010	\$ 8,000,000											
Public Works 2013/14	\$ 10,000,000											
Public Works 2011/12	\$ 12,000,000											
Land Acquisition 2004/05	\$ 3,000,000											
Public Works 2009/10	\$ 8,000,000											
Public Works 2007/08	\$ 5,890,000											
GENERAL FUND (SCHOOL)												
School Construction 2019 (SMARTR 2)	\$ 47,000,000											
School Construction 2014 (SMARTR I)	\$ 37,600,000											
School Repairs 2012	\$ 4,900,000											
Highland Park School	\$ 13,100,000											

Note: refunding issues, which refinance existing debt across multiple past authorizations, are omitted

FIXED COSTS AND MISCELLANEOUS

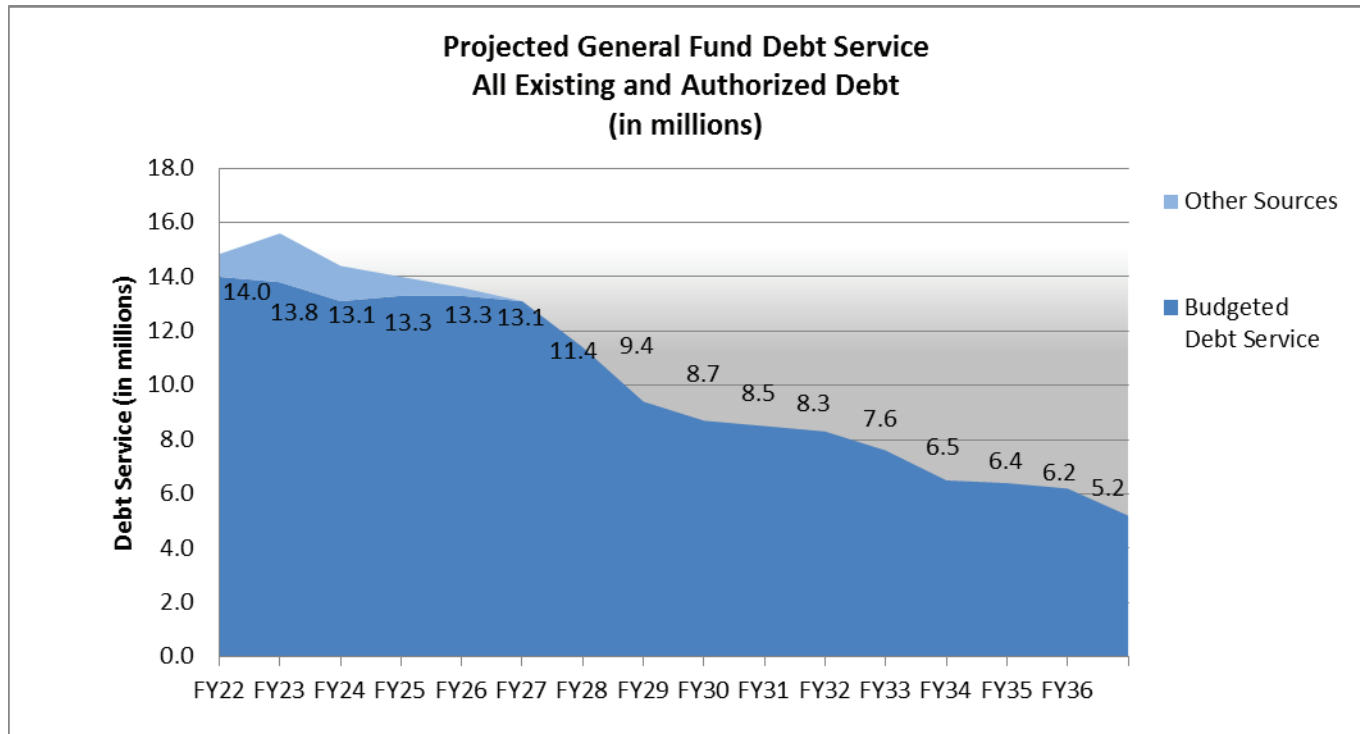
Authorized/ Unissued Debt:

The following table summarizes authorized/unissued debt; the 2021 bond issue is planned to cover the remaining \$9.5M of the DPW FY20 authorization, plus \$500,000 for SMARTR 2 school reconstruction.

Year	Description	Original Authorization	Issued	Unissued
2017	Land Acq	\$ 4,000,000	\$ 2,500,000	\$ 1,500,000
2019	SMARTR 2	\$ 47,000,000	\$ 15,000,000	\$32,000,000
2021	DPW FY22	\$ 17,250,000	\$ 2,000,000	\$15,250,000
	TOTAL	\$ 51,000,000	\$ 17,500,000	\$33,500,000

Projected Debt Service:

The graph below shows the scheduled debt service payments over the next 15 years, plus authorized but unissued debt. **This graph does not account for future debt-funded projects.** Typically public works bonds are authorized every other year for road & sidewalk repairs and other large projects, in addition to major school or public building projects and other uses as approved by Manchester voters.



FIXED COSTS AND MISCELLANEOUS

Statement of Limitation on Indebtedness:

From the June 30, 2021 Annual Financial Report, Statistical Table 10

TABLE 10

**TOWN OF MANCHESTER, CONNECTICUT
SCHEDULE OF DEBT LIMITATION
FOR THE YEAR ENDED JUNE 30, 2021
(In Thousands)**

Total tax collections (including interest and lien fees) for the prior year	\$	158,755								
Revenue under Mashantucket Pequot / Mohegan Fund Grant		412								
Reimbursement for revenue loss on:										
State owned and private tax exempt properties		980								
Property tax relief		60								
Base for Debt Limitation Computation	\$	160,207								
			<u>General Purposes</u>	<u>Schools</u>	<u>Sewers</u>	<u>Urban Renewal</u>	<u>Pension Deficit</u>			
Debt Limitation:										
2 1/4 times base	\$	360,466	\$		\$		\$			
4 1/2 times base				720,932						
3 3/4 times base					600,776					
3 1/4 times base						520,673				
3 times base							480,621			
Total debt limitation		360,466		720,932	600,776	520,673	480,621			
Indebtedness:										
Bonds and serial notes payable		75,041		49,469						
Debt authorized but unissued		3,695		50,419						
Grants receivable				(13,972)						
Total indebtedness		78,736		85,916	-	-	-			
Debt Limitation in Excess of Outstanding and Authorized Debt	\$	281,730	\$	635,016	\$	600,776	\$	520,673	\$	480,621

Note 1: In no event shall the total debt exceed seven times annual receipts from taxation. The maximum amount permitted would be \$1,121,449.

Note 2: Bonds and serial notes payable do not include Water serial notes of \$2,054 and Sewer serial notes of \$24,811 as they are self supporting debt.

Note 3: Sewer bonds authorized and unissued of \$2,693 are excluded from the analysis above as they are self supporting debt.



Water & Sewer Funds



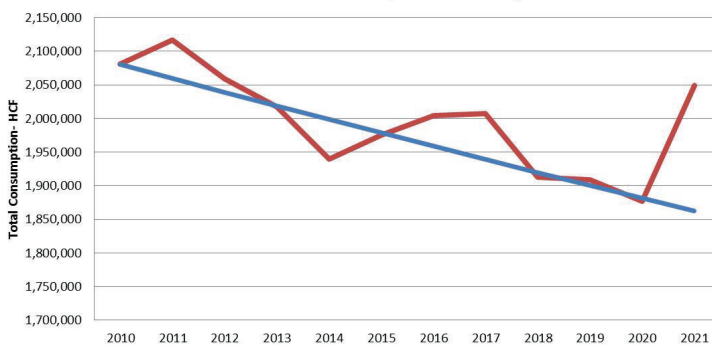
The Town of Manchester operates its own water & sewer utilities. The Water Department oversees the operation of the Globe Hollow Water Treatment Plant, along with the reservoirs & Town-wide distribution system. The Sewer Department oversees the operation of the Hockanum River Wastewater Treatment Plant and the Town-wide sewer system.

Summary of Department Budgets

	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Department Request 2022/23	Manager's Recom. 2022/23	Adopted 2022/23	Change Over Current Adopted	Percent Change
OTHER BUDGETED FUNDS:								
WATER FUND	\$ 8,125,633.23	\$ 8,625,217	\$ 8,332,496	\$ 9,185,828	\$ 9,005,828	\$ 9,005,828	\$ 380,611	4.41%
SEWER FUND	\$ 6,831,010.53	\$ 9,817,828	\$ 9,641,796	\$ 11,385,014	\$ 10,185,014	\$ 10,185,014	\$ 367,186	3.74%

Note: Debt activity related to short-term note financing is budgeted only for interest; the remainder of the associated capital & financing costs take place off-budget against cash balance.

Water Consumption History



Both Water and Sewer receive the majority of their revenue from user charges based off of metered household water consumption. The downward trending of water consumption, at roughly -1% per year (with 2021 as an outlier), results in revenue decreases for these enterprise funds. Most of the operating costs do not change if less water is consumed, so the operating cost per volume of water grows as consumption declines, resulting in the need to adjust rates.

Water Fund



Total Budget
\$9,005,828



Increase
\$380,611



Percent Increase
4.41



Rate Increase
5%

Sewer Fund



Total Budget
\$10,185,014



Increase
\$367,186



Percent Increase
3.74



Rate Increase
5%

WATER FUND

DESCRIPTION

The Manchester Water and Sewer Department operates the water and wastewater treatment facilities for the citizens of Manchester, Connecticut. The Department is pleased to provide information to you about its vital role in Manchester's community.

The Mission of the Water and Sewer Department is to provide the highest possible water quality and customer service at the lowest possible cost, while continuing our commitment to improving the infrastructure and our community's environment.

Based on current projections, the Water Fund will maintain the required minimum amount of working capital through the upcoming years with relatively modest rate adjustments. For FY 2022/23, a rate increase of 5.0% is recommended based on projections of revenue and expenses in meeting the target of 180 days working capital. This is consistent with the long-term rate plan recommended in the FY2021/22 budget, while adjusting for limiting ARPA grant-funding to one year of pipe replacement costs, and accounting for increasing capital and operating costs due to inflation and replacing aging machinery & system components to ensure quality and continuity of service.

The resulting water rate will be \$3.57 per hundred cubic feet (HCF), up from \$3.40 in the current year. For the average residential sewer customer using 22HCF per quarter, the increase in the rate would result in a water bill increase of about \$3.74 per quarter, or \$14.94 per year.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended	Adopted	Estimated	Manager's	Adopted	Change Over	Percent Change
	2020/21	2021/22	Expend. 2021/22	Recom. 2022/23	2022/23	2021/22 Adopted	
Personnel Services	2,106,422.94	2,221,024	2,039,219	2,268,318	2,268,318	47,294	2.13%
Employee Benefits	1,421,944.24	1,529,084	1,528,606	1,528,041	1,528,041	(1,043)	-0.07%
Purchased Services	1,932,376.61	2,009,266	1,977,751	2,110,584	2,110,584	101,318	5.04%
Supplies	594,137.56	620,631	626,707	711,733	711,733	91,102	14.68%
Other	1,346.89	1,415	1,415	1,415	1,415	-	0.00%
Contingency	-	85,000	-	85,000	85,000	-	0.00%
Interfund Transfers	1,932,819.00	1,909,380	1,909,380	2,035,833	2,035,833	126,453	6.62%
Debt Service	136,585.99	249,417	249,417	264,904	264,904	15,487	6.21%
TOTAL WATER FUND	8,125,633.23	8,625,217	8,332,496	9,005,828	9,005,828	380,611	4.41%

WATER FUND

Expenditures by Function	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Water Administration	1,252,581.08	1,229,162	1,262,670	1,271,795	1,271,795	42,633	3.47%
Water Customer Service	327,424.56	313,628	284,600	312,003	312,003	(1,625)	-0.52%
Water Meters	102,299.45	112,929	111,449	110,611	110,611	(2,318)	-2.05%
Water Source of Supply	276,633.34	347,027	313,280	340,297	340,297	(6,730)	-1.94%
Water Power & Pumping	840,601.15	853,822	752,933	897,552	897,552	43,730	5.12%
Water Treatment Plant	1,802,545.63	1,878,124	1,878,452	2,004,919	2,004,919	126,795	6.75%
Water Treatment Laboratory	203,337.88	205,990	207,277	219,832	219,832	13,842	6.72%
Water Transmission & Distributi	1,159,144.12	1,247,296	1,149,090	1,259,795	1,259,795	12,499	1.00%
Water Existing Mains & Tanks	66,447.14	75,745	78,440	82,370	82,370	6,625	8.75%
Water T&D Existing Service	40,262.95	70,130	76,749	73,330	73,330	3,200	4.56%
Water T&D Hydrant Maintenanc	33,969.27	47,567	58,757	47,587	47,587	20	0.04%
Water Contingency	-	85,000	-	85,000	85,000	-	0.00%
Water Interfund Transfers	1,932,819.00	1,909,380	1,909,380	2,035,833	2,035,833	126,453	6.62%
Water Debt Service	136,585.99	249,417	249,417	264,904	264,904	15,487	6.21%
TOTAL WATER FUND	8,174,651.56	8,625,217	8,332,496	9,005,828	9,005,828	380,611	4.41%

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Defined benefit pension costs that were distributed among the divisions are now reflected in one account in Water Administration based on the reduced number of active DB employees.

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
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Water Administration

Water/Sewer Administrator	0.50	0.50	0.50	0.50	0.50
Budget & Research Officer	0.15	0.15	0.15	0.15	0.15
Senior Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	0.50	0.50	0.50	0.50	0.50
Safety and Compliance Coordinator	0.50	0.50	0.50	0.50	0.50
Subtotal:	2.65	2.65	2.65	2.65	2.65

Water Customer Service

Customer Service Manager	1.00	1.00	1.00	1.00	1.00
Account Associate	1.00	1.00	1.00	1.00	1.00
Environmental Technician	0.50	0.50	0.50	0.50	0.50
Subtotal:	2.50	2.50	2.50	2.50	2.50

Water Meters

Water Meter Technician	1.00	1.00	1.00	1.00	1.00
Subtotal:	1.00	1.00	1.00	1.00	1.00

WATER FUND

Personnel & Employee Benefits (cont'd):

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
Water Source of Supply					
W&S Maint. Equip. Op. I	2.00	2.00	2.00	2.00	2.00
Field Maintenance Supervisor	0.50	0.50	0.50	0.50	0.50
Subtotal:	2.50	2.50	2.50	2.50	2.50
Water Power & Pumping					
Water Treatment Plant Operator	1.00	1.00	1.00	1.00	1.00
Subtotal:	1.00	1.00	1.00	1.00	1.00
Water Treatment Plant					
Project Technical Support Manager	0.50	0.50	0.50	0.50	0.50
Water Treatment Plant Supt.	1.00	1.00	1.00	1.00	1.00
Water Treatment Plant Operator	4.00	4.00	4.00	4.00	4.00
Subtotal:	5.50	5.50	5.50	5.50	5.50
Water Treatment Laboratory					
Laboratory Director	0.50	0.50	0.50	0.50	0.50
Chemist II (frozen/unfunded)	0.50	0.50	0.00	0.50	0.00
Chemist	1.00	1.00	1.00	1.00	1.00
Subtotal:	2.00	2.00	1.50	2.00	1.50
Water Transmission & Distribution					
W&S Maint/Equip. Op. II	2.00	2.00	2.00	2.00	2.00
W&S Maint/Equip. Op. I	6.00	6.00	6.00	6.00	6.00
Field Maintenance Manager	0.50	0.50	0.50	0.50	0.50
Field Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Subtotal:	9.50	9.50	9.50	9.50	9.50
TOTAL WATER FUND FT STAFF	26.65	26.65	26.15	26.65	26.15

Part Time Positions	Budgeted Hours 2021/22	Full Time Equivalents	Budgeted Hours 2022/23	Full Time Equivalents	Change in FTE's
Groundskeeping	960	0.46	960	0.46	0.00
Fire Hydrant Painteing	480	0.23	480	0.23	0.00
TOTAL WATER PT STAFF	1,440	0.69	1,440	0.69	0.00

WATER FUND

Purchased Services and Supplies:

Covers the cost of the following services relating to the operations of the Water Department:

Administration: office administrative costs for the central office at Globe Hollow, cost shares for the Town's financial database and the annual audit, professional memberships & affiliations for key administrators, mandated State water assessments & registrations, building maintenance costs for the Globe Hollow offices, fuel & maintenance for administrative staff vehicles, and real estate taxes paid to Bolton for Water Department property within Bolton's borders.

Customer Service: bank lockbox fees, and billing & bill printing costs.

Water Meters: vehicles, tools, equipment & repairs associated with the maintenance of all household meters at homes & businesses across town.

Source of Supply: costs associated with the maintenance & upkeep of the reservoirs & surrounding forest land, including maintaining & operating trucks & heavy equipment for landscaping & forestry management, inspections, environmental management costs, landscaping & groundskeeping tools & supplies, and maintenance of utility buildings located on reservoir property.

Power & Pumping: electricity costs for the Globe Hollow Water Treatment Plant, Town's wells, pump stations, tanks & valve pits; building repairs & equipment for the wells & pump stations.

Water Treatment General: sewer use fee paid to the Sewer Fund for water released into the sewer system by the Water Department, heating fuel for the plant, water treatment chemicals, equipment & software used at the Water Plant to control the water treatment & distribution operation, and plant building & equipment repairs.

Treatment Laboratory: lab supplies, chemical & microbiological testing costs.

Transmission & Distribution: tools, supplies & vehicles used by field staff for maintaining the town-wide water pipe system, as well as the field maintenance garages.

Existing Mains & Tanks: repair of water main breaks.

T&D Existing Service: pavement & sidewalk repairs & piping.

T&D Existing Hydrants: fire hydrant maintenance & replacement.

The following significant adjustments are included:

- A reduction in \$40,000 in Water Administration due to their being no CT Department of Public Health water assessment in the upcoming year.
- A \$10,000 increase to gasoline & diesel costs.
- A \$38,400 increase in electricity costs.
- An increase of \$4,780 in software & service licenses to reflect general contract increases.
- An increase of \$65,290 in the sewer use fee charged by the Sewer Fund, which is reflected as revenue in that fund's budget.
- An increase of \$27,900 for generator fuel.
- An increase of \$29,799 for water control chemicals due to cost increases.
- A total of \$40,000 in increases across other supply & material accounts throughout the budgets, attributable to cost inflation.

WATER FUND

Capital Budget (Cash Funded)

The following capital projects are funded for the upcoming year:

Tank Painting - WR 388	\$	200,000
Water Pump Replacement/Well Redevelopment - WR 392	\$	50,000
Butterfly Valves Replacement	\$	150,000
Fall Protection Sed Basin	\$	90,000
New State Road Chlorine Gas Rehabilitation	\$	100,000
Laboratory Cabinetry	\$	100,000
Vehicle Replacement - Transmission and Distribution - WR 329	\$	65,000
Billing Data & Operational Improvements	\$	150,000
TOTAL	\$	905,000

Detailed descriptions are available in the Capital Improvement Plan portion of the budget.

Debt Service

- Principal on loans decreases by \$38,168 as a result of loan repayment schedules.
- Interest on notes is increased by \$53,655 based on note issuance results.
- New authorizations anticipated in the upcoming fiscal year includes \$1,200,000 for system improvements, \$790,000 for rehabilitation of a major filter at the water plant, and \$100,000 for preparation costs relating to organic compound reduction at a number of town wells. Details are provided in the Capital Improvement Plan portion of the budget.

WATER FUND

REVENUES

Revenues	Collected 2020/21	Adopted Projection 2021/22	Revised Estimate 2021/22	Manager's Projected 2022/23	Adopted Projection 2022/23	Change Over Current Year	Percent Change
Water Service - Regular	7,495,903.52	7,078,961	7,485,782	7,870,698	7,870,698	791,737	11.18%
Fire Service - Private	391,095.32	350,200	350,200	367,710	367,710	17,510	5.00%
Fire Service - Towns	1,077,653.00	1,109,983	1,109,983	1,165,482	1,165,482	55,499	5.00%
Interest & Lien Fees	118,287.91	72,000	72,000	100,000	100,000	28,000	38.89%
Meter Installation Fees	9,146.00	9,000	9,000	9,000	9,000	-	0.00%
System Connections	73,900.00	50,000	50,000	70,000	70,000	20,000	40.00%
Repairs	1,880.00	10,000	10,000	5,000	5,000	(5,000)	-50.00%
Review & Inspection	8,078.00	5,700	5,700	7,000	7,000	1,300	22.81%
Rpd Inspection	61,859.54	61,000	61,000	61,000	61,000	-	0.00%
Interest	6,081.21	-	-	10,000	10,000	10,000	N/A
Premium On Debt Sale	0.00	-	-	-	-	-	N/A
Rent	353,317.60	349,778	349,778	355,000	355,000	5,222	1.49%
Sale Of Town Owned Property	25,250.00	-	12,206	20,000	20,000	20,000	N/A
Timber Sales	0.00	30	-	-	-	(30)	-100.00%
Miscellaneous Revenue	10,379.60	4,000	4,000	8,000	8,000	4,000	100.00%
Assessments	0.00	-	-	-	-	-	N/A
TOTAL	\$9,632,831.70	9,100,652	9,519,649	10,048,890	10,048,890	948,238	10.42%
Water Fund Expenditures	8,125,633	8,625,217	8,332,496	9,005,828	9,005,828	380,611	4.41%
Net Result of Operations*	1,507,198	475,435	1,187,153	1,043,062	1,043,062	567,627	119.39%

Water revenues increase by 10.42%, which is primarily attributable to the recommended rate increase. The rate increase is part of a multi-year rate adjustment to maintain the target level of reserves, adjust to decreasing consumption levels, and cover pending infrastructure needs. Other revenues are adjusted based on analysis of multi-year trends.

STATUS OF 2021/22 GOALS

1. Provide the highest quality of potable water at the lowest possible cost

The average turbidity removal for FY21 is 95.4% while finishing FY22 within allocated budget

2. Maintain the amount of unaccounted for water to below the industry standard of 15%.

Annualized amount of unaccounted for water is currently 16.85%. This is slightly higher than the previous year (15.27%). Maintaining low unaccountable water keeps cost down.

3. Implement Infrastructure Improvements (WQIP) – Complete construction of the Madison/Foster St replacement project

The Madison/Foster Street replacement project was complete in the summer/fall of 2021.

4. Decrease percent of water account receivables (>120 days delinquent)

The percent of water account receivables (>120 days delinquent) FY21 is 42%. This is an increase from the previous year (30.0%). This was the first full year of Covid-19 and restrictions were placed on collections.

WATER FUND

5. Complete New State Road Chlorine Conversion Project

Due to projected costs associated with the redesign, the project was placed on hold. We are in the process of establishing what is needed to modernize the present equipment. The project is also being looked at as part of the organic and inorganic treatment study at the wellfield which should be done in the spring of 2022. Plan is to modernize the equipment by the fall of 2022.

6. Provide regular material for online consumption

Have only been able to maintain present online material. Working with the web page upgrade project.

2022/23 GOALS

- 1. Provide the highest quality of potable water at the lowest possible cost**
- 2. Reduce the amount of unaccounted for water to below the industry standard of 15%.**
- 3. Implement infrastructure improvements (WQIP) - Complete construction of the Little Street area and Griswold Street area replacement projects.**
- 4. Decrease percent of water account receivables (>120 days delinquent)**
- 5. Based on the organic and inorganic treatment study, start the design for upgrades to the treatment facilities at Wells #5, #6, #7a, #8, #10 and #11. The design will include the chlorine conversion at New State Rd Wells #6, #7 and #8.**

SEWER FUND

DESCRIPTION

The Sewer Department oversees the operation of the Hockanum River Wastewater Treatment Plant and the Town-wide sewer system.

Based on current projections, the Sewer Fund will maintain the required minimum amount of working capital through the upcoming years with relatively modest rate adjustments. For FY 2022/23, a rate increase of 5.0% is recommended based on projections of revenue and expenses in meeting the target of 180 days working capital. This is consistent with the long-term rate plan recommended in the FY2021/22 budget, while adjusting for limiting ARPA grant-funding to one year of pipe replacement costs, and accounting for increasing capital and operating costs due to inflation and replacing aging machinery & system components to ensure quality and continuity of service.

The resulting sewer rate will be \$5.76 per hundred cubic feet (HCF), up from \$5.50 in the current year. For the average residential sewer customer using 22HCF per quarter, the increase in the rate would result in a water bill increase of about \$6.05 per quarter, or \$24.20 per year.

The Eighth Utilities District Rate is calculated to be \$4.55 per hundred cubic feet, based on the formula set out in the service agreement between the Town and the district.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended	Adopted	Estimated	Manager's	Adopted	Change Over	Percent Change
	2020/21	2021/22	Expend. 2021/22	Recom. 2022/23	2022/23	2021/22 Adopted	
Personnel Services	1,811,994.36	2,116,130	2,018,321	2,146,061	2,146,061	29,931	1.41%
Employee Benefits	1,113,064.33	1,196,156	1,215,051	1,136,278	1,136,278	(59,878)	-5.01%
Purchased Services	1,481,375.59	1,640,178	1,633,181	1,694,609	1,694,609	54,431	3.32%
Supplies	395,621.16	400,415	395,294	453,089	453,089	52,674	13.15%
Other	-	-	-	-	-	-	N/A
Contingency	-	85,000	-	85,000	85,000	-	0.00%
Interfund Transfers	1,454,335.00	1,338,169	1,338,169	1,595,272	1,595,272	257,103	19.21%
Debt Service	574,620.09	3,041,780	3,041,780	3,074,705	3,074,705	32,925	1.08%
TOTAL SEWER FUND	6,831,010.53	9,817,828	9,641,796	10,185,014	10,185,014	367,186	3.74%
Expenditures by Function	Expended	Adopted	Estimated	Manager's	Adopted	Change Over	Percent Change
	2020/21	2021/22	Expend. 2021/22	Recom. 2022/23	2022/23	2021/22 Adopted	
Sewer Administration	1,010,296.39	1,099,432	1,098,070	1,070,932	1,070,932	(28,500)	-2.59%
Sewer Customer Service	189,534.88	154,270	152,998	151,965	151,965	(2,305)	-1.49%
Sewer Collection System Maint.	670,712.98	805,908	770,232	823,687	823,687	17,779	2.21%
Sewer Lines Maint.	32,582.53	42,800	40,800	48,726	48,726	5,926	13.85%
Sewer Manhole Maint.	3,351.90	30,435	30,435	33,789	33,789	3,354	11.02%
Sewer Pumping Stations	10,787.01	10,243	9,336	12,795	12,795	2,552	24.91%
Wastewater Treatment Plant	1,321,160.19	1,657,315	1,580,129	1,647,681	1,647,681	(9,634)	-0.58%
Wastewater Primary Building	1,401,041.91	1,363,485	1,388,013	1,437,245	1,437,245	73,760	5.41%
Sewer Treatment Laboratory	189,179.81	188,991	191,832	203,217	203,217	14,226	7.53%
Sewer Contingency	-	85,000	-	85,000	85,000	-	0.00%
Sewer Interfund Transfers	1,454,335.00	1,338,169	1,338,169	1,595,272	1,595,272	257,103	19.21%
Sewer Debt Service	574,620.09	3,041,780	3,041,780	3,074,705	3,074,705	32,925	1.08%
TOTAL SEWER FUND	6,857,602.69	9,817,828	9,641,796	10,185,014	10,185,014	367,186	3.74%

SEWER FUND

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
<u>Sewer Administration</u>					
Water/Sewer Administrator	0.50	0.50	0.50	0.50	0.50
Senior Account Associate	1.00	1.00	1.00	1.00	1.00
Budget & Research Officer	0.15	0.15	0.15	0.15	0.15
Safety and Compliance Coordinator	0.50	0.50	0.50	0.50	0.50
Administrative Secretary	0.50	0.50	0.50	0.50	0.50
Subtotal:	2.65	2.65	2.65	2.65	2.65
<u>Sewer Customer Service</u>					
Account Associate	1.00	1.00	1.00	1.00	1.00
Environmental Technician	0.50	0.50	0.50	0.50	0.50
Subtotal:	1.50	1.50	1.50	1.50	1.50
<u>Sewer Collection System</u>					
Field Maintenance Manager	0.50	0.50	0.50	0.50	0.50
W&S Maint. Equip. Op. I	5.00	5.00	5.00	5.00	5.00
W&S Maint/Equip. Op. II	1.00	1.00	1.00	1.00	1.00
Field Maintenance Supervisor	0.50	0.50	0.50	0.50	0.50
Subtotal:	7.00	7.00	7.00	7.00	7.00
<u>Sewer Treatment Plant</u>					
Wastewater Treatment Plant Supt.	1.00	1.00	1.00	1.00	1.00
Process Control Supervisor	1.00	1.00	1.00	1.00	1.00
Project Technical Support Manager	0.50	0.50	0.50	0.50	0.50
Wastewater Treatment Plant Operator	10.00	10.00	10.00	10.00	10.00
Subtotal:	12.50	12.50	12.50	12.50	12.50
<u>Sewer Treatment Laboratory</u>					
Laboratory Director	0.50	0.50	0.50	0.50	0.50
Chemist II (frozen/unfunded)	0.50	0.50	0.00	0.50	0.00
Chemist	1.00	1.00	1.00	1.00	1.00
Subtotal:	2.00	2.00	1.50	2.00	1.50
TOTAL SEWER FUND FT STAFF	25.65	25.65	25.15	25.65	25.15

SEWER FUND

Personnel & Employee Benefits (cont'd):

Part Time Positions	Budgeted		Budgeted		Change in FTE's
	Hours 2021/22	Full Time Equivalents	Hours 2022/23	Full Time Equivalents	
Groundskeeping	480	0.23	480	0.23	0.00
TOTAL SEWER PT STAFF	480	0.23	480	0.23	0.00

Purchased Services and Supplies:

Covers the cost of the following services relating to the operations of the Sewer Department:

Administration: office administrative costs for the central office at Globe Hollow, payments to South Windsor Sewer for flow into their neighboring system, payments to Vernon for a portion of their wastewater treatment plant since some bordering parts of Manchester are on their system, safety & compliance programs, cost shares for the Town's financial database and the annual audit, professional memberships & affiliations for key administrators, NPDES sewer permit, building maintenance costs for the Globe Hollow offices, and fuel & maintenance for administrative staff vehicles

Customer Service: bank lockbox fees, and billing & bill printing costs.

Sewer Collection System Maintenance: sewer line maintenance equipment maintenance & software, road repair, maintenance & operating costs for the field staff vehicles & equipment.

Sewer Lines Maintenance: sewer pipe repair & cleaning costs, supplies & equipment.

Sewer Manhole Maintenance: costs for repairing & rebuilding access ways to sewer lines.

Sewer Pumping Stations: utilities, equipment & repairs for sewer pumping stations.

Sewer Treatment Plant General: equipment, building systems & computer systems costs at the Wastewater Treatment Plant, training & certification for plant operators, supplies & tools.

Sewer Treatment Primary Building: electricity & natural gas, sludge disposal, building repairs, repair of major equipment, backup generators, and treatment chemicals.

Treatment Laboratory: lab supplies, chemical & microbiological testing costs.

The following significant adjustments are included:

- A decrease of \$18,500 in payments towards the Vernon treatment plant upgrades, which processes wastewater from a portion of Manchester, based on the repayment schedule.
- \$8,505 increase in gasoline and diesel cost
- \$28,515 increase in electric costs
- \$16,540 increase in treatment chemical costs
- \$42,000 in inflationary increases across a number of service contract, materials and repairs budgets

SEWER FUND

Capital Budget (Cash Funded)

The following capital projects are funded for the upcoming year:

Aeration Blower Service Plan	\$	75,000
Odor Control Media Replacement (Carbon and Shell)	\$	60,000
Laboratory Cabinetry (WR)	\$	100,000
Fall Protection and Tank Access	\$	175,000
Influent Bypass Grinder Swap	\$	75,000
Dewatering Manholes	\$	60,000
Vehicles Replacement - Wastewater Treatment	\$	50,000
TOTAL	\$	595,000

Detailed descriptions are available in the Capital Improvement Plan portion of the budget.

Another \$559,000 in projects will be funded with a use of unallocated reserves, for a total budgetary CIP of \$1,154,000. Details on these projects can be found in the Capital Improvement Plan section of the budget

Debt Service

The majority of debt service in the Sewer Fund relates to Clean Water Fund loans for the large-scale Hockanum River Wastewater Treatment Plant upgrade in 2015.

- Debt service increases by \$32,925 or 1.08%.
- New authorizations anticipated in the upcoming fiscal year includes \$1,200,000 for system improvements.

SEWER FUND

REVENUES

Revenues	Collected 2020/21	Adopted Projection 2021/22	Revised Estimate 2021/22	Manager's Projected 2022/23	Adopted Projection 2022/23	Change Over Current Year	Percent Change
Sewer Service - Regular	7,599,363.22	7,229,666	7,981,838	7,591,149	7,591,149	361,483	5.00%
Eighth Utilities District	1,672,436.64	1,598,106	1,706,573	1,683,125	1,683,125	85,019	5.32%
Bolton Lakes Regional Sewer	68,978.59	62,932	62,932	66,078	66,078	3,146	5.00%
Interest & Lien Fees	132,289.55	83,800	83,800	83,800	83,800	-	0.00%
Water Department Usage	649,374.00	671,810	671,810	737,100	737,100	65,290	9.72%
Outlet Charges	62,400.00	-	23,400	-	-	-	N/A
Repairs	24,406.20	5,000	7,175	5,000	5,000	-	0.00%
Review & Inspection	7,700.00	3,500	3,500	3,500	3,500	-	0.00%
Interest	2,579.53	-	10,000	10,000	10,000	10,000	N/A
Premium On Debt Sale	0.00	-	-	-	-	-	N/A
Miscellaneous Revenue	3,450.00	2,000	6,904	2,000	2,000	-	0.00%
Nitrogen Credits-Revenue	0.00	-	-	-	-	-	N/A
Assessments	0.00	-	-	-	-	-	N/A
TOTAL	\$10,222,977.73	9,656,814	10,557,932	10,181,752	10,181,752	524,938	5.44%
Sewer Fund Expenditures	6,831,011	9,817,828	9,641,796	10,185,014	10,185,014	367,186	3.74%
Use of Net Assets	-	161,014	-	3,262	3,262	(157,752)	-97.97%

Sewer revenues increase by 3.74%, which is attributable to the proposed rate increase being offset by loss of interest revenue due to market conditions. The rate increase is part of a multi-year rate adjustment to maintain the target level of reserves, adjust to decreasing consumption levels, and cover pending infrastructure needs. The net result of expenses and revenues does not reflect changes to net assets as a result of paydown of short-term notes; the structure of note issuances in the upcoming years is currently under study by an outside consultant.

STATUS OF 2021/22 GOALS

1. Provide the highest quality of treated discharge at the lowest possible cost

Our removal of nitrogen has increased to 88% (FY20) from 84% (FY20). Our removal rate of phosphorus is 86% for FY21 which was the same removal as FY20. All of this while finishing FY21 within allocated budget and meeting our discharge permit.

2. Decrease percent of sewer account receivables (>120 days delinquent)

FY21 finished at 44.8%, which is higher than FY20 (32.6%). This was the first full year of Covid-19 and restrictions were placed on collections.

3. Implement infrastructure improvements (SSIP) - Complete construction on the Madison/Foster St replacement project.

The Madison/Foster Street replacement project was complete in the summer/fall of 2021.

SEWER FUND

4. Make operational/reporting changes necessary to meet our new National Pollution Discharge Elimination System Permit (NPDES)

The new NPDES permit has not been issued by Connecticut Department of Energy and Environmental Protection, therefore we are working under the old permit without any modifications. Once it is issued we will need to meet the new permit requirements.

5. Increase the miles of sanitary sewer pipe cleaned

FY21 finished at 85.84 miles cleaned, which is up from FY20 (82.15 miles).

2022/23 GOALS

- 1. Provide the highest quality of treated discharge at the lowest possible cost**
- 2. Decrease percent of sewer account receivables (>120 days delinquent)**
- 3. Implement infrastructure improvements (SSIP) - Complete construction of the Griswold Street area replacement projects.**
- 4. Maintain the level of sanitary sewer pipe cleaned**
- 5. Automate billing functions presently done by hand**



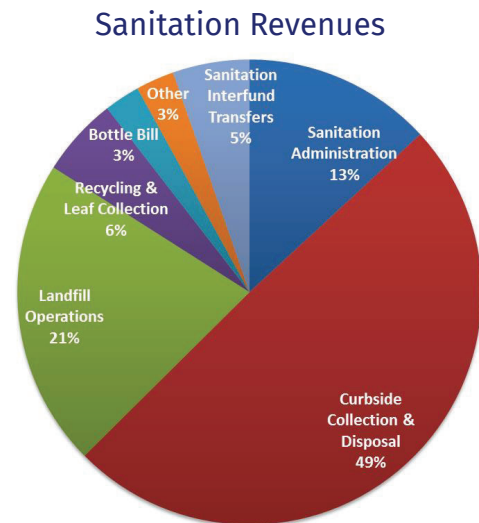
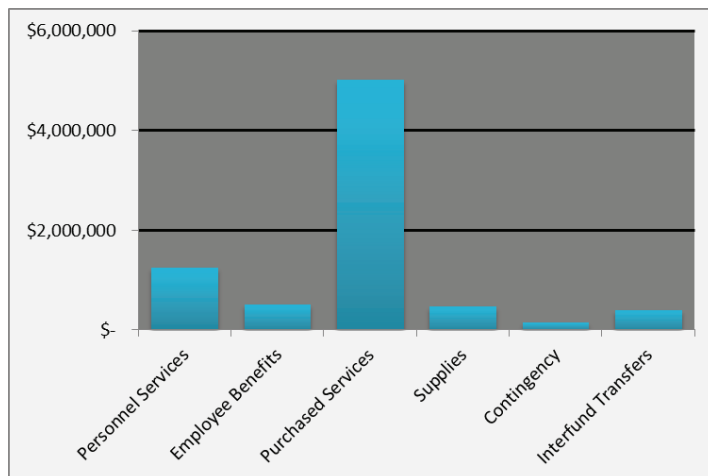
Sanitation Fund



The Sanitation Department is responsible for overseeing the collection and disposal of residential refuse and recyclable materials, the curbside leaf vacuuming program, the operation of the Manchester landfill, the composting of leaves and marketing of the end product, and the collection of household hazardous wastes through the Capital Region East Operating Committee (CREOC).

Budget Summary

Expenditures by Function	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Sanitation Administration	384,711.48	1,023,082	1,032,062	1,057,757	1,057,757	34,675	3.39%
Curbside Collection & Disposal	3,603,050.95	3,996,932	3,996,932	3,980,038	3,980,038	(16,894)	-0.42%
Landfill Operations	1,287,075.70	1,750,675	1,703,587	1,724,056	1,724,056	(26,619)	-1.52%
Recycling & Leaf Collection	421,790.46	440,080	514,362	442,080	442,080	2,000	0.45%
Hazardous Waste Disposal	66,331.44	65,000	65,000	65,000	65,000	-	0.00%
Bottle Bill Program Costs	-	-	-	-	200,000	200,000	N/A
Sanitation Contingency	-	150,000	-	150,000	150,000	-	0.00%
Sanitation Interfund Transfers	380,279.00	390,335	390,335	430,612	430,612	40,277	10.32%
TOTAL SANITATION FUND	6,143,239.03	7,816,104	7,702,279	7,849,543	8,049,543	233,439	2.99%




Total Budget
\$8,049,543


Increase
\$233,439


Percent Increase
2.99%

SANITATION FUND

DESCRIPTION

The Sanitation Department is responsible for overseeing the collection and disposal of residential refuse and recyclable materials, the curbside leaf vacuuming program, the operation of the Manchester landfill, the composting of leaves and marketing of the end product, and the collection of household hazardous wastes through the Capital Region East Operating Committee (CREOC).

As an enterprise fund, all activities of the Sanitation Department are entirely funded through user fees, interest earnings, sales, and regional rebate programs. The Sanitation Department also administers the reimbursement for refuse collection to grandfathered condominium owners.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Personnel Services	1,164,979.04	1,255,140	1,282,020	1,268,352	1,268,352	13,212	1.05%
Employee Benefits	428,430.52	518,412	507,888	507,987	507,987	(10,425)	-2.01%
Purchased Services	4,336,497.16	5,026,717	5,034,484	5,015,492	5,215,492	188,775	3.76%
Supplies	362,224.84	475,500	487,552	477,100	477,100	1,600	0.34%
Contingency	-	150,000	-	150,000	150,000	-	0.00%
Interfund Transfers	380,279.00	390,335	390,335	430,612	430,612	40,277	10.32%
TOTAL SANITATION FUND	6,672,410.56	7,816,104	7,702,279	7,849,543	8,049,543	233,439	2.99%

Expenditures by Function	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Sanitation Administration	384,711.48	1,023,082	1,032,062	1,057,757	1,057,757	34,675	3.39%
Curbside Collection & Disposal	3,603,050.95	3,996,932	3,996,932	3,980,038	3,980,038	(16,894)	-0.42%
Landfill Operations	1,287,075.70	1,750,675	1,703,587	1,724,056	1,724,056	(26,619)	-1.52%
Recycling & Leaf Collection	421,790.46	440,080	514,362	442,080	442,080	2,000	0.45%
Hazardous Waste Disposal	66,331.44	65,000	65,000	65,000	65,000	-	0.00%
Bottle Bill Program Costs	-	-	-	-	200,000	200,000	N/A
Sanitation Contingency	-	150,000	-	150,000	150,000	-	0.00%
Sanitation Interfund Transfers	380,279.00	390,335	390,335	430,612	430,612	40,277	10.32%
TOTAL SANITATION FUND	6,143,239.03	7,816,104	7,702,279	7,849,543	8,049,543	233,439	2.99%

SANITATION FUND

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
Sanitation Administration					
Director of Public Works	0.15	0.15	0.15	0.15	0.15
Deputy Director of Public Works	0.95	0.95	0.95	0.95	0.95
Management Analyst	0.95	0.95	0.95	0.95	0.95
Director of Operations (frozen/unfunded)	0.50	0.50	0.00	0.50	0.00
Superintendent of Field Services	0.25	0.25	0.25	0.25	0.25
Budget & Research Officer	0.20	0.20	0.20	0.20	0.20
Environmental Svcs. Mgr. (position eliminated)	0.00	0.00	0.00	0.00	0.00
Work Coordinator	1.00	1.00	1.00	1.00	1.00
Subtotal:	4.00	4.00	3.50	4.00	3.50
Landfill Operations					
Maintainer I	1.00	1.00	1.00	1.00	1.00
Maintainer II	3.00	3.00	3.00	3.00	3.00
Maintainer III	1.00	1.00	1.00	1.00	1.00
Account Associate	0.50	0.50	0.50	0.50	0.50
Senior Account Associate	1.00	1.00	1.00	1.00	1.00
Clerical Assistant	2.00	2.00	2.00	2.00	2.00
Mechanic II (reimbursement to Fleet Mgmt)	1.00	1.00	1.00	1.00	1.00
Working Foreman (position eliminated)	0.00	0.00	0.00	0.00	0.00
Subtotal:	9.50	9.50	9.50	9.50	9.50
TOTAL SANITATION FUND FT STAFF	13.50	13.50	13.00	13.50	13.00

Part Time Positions	Budgeted Hours 2021/22	Full Time Equivalents	Budgeted Hours 2022/23	Full Time Equivalents	Change in FTE's
Recycling Program Coordinator	-	0.00	1,300	0.63	0.63
Quality of Life Officer	1,664	0.80	1,664	0.80	0.00
TOTAL SANITATION PT STAFF	1,664	0.80	2,964	1.43	0.63

SANITATION FUND

Purchased Services and Supplies:

Covers the cost of the following services relating to the operations of the Sanitation Fund:

Administration: technical landfill management costs such as engineering services, environmental testing, State permits, mapping, mandated reporting expenses, and testing; office costs, building maintenance & utilities for the scalehouse office at the landfill.

Curbside Collection & Disposal: covers the cost of the Town-wide curbside garbage collection contract, tipping fees paid to MIRA for the disposal of household waste collected, reimbursements to condos in lieu of service provision, refuse collection at Town buildings & grounds, and roll-off containers for use at the transfer station.

Landfill Operations: contracted construction & terraforming work on the landfill, engineering costs, heavy equipment rentals, landscaping & hydroseeding costs, supplies, equipment repairs, fuel for heavy equipment used on the landfill.

Transfer Station & Recycling: contracted costs for the Town curbside leaf collection program, wood & yard waste grinding services, asphalt processing, leaf bags, garbage & recycling bins, waste management services.

Hazardous Waste: processing & disposal of hazardous wastes brought to the transfer station.

Bottle Bill Program Costs: this relates to a State program addressing nipper bottles, and actual program expenses are yet to be determined.

The following significant adjustments are included:

- A decrease of \$81,900 (-5.3%) for the cost of household waste disposal at the regional waste facility, based on revised tipping fees levied by MIRA.
- An increase of \$63,146 (3.0%) for inflationary contract cost increases for Town-wide curbside collection.
- A budget of \$200,000 is provided relating to the State nip bottle program, whereby the Town receives a portion of the surcharges collected on mini alcohol bottles for the purpose of enacting environmental measures intended to reduce the generation of solid waste or reduce the impact of litter caused by such solid waste. Details regarding Manchester's planned use of these funds are in development, but will include a part time recycling coordinator position to help oversee these efforts.

SANITATION FUND

REVENUES

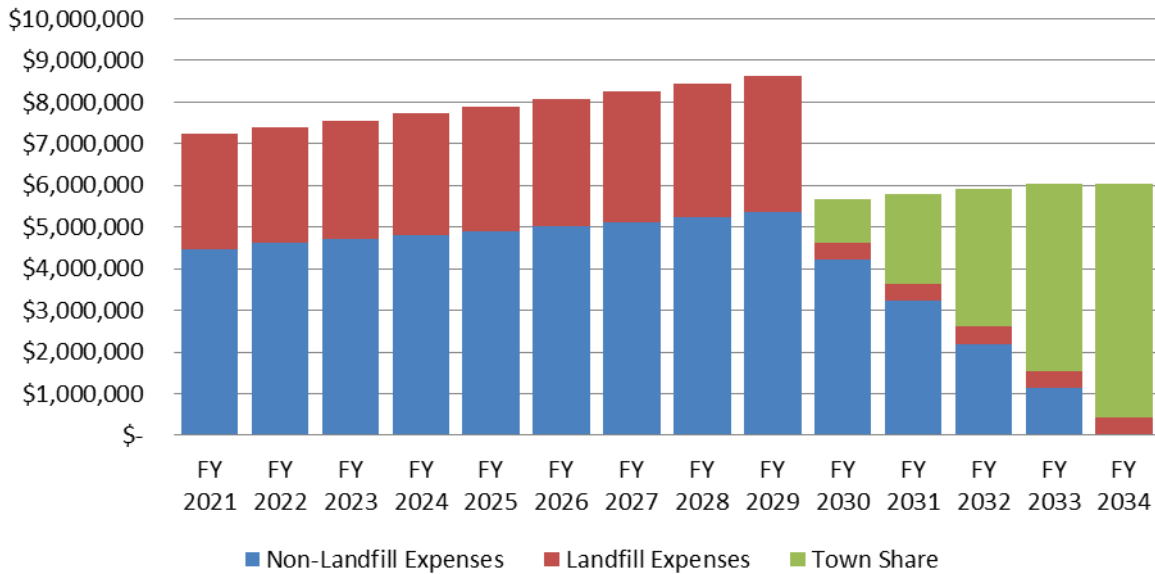
Revenues	Collected 2020/21	Adopted Projection 2021/22	Revised Estimate 2021/22	Manager's Projected 2022/23	Adopted Projection 2022/23	Change Over Current Year	Percent Change
Tipping Fees - Commercial	8,162,744.54	7,500,000	9,000,000	8,000,000	8,000,000	500,000	6.67%
Residential User Fees	95,102.50	50,000	52,937	50,000	50,000	-	0.00%
Creoc	0.00	20,000	20,000	20,000	20,000	-	0.00%
Miscellaneous Sales	0.00	1,500	1,500	1,500	1,500	-	0.00%
Compost	0.00	15,000	15,000	15,000	15,000	-	0.00%
Leaf Bags	0.00	7,000	7,000	7,000	7,000	-	0.00%
Trash & Recycling Toters	0.00	4,000	4,000	4,000	4,000	-	0.00%
Metal Recycle Revenue	21,134.88	-	40,092	-	-	-	N/A
Leaf Bags-Sr Ctr/Comm Y	0.00	5,000	5,000	5,000	5,000	-	0.00%
Leaf Bags-Cust Service	32.00	6,000	6,000	6,000	6,000	-	0.00%
Sludge Disposal	375,000.00	400,000	400,000	400,000	400,000	-	0.00%
Interest	27,466.16	20,000	20,000	20,000	20,000	-	0.00%
Sale Of Town Owned Property	4,450.00	-	-	-	-	-	N/A
Miscellaneous Revenue	3,635.82	2,600	2,600	2,600	2,600	-	0.00%
Recycling Rebates	46,612.56	115,000	115,000	-	-	(115,000)	-100.00%
Mattress Recycling Rebate	6,345.00	-	9,936	-	-	-	N/A
Bottle Bill Revenue	0.00	-	-	-	200,000	200,000	N/A
TOTAL	\$8,742,523.46	8,146,100	9,699,065	8,531,100	8,731,100	585,000	7.18%
Sanitation Fund Expenditures	6,672,411	7,816,104	7,702,279	7,849,543	8,049,543	233,439	2.99%
Operating Surplus	2,070,113	329,996	1,996,786	681,557	681,557	351,561	106.53%

The Town will look to explore fee adjustments in the upcoming year in order to build up reserves to fund a phase-in of curbside collection & other costs. These costs are currently covered by landfill revenues, but once the landfill closes in 10 or so years, these costs will no longer be supported.

SANITATION FUND

The graph below depicts Sanitation Fund expenses both before and after the closure of the landfill, and a phasing-in of costs to other revenue sources (taxes, charges for service, etc).

Sanitation Expenditures- 15 Year Projection





Other Budgeted Funds



This section of the budget covers a number of funds aside from the major budgeted funds which are budgeted annually by the Board of Directors.

Summary of Fund Budgets

	Expended 2020/21	Adopted 2021/22	Estimated Expend.	Manager's Recom.	Adopted 2022/23	Change Over Current	Percent Change
OTHER BUDGETED FUNDS:							
INFORMATION SYSTEMS FUND	\$ 2,090,526.99	\$ 2,281,993	\$ 2,192,142	\$ 2,296,267	\$ 2,266,267	\$ (15,726)	-0.69%
DOWNTOWN DISTRICT	\$ 118,324.39	\$ 194,050	\$ 194,050	\$ 183,750	\$ 183,750	\$ (10,300)	-5.31%
WORK_SPACE	\$ 194,144.94	\$ 217,236	\$ 217,236	\$ 219,211	\$ 219,211	\$ 1,975	0.91%
POLICE PRIVATE DUTY	\$ 1,146,529.13	\$ 1,350,000	\$ 1,350,000	\$ 1,350,000	\$ 1,350,000	\$ -	0.00%
RECREATION ACTIVITIES FUND	\$ 94,407.07	\$ 310,000	\$ 310,000	\$ 310,000	\$ 310,000	\$ -	0.00%
PUBLIC WORKS OVERTIME FUND	\$ 27,387.41	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	0.00%

Information Systems Fund- an internal service fund which provides computer services to Town departments as well as maintenance of the Town fiber network, servers, the website, and other common information & technology resources. Funding is provided through contributions from each of the major budgeted Town funds and the Board of Education. More detail is provided in the following pages.

Downtown District- this budget is associated with a special taxing district composed of downtown businesses & property owners to cover shared costs for programming & maintenance of the downtown area, shared grounds maintenance services, parking enforcement, etc. Funding is obtained through property taxes on Downtown properties as well as other fines and fees. More detail is provided in the following pages.

Work_Space- a meeting center, coworking space, and arts & events gallery located in Downtown Manchester, funded by user rent and fees with some Town & grant support.

Police Private Duty- covers police services procured by private companies, organizations or other parties to provide increased presence for events, monitoring roadway construction zones, and other such services as may be required. Funding is provided by service fees.

Recreation Activities Fund- covers recreation programs which are mostly or entirely self-funded through participant fees, including partners in play, adult organized sports adult fitness and, water exercise classes, infant and pre-school swim lessons, water safety classes (WSI and Lifeguard Training), tennis lessons, self defense classes, arts and crafts classes, trips and supervision for pavilion use.

Public Works Overtime Fund- covers inspection and maintenance services performed outside normal business hours by the Public Works staff at the request of contractors, developers, and organizations for projects or non-town sponsored functions. These service requests include such things as set up and oversight for authorized events using town property or facilities, conducting code compliance inspections for buildings, or inspecting the construction of public improvements within the Town right of way.

INFORMATION SYSTEMS

DESCRIPTION

The Information Systems Department is an administrative resource agency which, under the direction of the General Manager, provides comprehensive automated information services for all municipal departments and funds. It operates as an internal service fund supported by transfers from departments utilizing its services.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Personnel Services	1,066,881.86	1,159,903	1,037,097	1,194,654	1,164,654	4,751	0.41%
Employee Benefits	359,445.33	401,792	366,006	393,814	393,814	(7,978)	-1.99%
Purchased Services	295,208.89	450,998	519,739	446,499	446,499	(4,499)	-1.00%
Supplies	57,990.91	23,700	23,700	25,700	25,700	2,000	8.44%
Equipment	-	-	-	-	-	-	N/A
Interfund Transfers	311,000.00	230,000	230,000	220,000	220,000	(10,000)	-4.35%
Contingency	-	15,600	15,600	15,600	15,600	-	0.00%
TOTAL INFO SYSTEMS	2,090,526.99	2,281,993	2,192,142	2,296,267	2,266,267	(15,726)	-0.69%

Personnel & Employee Benefits:

Represents salaries and benefits of existing funded positions with no significant adjustments.

Full Time Positions	Authorized 2020/21	Authorized 2021/22	Funded 2021/22	Authorized 2022/23	Funded 2022/23
Chief Information Officer	1.00	1.00	1.00	1.00	1.00
Deputy Director of Info. Systems	1.00	1.00	1.00	1.00	1.00
System Applications Project Manager	1.00	1.00	1.00	1.00	1.00
Technology Services Project Leader	1.00	1.00	1.00	1.00	1.00
Systems Application Consultants	3.00	3.00	2.00	3.00	2.00
Technical Support Specialist	4.00	4.00	3.00	4.00	3.00
Systems Programmer	2.00	2.00	2.00	2.00	2.00
Senior Administrative Secretary	1.00	1.00	1.00	1.00	1.00
TOTAL INFORMATION SYSTEMS FT STAFF	14.00	14.00	12.00	14.00	12.00

Purchased Services and Supplies:

Covers the cost of office administration for the Information Systems office, training & professional development, professional & technical services relating to maintaining the Town's fiber network, servers, and routers, internet service costs for the Town, software licenses and fees, cybersecurity, support for the Town's internet-based phone system, and data storage & backup services, with the following adjustments:

INFORMATION SYSTEMS

- The upgrade to MS365 operating system adds an additional \$300,000 per year in licensing & support costs. This budget proposed that this cost be covered by ARPA federal grant funds in FY2022/23 and 50% of those costs in FY23/24 in order to minimize impact on the major budgeted Town funds.

Capital Improvements:

The Information Systems capital improvement plan is funded under Interfund Transfers (transfers to capital project accounts), and covers the following:

- \$40,000 PC replacement
- \$30,000 server replacement
- \$30,000 switch replacement
- \$10,000 network & security upgrades
- \$10,000 camera system upgrades
- \$100,000 contribution to major software upgrades reserve

These items are covered in more detail in the Capital Improvement portion of this budget book.

Revenues:

The Information Systems fund is an internal services fund, so the majority of its funding comes from transfers from other Town operations.

Revenues	Collected 2020/21	Adopted Projection 2021/22	Revised Estimate 2021/22	Manager's Projected 2022/23	Adopted Projection 2022/23	Change Over Current Year	Percent Change
Town of Manchester	1,186,909	1,210,647	1,210,647	1,271,179	1,241,179	30,532	2.52%
Board of Education	212,053	216,294	216,294	227,109	227,109	10,815	5.00%
Water Fund	284,995	290,695	290,695	305,230	305,230	14,535	5.00%
Sewer Fund	200,313	204,319	204,319	214,535	214,535	10,216	5.00%
Sanitation Fund	22,286	22,732	22,732	23,869	23,869	1,137	5.00%
Fire Fund	121,413	123,841	123,841	130,033	130,033	6,192	5.00%
Interest on Investments & Misc.	2,014	5,000	5,000	5,000	5,000	-	0.00%
Transfer from Unallocated	-	-	-	-	-	-	N/A
TOTAL IS REVENUES	2,029,982.75	2,073,528	2,073,528	2,176,955	2,146,955	73,427	3.54%
Total IS Expenditures	2,090,526.99	2,281,993	2,192,142	2,296,267	2,266,267	(15,726)	-0.69%
Use of Reserves/Net Result	60,544.24	208,465	118,614	119,312	119,312	(89,153)	-42.77%

The FY23 budget reduces planned use of reserves to a more sustainable level, resulting in increases to department contributions to the fund.

DOWNTOWN SPECIAL SERVICES DISTRICT

DESCRIPTION

The Special Services District is responsible for parking area maintenance and patrol, business tenant recruitment, marketing of downtown services and merchants, and promotion of downtown activities and community services.

BUDGET TABLES & COMMENTARY

Expenditures by Object	Expended 2020/21	Adopted 2021/22	Estimated Expend. 2021/22	Manager's Recom. 2022/23	Adopted 2022/23	Change Over 2021/22 Adopted	Percent Change
Personnel Services	48,508.65	70,000	70,000	70,000	70,000	-	0.00%
Employee Benefits	3,657.41	6,000	6,000	6,000	6,000	-	0.00%
Purchased Services	65,451.30	117,050	117,050	106,750	106,750	(10,300)	-8.80%
Supplies	707.03	1,000	1,000	1,000	1,000	-	0.00%
Equipment	-	-	-	-	-	-	N/A
Other	-	-	-	-	-	-	N/A
TOTAL SSD	118,324.39	194,050	194,050	183,750	183,750	(10,300)	-5.31%

Personnel & Employee Benefits:

Represents salaries and benefits of the Downtown Manager & parking enforcement staff.

Purchased Services and Supplies:

Covers the cost of renting, maintaining & administering the Downtown District office, the Downtown holiday lights program, themed events (Scarecrow Festival, Halloween, and Holiday on Main), advertising services, the Main Street banner program, sidewalk snow removal services, and street beautification.

Revenues:

Revenues	Collected 2020/21	Adopted Projection 2021/22	Revised Estimate 2021/22	Manager's Projected 2022/23	Adopted Projection 2022/23	Change Over Current Year	Percent Change
Property Taxes	75,000.00	76,650	76,650	83,674	83,674	7,024	9.16%
Rents	52,910.00	52,000	52,000	52,000	52,000	-	0.00%
Interest on Investments	3,568.01	1,000	1,000	1,000	1,000	-	0.00%
Fines & Fees	19,060.79	39,400	39,400	34,900	34,900	(4,500)	-11.42%
Use of Fund Balance	-	25,000	25,000	12,176	12,176	(12,824)	-51.30%
TOTAL	\$150,538.80	194,050	194,050	183,750	183,750	(10,300)	-5.31%

Six Year

Capital Improvement Plan

- Introduction & Summary
- Public Infrastructure
- Parks & Recreation
- Facilities
- Vehicles, Equipment & Other
- Fire Fund
- Water Fund
- Sewer Fund
- Information Systems Fund



Capital Improvement Plan



This section of the budget details capital projects, which includes transfers to capital projects budgeted in General Fund-Fixed/Miscellaneous, as well as Fire, Water, Sewer, and Information Systems. Planned debt-financed projects are also included in the CIP.

Summary of Capital Budgets

CASH FUNDED						
GENERAL FUND	FY23	FY24	FY25	FY26	FY27	FY28
Public Infrastructure	\$ 1,620,000	\$ 1,760,000	\$ 745,000	\$ 1,050,000	\$ 395,000	\$ 925,000
Parks & Recreation	\$ 542,000	\$ 967,000	\$ 382,000	\$ 304,000	\$ 259,000	\$ 217,000
Facilities Maintenance	\$ 830,000	\$ 705,000	\$ 660,000	\$ 630,000	\$ 670,000	\$ 710,000
Equipment, Vehicles & Other	\$ 941,000	\$ 941,000	\$ 941,000	\$ 915,000	\$ 890,000	\$ 890,000
Net Other Funding Sources	\$ (4,410,000)	\$ -	\$ -	\$ -	\$ -	\$ -
Total General Fund CIP	\$ 1,993,000	\$ 3,298,000	\$ 2,178,000	\$ 2,562,000	\$ 1,932,000	\$ 2,492,000
FIRE FUND	\$ 190,000	\$ 192,000	\$ 53,000	\$ 54,000	\$ 55,000	\$ 55,000
WATER FUND	\$ 905,000	\$ 2,019,750	\$ 1,158,750	\$ 643,750	\$ 760,000	\$ 525,000
SEWER FUND	\$ 1,154,000	\$ 1,069,000	\$ 215,000	\$ 205,000	\$ 155,000	\$ 145,000
INFORMATION SYSTEMS FUND	\$ 220,000	\$ 220,000	\$ 220,000	\$ 220,000	\$ 220,000	\$ 220,000
DEBT FINANCED						
GENERAL FUND	\$ -	\$ 18,000,000	\$ -	\$ 19,300,000	\$ -	\$ 19,800,000
FIRE FUND	\$ -	\$ 900,000	\$ -	\$ 1,400,000	\$ -	\$ 750,000
WATER FUND	\$ 2,090,000	\$ 11,475,000	\$ 6,100,000	\$ 1,800,000	\$ 3,635,000	\$ 2,650,000
SEWER FUND	\$ 1,200,000	\$ 1,200,000	\$ 5,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000
TOTAL	\$ 7,752,000	\$ 38,373,750	\$ 15,124,750	\$ 27,384,750	\$ 7,957,000	\$ 27,837,000

CAPITAL IMPROVEMENT PLAN

DESCRIPTION

The Capital Improvement Plan (CIP) is a multi-year plan used to coordinate the financing and timing of physical asset replacements and improvements for the Town of Manchester. It contains a comprehensive list of capital projects and acquisitions proposed for the town within the next six years. For each proposed project or acquisition, the CIP presents a summary description, estimate of cost, source of funding, and schedule of funding authorization. The CIP represents a rational plan for preserving and adding to the capital assets of the town.

CAPITAL ASSETS AND CAPITAL PROJECTS

A capital asset is a physical asset that has a useful life of five years or more and a value of \$10,000 or more. Capital projects and acquisitions are undertaken to acquire or extend the useful life of capital assets. Examples of capital projects and acquisitions include land purchases, construction of or major improvements to public buildings and roads, major maintenance of town facilities, and the purchase of heavy and light equipment, such as public works apparatus or public safety equipment.

THE PURPOSE OF THE CIP

The CIP provides a means for both coordinating and prioritizing the capital project and acquisition proposals of various departments and agencies. The process itself allows for careful consideration of all proposed projects and purchases in a more global context than if projects were submitted and evaluated in an ad-hoc fashion. In addition to mitigation of wasteful overlap, duplication and delay, the prioritization process ensures that the most important and critical projects and acquisitions are undertaken first. The information the CIP provides regarding short- and long-term financial impacts of capital needs enables policy makers to balance town priorities with its financial capacity to pay for them.

The CIP encompasses a six-year period, scheduling the most important, urgent projects in the earliest years. Once the CIP is finalized, Year 1 of the plan is used as a basis for both the capital portion of annual operating budgets and for any planned bond issues during the fiscal year. Once funding has been authorized, either through the adoption of the annual budget or through a bond ordinance, the projects can begin and are removed from the subsequent CIP, though the costs are included in comprehensive financial forecasts. Year 1 of the CIP is often referred to as the “Capital Budget” and is incorporated into the operating budget.

For the most part, remaining projects (which are still unfunded) will move up one year in the plan. However, because circumstances change, financial constraints or opportunities emerge, and priorities shift, the schedule for unfunded projects and acquisitions needs to be revised each year. Proposed projects and acquisitions can be moved ahead or back, or even eliminated from the plan.

CAPITAL IMPROVEMENT PLAN

This constant review ensures that the CIP maintains flexibility and can be adjusted to align with a changing environment while still providing community leaders and town officials with a clear view of the needs that lie ahead.

FINANCING CAPITAL PROJECTS AND ACQUISITIONS

The town has several options for financing capital projects. The single largest source of funding for capital projects and acquisitions is borrowing through the issuance of general obligation bonds and short-term notes. Larger assets with long useful lives are typically financed in this manner. The ultimate source of funding for borrowing is through the operating budget in the form of debt service. Spreading the cost of large capital projects and acquisitions over time eliminates the need to temporarily raise taxes every time a capital need arises. In addition, debt allows current and future beneficiaries to share the cost of long-term capital improvements such as new schools, roads and fire stations. All borrowing is done in accordance with the Town Charter and state statutes.

Some projects and purchases may be financed on a pay as you go basis through operating budgets, including the General Fund, Fire Fund and enterprise operating budgets. Small scale projects and major maintenance items are likely candidates for financing through annual operating budgets. For example, proposed funding for the town-wide facility maintenance program relies almost exclusively on operating budget appropriations.

Other funding sources may include state and federal grants, appropriations from fund balances, and private sources. The Local Capital Improvement Project (LoCIP) grant is a grant from the State of Connecticut that is used exclusively for capital projects. Occasionally, remaining balances from previously authorized projects may be allocated to proposed projects and acquisitions with Board of Directors approval.

ORGANIZATION OF THE CIP

1. Public Infrastructure – Public infrastructure projects include construction, reconstruction, replacement of, and major repairs to major assets such as roads, sidewalks, bridges, and most transportation related assets. Most of these projects are financed through the issuance of bonds. Some projects are funded in part through federal transportation grants.
2. Parks and Recreation – Parks and Recreation includes all of the Town’s park system, athletic fields, public pools and recreational facilities. Parks and Recreation projects are financed through the same array of sources as other infrastructure and facilities projects.
3. Equipment and Vehicles – Many of the Town’s operations rely on the use of heavy equipment and vehicles. This is particularly true of the Public Works Department and Police Department. A multi-

CAPITAL IMPROVEMENT PLAN

year replacement plan for Public Works equipment is funded each year through a transfer from the General Fund operating budget. This appropriation to the operating budget also funds most fleet vehicle replacements. The Police Department's vehicle replacement plan is funded through the department budget. The Fire Department and enterprise operations (Water, Sewer, Sanitation) all fund heavy equipment and vehicle replacement through their respective funds.

4. Facilities – Projects in this category include construction of new facilities, or the expansion, major improvement to, or major maintenance of existing facilities. Major maintenance and some improvements are typically funded through operating budget contributions to a reserve account specifically for facilities. The Local Capital Improvement Projects grant (LoCIP) or other grants may supplement funding. Larger projects, like new or expanded facilities, are typically financed through the issuance of bonds.
5. Fire Department – Fire Department projects include any acquisitions or improvements related to Fire equipment, apparatus or the Fire stations. Large projects are financed through the issuance of Fire Bonds. Smaller scale projects and equipment replacement plans may be funded within the Fire Department budget as capital expenditures or transfers to reserve accounts.
6. Water System – Projects and acquisitions specific to the town's water system are included in this category. The primary sources of funding for these items are the issuance of notes and Water Fund operating budget appropriations to reserve accounts.
7. Sewer System – Projects and acquisitions specific to the town's sewer system are included in this category. The primary sources of funding for these items are the issuance of notes and Sewer Fund operating budget appropriations to reserve accounts.
8. Information Technology – The Town's information technology assets comprise an infrastructure that is becoming as extensive and complex as other major assets. Planned replacement of information technology equipment, and the introduction of new technologies, has been included in the capital improvement plan for several years. Most Information Technology projects are funded through the Information Systems budget as a transfer to a reserve account.

CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE

SUMMARY- CASH/GRANT FUNDED

PUBLIC INFRASTRUCTURE	FY23	FY24	FY25	FY26	FY27	FY28
1 Town-wide Bridge Safety and Repair Program	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
2 Enhanced Pedestrian Crossings	\$ 25,000					
3 Traffic Signal Vehicle Detection	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
4 Light Pole Replacement	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000		
5 Bus Shelter Installation & Replacement	\$ 20,000		\$ 20,000		\$ 20,000	
6 Flood Hazard Mitigation Projects	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
7 Sidewalk Extensions	\$ 75,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
8 Town Hall/ Fire Dept Parking Lot Redesign	\$ 150,000					
9 Hilliard Bridge Replacement	\$ 300,000					
10 LED Street Light Conversion	\$ 750,000					
11 Case Pond Dams Repairs	\$ 50,000					
12 Roadway Use Safety Improvements		\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
13 Small Bridge Replacements		\$ 200,000		\$ 200,000		\$ 200,000
14 Lincoln Center Improvements		\$ 100,000				
15 Welcome Signs		\$ 50,000	\$ 50,000			
16 Cemetery Paving		\$ 75,000		\$ 75,000		
17 Culvert Replacement - East Eldridge St to Porter Brook		\$ 160,000				
18 Stream and Brook Slope Stabilization and Sedimentation Removal		\$ 350,000		\$ 350,000		\$ 350,000
19 Probate Court Parking Lot Rehabilitation		\$ 150,000				
TOTAL	\$1,620,000	\$1,510,000	\$ 495,000	\$1,050,000	\$ 395,000	\$ 925,000
General Fund Subtotal	\$ 295,000					
LoCIP Subtotal	\$ 225,000					
Other Grants & Sources Subtotal	\$1,100,000					

PROJECT DESCRIPTIONS

CASH OR GRANT FUNDED PROJECTS

NOTE: some projects are funded through multiple funding sources; please refer to the Capital Improvement Plan summary for details on funding sources

1. Town-wide Bridge Safety and Repair Program

PROJECT DESCRIPTION: The Town maintains 27 bridges and large diameter culverts. Safety improvements and repairs are needed to several bridges and culverts due to general deterioration with age and traffic. Minor repairs performed at this time will save some structures from major repairs or complete replacement in the future.

JUSTIFICATION: State bridge inspection reports identified several bridges and culverts that required minor structural repairs and some that require more extensive repair. Inspection of Town-maintained bridges were performed in September 2012. A consultant engineer is needed to prepare design plans and specifications. Initial

funding request will allow some repair work to be performed.

IMPACT ON OPERATION: Minor repairs performed at this time will save some structures from major repairs or complete replacement in the future.

2. Enhanced Pedestrian Crossings

PROJECT DESCRIPTION: Mid-block and unsignalized crosswalks present safety issues to pedestrians if motorists do not obey yielding to pedestrians in crosswalks. The project will systematically install pushbutton activated crosswalk systems at key locations throughout Town.

JUSTIFICATION: Annual funding would provide for four to five locations to be upgraded and installation will improve pedestrian safety.

IMPACT ON OPERATION: None. Units can be solar powered where appropriate.

CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE



3. Traffic Signal Vehicle Detection

PROJECT DESCRIPTION: Retrofit existing traffic signals with 360 degree camera detection technology.

JUSTIFICATION: Many of the Town's traffic signals use in-pavement loops for vehicle detection. Over time, these loops fail and impact the efficiency of the traffic signal. Also, these loops must get replaced every time the road gets resurfaced or patched. The newer camera technology will improve the efficiency of the traffic signals. The cost to retrofit a single intersection is approximately \$20,000.

IMPACT ON OPERATION: Replacing the loop detectors with camera detection will reduce the number of call outs for repair and replacement of loop detectors.

4. Light Pole Replacement

PROJECT DESCRIPTION: Replace aging streetlight poles.

JUSTIFICATION: The Town owns approximately 1,300 streetlight poles in areas of underground electrical service. Poles have an average life span of 25-30 years. This will provide the necessary funding to continue year two pole replacement of deteriorating older wooden and decorative metal poles. A typical pole replacement will cost \$3,000 to \$4,000.

IMPACT ON OPERATION: No anticipated impact.

5. Bus Shelter Installation and Replacement

PROJECT DESCRIPTION: Installation of new bus shelters at bus stops with high ridership and replacement of deteriorated structures as required.

JUSTIFICATION: The Town owns and maintains 27 bus shelters. A new bus shelter and concrete pad cost

approximately \$10,000. This level of funding will provide for installation of two new shelters. Locations for new shelters based on transit ridership and coordination with Greater Hartford Transit District or provide for the replacement of deteriorated shelters that have reached the end of their life expectancy.

IMPACT ON OPERATION: No impact.

6. Flood Hazard Mitigation Projects

PROJECT DESCRIPTION: This project consists of the construction of engineered flood hazard improvements at various locations to mitigate damages caused by short duration, high intensity rain events. Examples include detention basins, additional catch basins and pipe, berm construction and infiltration systems.

JUSTIFICATION: Flash flooding during short duration, high intensity rain events is common at several locations throughout Town. While stormwater drainage systems are not designed to handle flash floods, there are some mitigation measures at particular locations that can provide improved protection against such events. An example is the construction of a detention basin on Town owned property near Riverside Drive that would attenuate storm water flows thereby providing increased capacity in the large underground piped network downstream during these events.

IMPACT ON OPERATIONS: New flood control features will require minor ground maintenance.

7. Sidewalk Extensions

PROJECT DESCRIPTION: Install new sidewalks to provide improved pedestrian connections between Town assets.

JUSTIFICATION: Many gaps exist in the Town's sidewalk network. There have been several pedestrian accidents/injuries in Town over the past 10 years. Segments will be selected using a benefit/cost analysis using data that includes proximity to key Town facilities, traffic volumes and public comment. This is a key part of the Town's recently adopted Complete Streets policy.

IMPACT ON OPERATION: No anticipated impact.

8. Town Hall/ Fire Parking Lot Redesign

PROJECT DESCRIPTION: Reconstruction of the parking lot at Town Hall and Fire Station #2

JUSTIFICATION: The existing parking lot pavement at Town Hall is approaching the end of its useful life and is in need of improvements. The project will include work in coordination with the Parks & Recreation CIP request -

CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE

Center Springs Park/Center Memorial Park Connection project funded separate from this request.

IMPACT ON OPERATION: Reduced pavement maintenance costs including pothole and curb repairs.

9. Hilliard Street Bridge Replacement

PROJECT DESCRIPTION: Replacement of concrete box culvert conveying Hop Brook under Hilliard Street.

JUSTIFICATION: This bridge was rated in "fair" condition. The culvert was constructed in 1933 and in need of replacement.

IMPACT ON OPERATION: No anticipated impact.

10. LED Street Light Conversion

PROJECT DESCRIPTION: In 2003, the Town purchased and now owns, the nearly 5,000 street lights that illuminate our roadways. Over the past several years, there has been a systematic effort to convert the old high pressure sodium lights to new energy efficient LEDs.

JUSTIFICATION: Energy costs associated with the operation of the street lights are in excess of \$350,000 annually. LED technology is more efficient resulting in energy savings of 50-60% over while improving light quality and reducing maintenance.

IMPACT ON OPERATION: 50-60% savings in energy cost and reduced maintenance and re-lamping requirements.

11. Case Pond Dam Repairs

PROJECT DESCRIPTION: Repairs to the upper and lower Case Pond dams

JUSTIFICATION: A recent regulatory engineering review of the dams was conducted resulting in the recommendation of specific improvements to ensure the function and safety of the dams. In order to maintain their insurability and to comply with state regulatory oversight, work including masonry repairs, under-seepage monitoring, vegetation removal, and embankment repairs must be completed to prevent more serious deterioration of the dams and potential failure.

IMPACT ON OPERATION: No anticipated impact.

12. Roadway Use Safety Improvements

PROJECT DESCRIPTION: Install and construct roadway safety improvement measures including the use of new technology such as interactive speed monitoring, enhanced pedestrian crossing, and dynamic lighting.

JUSTIFICATION: Pedestrian accidents and fatalities have been increasing in Connecticut. New technology offers unique and effective ways to assist in the implementation of the Town's Complete Streets Policy that seeks to consider all users of the right of way. This item will fund the use of new and proven techniques and devices to improve user behavior and reduce conflicts that could result in injury or death.

IMPACT ON OPERATIONS: Will require analysis, design, and installation by staff.

13. Small Bridge Replacements

PROJECT DESCRIPTION: This project consists of the replacement of Town owned bridges under 20' in length.

JUSTIFICATION: The Town owns 19 bridges under 20' in length. These small bridges typically do not qualify for federal or state bridge funding. A thorough inspection of these bridges was completed in 2018. Some of the bridges are reaching the end of their useful life, including Summit Street over Bigelow Brook (1920), Parker Street over Bigelow Brook (1939) and Birch Mountain Road over Birch Mountain Brook (1950).

IMPACT ON OPERATIONS: no impact.

14. Lincoln Center Improvements

PROJECT DESCRIPTION: Reconfigure work spaces and common areas, assess and install updated security, and install Information Systems upgrades.

JUSTIFICATION: The Lincoln Center serves as an annex to the Town Hall with several Departments located on three levels. The Departments located there provide a mix of public (external) services and Town (internal) services spread across the building's three levels. The current configuration of space use does not provide a user-friendly experience requiring visitors to go to multiple offices to obtain information. A more efficient one-stop layout is possible by reconfiguring the current workspaces and by separating the interior from exterior uses. By reconfiguring these spaces, additional security measures, both passive and formal, can also be implemented.

IMPACT ON OPERATION: No anticipated impact. Some efficiency through resource sharing may occur.

CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE



15. Town of Manchester Welcome Signs

PROJECT DESCRIPTION: Replace aging Town Welcome signs at highway off-ramps.

JUSTIFICATION: There are 11 welcome signs that provide visitors with a first impression of the Town and are an important part of maintaining a positive and well-kept image to both visitors and residents; funding will allow signs to be replaced as needed so aging, damaged or deteriorated signs are not left in place.

IMPACT ON OPERATION: No anticipated impact.

16. Cemetery Roadway Paving

PROJECT DESCRIPTION: Continue program to resurface and maintain roadway and pathways throughout the four town-owned and maintained cemeteries.

JUSTIFICATION: Each of the Town's cemeteries has a network of paved roadway that provides access to visitors. Like any other roadway, they require periodic maintenance including full depth replacement and overlays. This funding will allow for the systematic improvements necessary to keep the cemetery roads safe and passable.

IMPACT ON OPERATION: Reduced maintenance of potholes and deteriorated pavement sections.

17. Culvert Replacement – East Eldridge St to Porter Brook

PROJECT DESCRIPTION: Funding to replace the culvert that conveys storm water runoff from East Eldridge Street across Oak Grove Street to Porter Brook.

JUSTIFICATION: The existing 24" pipe that conveys storm water runoff from East Eldridge St. to Porter Brook is undersized and in poor condition. Replacing and increasing the pipe capacity will reduce the historical flooding on East Eldridge St.

IMPACT ON OPERATION: These improvements will reduce or eliminate the need for Public Works employees to respond to flooding on East Eldridge Street.

18. Slope Stabilization and Sedimentation Removal Along Hockanum River at Hilliard Street

PROJECT DESCRIPTION: Reinforce existing river bank along the Hockanum River between the Adams Street bridge and the New State Road bridge. Project includes removal of sediment near the Adams Street bridge.

JUSTIFICATION: The river bank between the two bridges continues to erode due to the forces of the Hockanum River. This is particularly evident where the Hockanum River bends westerly at almost a 90 degree angle near Hilliard Street. A small washout was repaired in this area in 2008. Removal of accumulated sediment at the Adams Street Bridge will involve having a consultant engineer to prepare construction documents and acquire the necessary CTDEEP and Army Corps of Engineer permits.

IMPACT ON OPERATION: No impact.

19. Probate Court Parking Lot Rehabilitation

PROJECT DESCRIPTION: Reconstruct the existing parking lot with concrete pavement, including the extension areas that are currently bituminous concrete.

JUSTIFICATION: Old sections of bituminous concrete and the original concrete pavement are in need of replacement. Removing and replacing the bituminous concrete sections with concrete pavement will better match the original concept of a concrete pavement parking lot.

IMPACT ON OPERATION: No impact.

CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE

SUMMARY- BOND FUNDED

PUBLIC INFRASTRUCTURE (Bond)	FY23	FY24	FY25	FY26	FY27	FY28
1 Road Paving and Milling Program		\$ 14,500,000		\$ 14,500,000		\$ 15,000,000
2 Town-Wide Drainage Repairs and Upgrades		\$ 300,000		\$ 300,000		\$ 300,000
3 Sidewalk Replacement/Removal Program		\$ 500,000				
4 Dry Brook Culvert Improvements				\$ 4,000,000		\$ 4,000,000
5 Upgrade Porter St Neighborhood Drainage System		\$ 1,500,000				
6 Traffic Signal Upgrades		\$ 500,000		\$ 500,000		\$ 500,000
7 Union Pond Dam Repairs						
8 Case Pond Dam Repairs		\$ 700,000				
TOTAL	\$ -	\$ 18,000,000	\$ -	\$ 19,300,000	\$ -	\$ 19,800,000

PROJECT DESCRIPTIONS

BOND FUNDED PROJECTS

1. Road Paving and Milling Program

PROJECT DESCRIPTION: Road paving and milling program. This program has previously been on a two-year bonding cycle. The next bonding authorization is expected in 2021.

JUSTIFICATION: Town roads are arguably the largest asset owned by the Town. As with most assets, the proper care and maintenance will preserve the value to the community as well as extend their life. With over 218 miles of roadway to maintain, a systematic approach is used to determine where the limited resources allocated to roadway rehabilitation should be focused. Periodically, a town wide pavement assessment is completed resulting in all roads being assigned a Pavement Condition Index (PCI) value. The value is used along with other factors such as road classification, average daily traffic (ADT), proximity to other similarly rated roads, to recommend which roads are recommended for rehabilitation. The Road Paving and Milling program seeks to apply lower cost techniques such as reclamation, milling and overlays to extend the useful life of a road and avoid more costly full reconstruction projects. Approximately 7 to 10 miles of roadway per year have been resurfaced over the past 8 years. The November 2019 referendum proposed \$13,500,000 to continue the Town pavement program. A significant increase in the investment in the road system is needed to avoid the expense of major reconstruction.

IMPACT ON OPERATION: No impact.

2. Town-wide Drainage Repairs and Upgrades

PROJECT DESCRIPTION: This project consists of drainage repairs, extensions and upgrades to the Town storm drainage system.

JUSTIFICATION: The Town storm drainage system consists of approximately 150 miles of pipe, 8,500 drainage structures, 31 detention facilities and dozens of sediment structures. As with all physical assets, storm drain infrastructure has a life expectancy and deteriorates over time. Additionally, as the physical environment served by the system changes, design variables must be adjusted and systems upgraded to accommodate increased runoff and prevent flooding. In addition, the Town is required to obtain a DEEP General Permit for its stormwater collection and handling. This permit is commonly referred to as MS4 and contains many operational and infrastructure improvement requirements. As a result, funding is needed to address system upgrades, extensions, and repairs. This project will also provide funds for emergency drainage repairs.

IMPACT ON OPERATION: Eliminating flooding prone areas can reduce after hour response during storm events and reduce property damage.

3. Sidewalk Replacement/Removal Program

PROJECT DESCRIPTION: Replacement of broken concrete sidewalk and curb repairs at various locations Town-wide, including driveway aprons and lawn/pavement restoration as necessary. Areas to be replaced will be based on the sidewalk condition and priority plan adopted by the Board of Directors. This program has been on a regular cycle of new bonding authorization every two years.

CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE

JUSTIFICATION: A significant amount of sidewalk repair is required throughout the Town as existing concrete sidewalks reach the end of their life expectancy or become deteriorated due to environmental conditions. The November 2019 referendum proposes \$1,000,000 over two years to continue sidewalk replacement, removals and extensions. Areas selected for improvements are typically coordinated with the Road Improvement plans and completed prior to any planned roadwork. This is done to ensure proper grading and minimize damage to any road investment. Funding will be needed in order to complete remaining neighborhoods.

IMPACT ON OPERATION: No impact.

4. Dry Brook Culvert Improvements

PROJECT DESCRIPTION: Install additional culverts along the Dry Brook culvert to increase capacity between Bissell Street and Maple Street.

JUSTIFICATION: Periodic flooding on Birch Street impacts several residential houses and businesses. \$200,000 for design and construction document preparation was funded in FY 2008/09 from LoCIP.

IMPACT ON OPERATION: No impact.



5. Upgrade Porter Street Neighborhood Drainage System

PROJECT DESCRIPTION: Replace the existing storm drainage system west of Pitkin Street and east of Autumn Street with larger diameter pipes and extend storm system further north on Pitkin Street to Elwood Road.

JUSTIFICATION: The proposed project would alleviate periodic, historical flooding in this area during large storm events. The project was identified as a high priority in the Dry Brook Culvert Watershed Study and Hydraulic Model prepared in 2007.

IMPACT ON OPERATION: The project would minimize callouts to address flooding concerns in this area during storm events.

6. Traffic Signal Upgrades

PROJECT DESCRIPTION: The project consists of replacing and upgrading the Town's 52 traffic signals where required in accordance with the Traffic Signal Maintenance and Replacement Plan.

JUSTIFICATION: The 2019 Public Works Bond Referendum proposes \$500,000 to fund traffic signal replacements. Funding is necessary to continue the replacement and upgrading of the Town's traffic signal system. Currently, a complete signal replacement costs approximately \$200,000 to \$250,000. The Traffic Signal Inventory and Condition Assessment Report recommends replacement of one signal per year.

IMPACT ON OPERATION: No impact.

7. Union Pond Dam Repairs

PROJECT DESCRIPTION: Repair deteriorated concrete walls and pump liquid chemical grout into dam to reduce leakage and maintain dam's structural integrity.

JUSTIFICATION: An in-depth inspection of Union Pond Dam was conducted in August 2016 by Tighe & Bond. The report found that the right dam wall and spillway were in poor condition and in need of repair with an estimated total project cost of \$2,100,000. Multi-year Public Works Bond Referendum funding has been provided to complete the work.

IMPACT ON OPERATION: No impact.

8. Case Pond Dam Repairs

PROJECT DESCRIPTION: Repairs to the upper and lower Case Pond dams

JUSTIFICATION: A recent regulatory engineering review of the dams was conducted resulting in the

CAPITAL IMPROVEMENT PLAN- PUBLIC INFRASTRUCTURE

recommendation of specific improvements to ensure the function and safety of the dams. In order to maintain their insurability and to comply with state regulatory oversight, work including masonry repairs, under-seepage monitoring, vegetation removal, and embankment repairs must be completed to prevent more serious deterioration of the dams and potential failure.

IMPACT ON OPERATION: No anticipated impact.

CAPITAL IMPROVEMENT PLAN- PARKS & RECREATION

SUMMARY

PARKS AND RECREATION	FY23	FY24	FY25	FY26	FY27	FY28
1 Park Upgrades	\$ 60,000	\$ 60,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
2 Passive Recreation Oversight	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
3 Outdoor Hard Surface Repairs	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
4 Swimming Pool Upgrades and Major Repairs Program	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
5 Case Mountain Summit Vista Landscaping	\$ 25,000					
6 Artificial Turf Field	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
7 Trail Fence and Wood Rail Replacement	\$ 25,000		\$ 10,000		\$ 10,000	
8 YWCA Equipment	\$ 35,000					
9 Outdoor Court Construction	\$ 90,000	\$ 90,000	\$ 55,000			
10 Athletic Field Lighting	\$ 25,000					
11 Mahoney Leisure Labs	\$ 65,000	\$ 75,000	\$ 50,000	\$ 87,000	\$ 32,000	
12 Center Springs/Center Memorial Connection	\$ 125,000					
13 Center Springs Amphitheatre		\$ 250,000				
14 Park Pavilion Upgrades		\$ 50,000	\$ 50,000			
15 Master Plan Implementation Design		\$ 100,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
16 New State Softball Complex		\$ 250,000				
TOTAL	\$ 542,000	\$ 967,000	\$ 382,000	\$ 304,000	\$ 259,000	\$ 217,000
General Fund Subtotal	\$ 237,000					
LoCIP Subtotal	\$ 305,000					

PROJECT DESCRIPTIONS

1. Park Upgrades

PROJECT DESCRIPTION: General ballfield upgrades, bituminous walkways and ramp replacements at Town parks, sign replacement, and playground hardware.

JUSTIFICATION: Provide funding for general upgrades to ballfields (fences, infield surfaces, etc.) and the replacement of bituminous walkways and ramps at Town parks.

IMPACT ON OPERATION: No operating impact anticipated.

2. Passive Recreation Oversight

PROJECT DESCRIPTION: Feasibility, oversight, development and maintenance of sites, structures and facilities.

JUSTIFICATION: Passive recreation areas once overseen and maintained solely by volunteer and special interest groups have grown in popularity and require a higher level of attention and repair.

IMPACT ON OPERATION: none.

3. Outdoor Hard Surface Repairs

PROJECT DESCRIPTION: To continue the planned rehabilitation program for the Town's outdoor basketball, tennis, handball/racquetball courts and bike paths. Work includes grinding down uneven areas, crack-sealing, sealing, color coating, lining and misc. repairs.

JUSTIFICATION: The proposal is to continue the planned rehabilitation program which was instituted in FY95/96. This work is necessary to seal cracks, limit future cracking and slow the pace of surface deterioration. In addition, well-lined color coated, slip-resistant courts free of trip hazards are critical to player enjoyment and safety. Court conditions are evaluated in the early spring of each year in order to set priorities for work.

IMPACT ON OPERATION: No impact.

4. Swimming Pool Upgrades and Major Repairs Program

PROJECT DESCRIPTION: Ongoing major repairs and rehabilitation work include crack-sealing, joint-sealing, painting, repairing decks and coping, misc. repairs to the swimming pool and wading pool vessels and upgrades to the bathhouse buildings fencing and surrounding area as part of a planned pool maintenance program.

CAPITAL IMPROVEMENT PLAN- PARKS & RECREATION

JUSTIFICATION: In order to protect the Town's investment, an improvement program addressing one pool per year was initiated in FY95/96. These improvements enhance facility performance by identifying opportunities for significant site improvements and address ADA upgrades as needed.
IMPACT ON OPERATION: This project should have no impact on operating costs.

5. Case Mountain Summit Vista Landscaping

PROJECT DESCRIPTION: Install site appropriate landscaping and plantings.
JUSTIFICATION: landscaping and plantings to enhance the summit vista.
IMPACT ON OPERATION: No operating impact anticipated.

6. Artificial Turf Field

PROJECT DESCRIPTION: Funding set-aside for the eventual replacement of the artificial turf field at Manchester High School, installed in 2016.
JUSTIFICATION: Twelve year recurring cost to sinking fund to full life expectancy of field for replacement cost.
IMPACT ON OPERATION: No impact.

7. Trail Fence and Wood Rail Replacement

PROJECT DESCRIPTION: Replacement of fencing and wood rails along Town maintained trails.
JUSTIFICATION: The Town is responsible to maintain over 47-miles of trails. Many of these trails include fencing and wood rails that protect users from trailside hazards. These fences have deteriorated over time and many have reached the end of their expected life. In order to maintain such a robust and active trail program, it is necessary to systematically replace these barriers to ensure the safety of users.
IMPACT ON OPERATION: No operating impact anticipated.

8. YWCA Equipment

PROJECT DESCRIPTION: Replace aging treadmills at the YWCA fitness center.
JUSTIFICATION: The fitness center at the YWCA has 7 treadmills that are reaching their end of life. These treadmills are a prominent feature of the fitness center and need to be replaced.
IMPACT ON OPERATION: No operating impact anticipated.

9. Outdoor Court Construction

PROJECT DESCRIPTION: Provides funding to reconstruct or rehabilitate the Town's various outdoor courts and public play areas to a post-tension concrete.
JUSTIFICATION: The Town has a variety of outdoor courts and play areas including basketball, tennis, and shuffleboard courts. These facilities are predominately bituminous concrete surfaces that experience deterioration over time such as cracking, potholes, and surface wear. Converting these courts to a more modern post-tension concrete will ensure these play areas are safe and perform as intended for an extended life over traditional paved bituminous courts. Rehabilitation includes new post-tension concrete, surface treatments and coatings, and new amenities like backboards, posts, and nets.
IMPACT ON OPERATION: Yearly maintenance costs on reconstructed courts will be minimized and court life extended.

10. Athletic Field Lighting

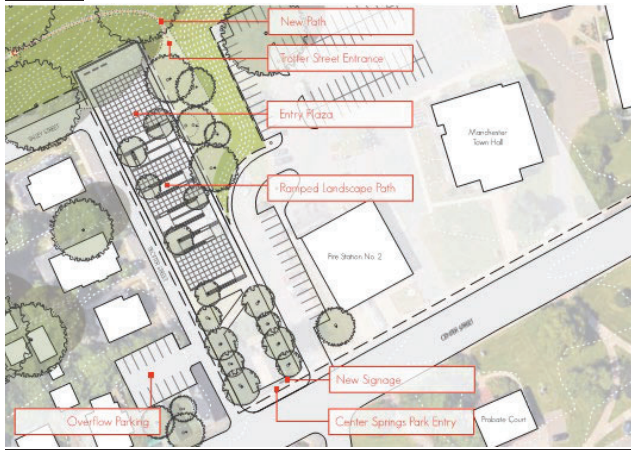
PROJECT DESCRIPTION: Perform minor electrical upgrades and re-lamping of athletic field lights to improve efficiency and light quality.
JUSTIFICATION: The Town presently has 11 athletic fields with lighting serving baseball, soccer, football, Little league, and softball activities. Having these lighted fields allow for more scheduling flexibility for the many leagues that play on Town facilities and offer a unique experience for players to play at night under the lights. As with all lights, quality and efficacy diminishes over time and components must be replaced to ensure the fixtures perform as intended. This project will systematically re-lamp fixtures and perform needed minor electrical upgrades to ensure quality nighttime play continues.
IMPACT ON OPERATION: No operating impact anticipated.

11. Mahoney Leisure Labs

PROJECT DESCRIPTION: Construction and specific fit-out of lab rooms.
JUSTIFICATION: The Recreation Department has identified improvements to the Mahoney Center Leisure Labs that create and support specific activities. Included in this fit-out are the Dance and Movement Room, Art Lab, Music and Creative Writing Lab, and E-Lab for Computer Design and Gaming. These improvements will create the Labs within the facility that make the Center's Leisure Lab programming possible.
IMPACT ON OPERATION: Labs will require periodic upgrades and replacement of equipment and technology.

CAPITAL IMPROVEMENT PLAN- PARKS & RECREATION

12. Center Springs- Center Memorial Park Connectivity Project



PROJECT DESCRIPTION: Connect Center Springs Park to Center Memorial Park near Trotter Street as identified in the 2018 Center Springs Park Master Plan.

JUSTIFICATION: The 2018 Center Springs Park Master Plan identified a need to provide connectivity between Center Springs and downtown by way of Center Memorial Park. This connection, along with the reconfiguration of the westerly section of the municipal parking lot behind Fire Station #2, will provide a gateway linking the two major parks. The project will also improve vehicle circulation in the Town Hall parking lot and provide additional Park and overflow parking on the vacant Trotter Street municipal lot. The total project is estimated to cost \$500,000, of which \$245,000 in LoCIP funds were allocated in 2018.

IMPACT ON OPERATION: No operating impact anticipated.

13. Center Springs Amphitheater



PROJECT DESCRIPTION: Upgrade Center Springs Pond Pavilion and Construct Amphitheater Seating

JUSTIFICATION: The 2018 Center Springs Park Master Plan identified the area surrounding the Park's Lodge as an opportunity for enhancements that would offer more

opportunities to hold large events and gatherings in a scenic section of the park. Improvements to the existing pavilion along with the addition of surrounding amphitheater style seating built into the hillside will create a dramatic setting to hold such events.

IMPACT ON OPERATION: No operating impact anticipated.

14. Park Pavilion Upgrades

PROJECT DESCRIPTION: Renovate and upgrade park pavilions

JUSTIFICATION: There are many pavilions located throughout the park system. These pavilions vary in size and features and were built over the years and need updating and renovations to continue to meet the needs of programming.

IMPACT ON OPERATION: Reduced maintenance cost of aging structures

15. Master Plan Implementation Design

PROJECT DESCRIPTION: Provide design services for the implementation of Park Facilities Master Plan recommendations.

JUSTIFICATION: In 2021, the Town completed a Park Facilities Master Plan that has made recommendations to improve upon the Town's park facilities. These recommendations are conceptual in nature and require design services to further develop them into actionable projects.

IMPACT ON OPERATION: No operating impact anticipated.

16. New State Softball Complex

PROJECT DESCRIPTION: Construct two additional softball fields, amenities, and parking at the existing New State Road softball field site.

JUSTIFICATION: Two softball fields at Charter Oak Park are located in a flood hazard zone adjacent to the Hop Brook. These fields experience severe damage when the brook floods into the park. This project relocates these two fields to the New State Road facility and creates a softball complex along with the existing Carl Silver softball field. Work includes field construction, parking, and amenities to support the complex.

IMPACT ON OPERATION: Eliminates periodic rebuilding of the Charter Oak fields due to flooding.

CAPITAL IMPROVEMENT PLAN- FACILITIES

SUMMARY

FACILITIES MAINTENANCE	FY23	FY24	FY25	FY26	FY27	FY28
1 Mechanical Systems	\$ 160,000	\$ 180,000	\$ 200,000	\$ 220,000	\$ 240,000	\$ 260,000
2 Exterior Building	\$ 120,000	\$ 140,000	\$ 160,000	\$ 180,000	\$ 200,000	\$ 220,000
3 Electrical Systems	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
4 Interior Building	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
5 Life Safety Systems Replacement	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
6 Cheney Hall Maintenance	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
7 Probate Court Maintenance	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
8 Office Renovations	\$ 70,000	\$ 70,000	\$ 70,000			
9 Lincoln Center Window Replacement	\$ 250,000					
10 Elevator Replacement/Overhauls	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
11 Channel 16 Control Room Upgrades		\$ 20,000				
12 Lincoln Center Server Room		\$ 65,000				
TOTAL	\$ 830,000	\$ 705,000	\$ 660,000	\$ 630,000	\$ 670,000	\$ 710,000
General Fund Subtotal	\$ 505,000					
LoCIP Subtotal	\$ 325,000					

PROJECT DESCRIPTIONS

1. Mechanical Systems

PROJECT DESCRIPTION: Planned replacement of aging mechanical systems as they surpass their useful life. Work includes replacement of building heating, cooling and building automation controls.

JUSTIFICATION: Planned replacement minimizes costly repairs of mechanicals that are beyond their useful life. Lincoln Center Rooftop Units, Mary Cheney Library - boiler replacement and automation controls. Recently completed projects include Police Chiller & Cooling Tower Placement, Whiton Library Chiller, Town Hall & Police Building Automation Controls. Upcoming needs [Nathan Hale Boiler repairs – 25k; Mary Cheney Library – Boiler & Gas conversion, \$147k; Mary Cheney Library – Building Controls \$92k; Mary Cheney Library – Rooftop RTU’s \$64k; Town Hall Chiller - \$150k

IMPACT ON OPERATION: Minimize disruptions to building heating and cooling systems and emergency repair costs. Proper temperature control and ventilation provides healthy indoor air quality and greater productivity.

2. Exterior Building

PROJECT DESCRIPTION: General exterior maintenance on Town buildings. Roofing, masonry windows, siding, painting of exterior.

JUSTIFICATION: Ongoing restoration and upkeep is needed to protect the building envelope of Town buildings. Upcoming needs [901/903 Roofing - \$50k, Public Works roof - \$300k, Public Works painting - \$50k]

IMPACT ON OPERATION: Avoids costly future maintenance repairs.

3. Electrical Systems

PROJECT DESCRIPTION: Planned maintenance and replacement of electrical systems as they surpass their useful life. Work includes replacement of building electric service panels, transformers and emergency generators. Updates to wiring and lighting to meet current safety codes. Replacement of alarm systems, building access controls and security systems).

JUSTIFICATION: Maintain public and office space for safety, comfort and appearance. Upcoming needs: Weiss Center Security - \$25k; Public Works Security - \$10k; Mary Cheney Library – lighting & controls, \$80k; Public Works Fleet Garage - \$35k; Public Works Exterior and Garage - \$10k

IMPACT ON OPERATION: No operating impact anticipated.

4. Interior Finishes

PROJECT DESCRIPTION: Town-wide repairs, replacement and preventive maintenance due to age and wear of

CAPITAL IMPROVEMENT PLAN- FACILITIES

carpet and tile flooring, interior paint & wallpaper, acoustic & plaster ceilings and lighting.

JUSTIFICATION: Maintain public and office space for safety, comfort and appearance. [Mary Cheney Library- carpet, \$80k; Probate Court Carpet- \$15k]

IMPACT ON OPERATION: No operating impact anticipated.

5. Life Safety Systems

PROJECT DESCRIPTION: Planned maintenance of electrical systems as they surpass their useful life. Work includes replacement of building electric service panels, transformers. Updates to wiring and lighting to meet current safety codes. Replacement of alarm systems, building access controls and security systems).

JUSTIFICATION: Ongoing replacements and upgrades are needed to protect the building occupants and buildings. Upcoming needs [901 Main Fire Alarm - \$35k]

IMPACT ON OPERATION: Avoids costly liability of health and safety of building occupants and the public.

6. Cheney Hall Maintenance



PROJECT DESCRIPTION: Set aside funds for upkeep of Cheney Hall

JUSTIFICATION: Cheney Hall is a historical theater owned by the Town of Manchester and operated by the Cheney Hall Foundation. As such, the Town is responsible for care of the facility, which is over 150 years old and so requires frequent work to remain functional. Major work is being conducted as part of a bond referendum for historic property maintenance, but this work only addresses a portion of the structural and accessibility issues that have been identified.

IMPACT ON OPERATION: Offsets need for large capital needs investments in future years by addressing some maintenance needs over time.

7. Probate Court Maintenance

PROJECT DESCRIPTION: Set aside funds for upkeep of the Probate Court

JUSTIFICATION: the Greater Manchester Probate Court is a historical courthouse owned by the Town of Manchester and operated by the State-run regional probate court district serving Manchester, Andover, Bolton, and Colombia. As such, the Town is responsible for care of the facility, which is over 100 years old and so requires frequent work to remain functional. Costs are partially offset by cost-sharing revenues from the other towns served by the district.

IMPACT ON OPERATION: Offsets need for large capital needs investments in future years by addressing some maintenance needs over time.

8. Office Renovations

PROJECT DESCRIPTION: Renovate town office and work spaces.

JUSTIFICATION: Town offices require updating to accommodate new equipment and technology, improve security, and provide healthy and safe work spaces for employees and visitors.

IMPACT ON OPERATION: No operating impact anticipated.

9. Lincoln Center Window Replacement



PROJECT DESCRIPTION: Replace exterior windows with high efficiency and period appropriate windows.

CAPITAL IMPROVEMENT PLAN- FACILITIES

JUSTIFICATION: The Lincoln Center is a historic school located at the corner of Main Street and Center Street as part of the municipal campus that also includes Town Hall, The Weiss Center, and Fire Station #2 Headquarters. The building is home to many municipal functions including the Board of Directors Hearing Room and is visited as a resource for services by residents, businesses, and developers alike. In its prominent location at the top of Main Street, the Lincoln Center is seen by thousands of passersby each day. This project will replace the outdated windows with ones that are more period-appropriate more energy efficient.

IMPACT ON OPERATION: Reduced energy costs anticipated due higher efficient windows.

10. Elevator Replacement & Overhauls

PROJECT DESCRIPTION: Replace or overhaul aging elevators in Town buildings.

JUSTIFICATION: There are 13 elevators that provide required accessibility in various Town buildings for the public and employees. As elevators age, they require increased maintenance to operate correctly. These aging elevators eventually require major overhauls to ensure their safe operation. Several town elevators are no longer supported with parts and service and are considered obsolete and require replacement. This item provides for a systematic multi-year approach to manage these upgrades.

IMPACT ON OPERATION: Inoperable elevators result in restrictions on building use with respect to accessibility. Replacement and major overhauls will reduce costly repairs.

11. Channel 16 Control Room Upgrades

PROJECT DESCRIPTION: Perform masonry repairs to eliminate water leaks, install sealed epoxy floor or other durable wearing surface, and construct wall surface treatment.

JUSTIFICATION: The Channel 16 control room located in the basement of Lincoln Center has been experiencing water leaks from due to storm through deteriorated chimney flue masonry. These leaks have led to additional deterioration of the concrete floor and walls of this space. This project will repair the masonry leaks and improve the floor and walls of the workspace.

IMPACT ON OPERATION: No operating impact anticipated.

12. Lincoln Center Server Room

PROJECT DESCRIPTION: Repair and replace sections of the raised floor, upgrade cooling systems, and perform minor electrical work to the server room in the lower level of Lincoln Center.

JUSTIFICATION: The server room at Lincoln Center houses the Town's main computer servers. As the system has grown, so has the demand for appropriate environmental controls, electrical needs, and operational layout and serviceability. The number and size of server racks has increased over time and requires additional cooling to prevent overheating as well as a reallocation of overloaded electrical circuits. The equipment in this room sits on a panelized raised floor that provides for cable routing. Sections of the floor have failed and need to be repaired while other sections require a full replacement.

IMPACT ON OPERATION: Will reduce downtime of servers and computer network systems.

CAPITAL IMPROVEMENT PLAN- EQUIPMENT, VEHICLES & OTHER

SUMMARY

EQUIPMENT AND VEHICLES		FY23	FY24	FY25	FY26	FY27	FY28
1	Equipment & Vehicles Replacement (general fund)	\$ 600,000	\$ 850,000	\$ 850,000	\$ 875,000	\$ 850,000	\$ 850,000
2	Washbay Equipment Replacement and Upgrades	\$ 51,000	\$ 51,000	\$ 51,000			
3	Equipment & Vehicles Replacement (use of designated reserves)	\$ 250,000					
TOTAL		\$ 901,000	\$ 901,000	\$ 901,000	\$ 875,000	\$ 850,000	\$ 850,000
General Fund Subtotal		\$ 651,000					
Use of Designated Fund Balance Subtotal		\$ 250,000					

OTHER		FY23	FY24	FY25	FY26	FY27	FY28
1	Sustainability & Green Energy Services	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
2	Relocation Assistance	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
TOTAL		\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
General Fund Subtotal		\$ 40,000					

PROJECT DESCRIPTIONS

EQUIPMENT & VEHICLES

1. Equipment and Vehicle Replacement Plan

PROJECT DESCRIPTION: Purchase General Fund equipment and vehicles according to a replacement schedule taking into consideration life expectancy of various classes of equipment and vehicles and deferred replacement.

JUSTIFICATION: The proposed replacement plan would provide for regular replacement of heavy and light vehicles and equipment utilized by General Fund departments with the exception of Police cruisers which are replaced through the Police Department operating budget. The equipment and vehicles included in the plan are critical to the missions of the Field Services division and other divisions of the Public Works Department. The replacement plan is based on the current condition, age, mileage, and type of use within the Town's existing heavy equipment, light equipment and passenger vehicle stock. This funding will be in addition to \$200,000 set aside as a fund balance designation in the upcoming fiscal year.

IMPACT ON OPERATION: Routine, planned replacements will reduce repair and maintenance costs and downtime. The reliability of equipment will make for more efficient operations.

2. Wash Bay Equipment Replacement and Upgrades

PROJECT DESCRIPTION: Replace steel stations supporting wash equipment, installation of concrete pad exiting the wash bay, and upgrades to wash equipment.

JUSTIFICATION: The wash bay facility is used to wash large vehicles and equipment that are exposed to salt and other materials that reduce their life. The wash bay is an integral part of the Town's winter maintenance program. The facility is approximately 20-years old and showing signs of wear that requires equipment replacement and upgrades.

IMPACT ON OPERATION: Frequent washing of equipment will prolong the life of the equipment reducing maintenance costs and help to extend the overall life of the vehicles and equipment.

OTHER

1. Sustainability & Green Energy Services

PROJECT DESCRIPTION: Provide funding for the Sustainability Task Force to utilize towards green energy technologies and/or professional and consulting services associated with any of the Town's sustainability initiatives.

JUSTIFICATION: Projects & initiatives geared towards sustainability & energy conservation will yield ongoing operational savings and a return on investment, as well as decreasing the Town's carbon footprint.

IMPACT ON OPERATIONS: potential energy savings.

CAPITAL IMPROVEMENT PLAN- EQUIPMENT, VEHICLES & OTHER

2. Relocation Assistance

PROJECT DESCRIPTION: Funds to assist displaced residents with moving/ storage.

JUSTIFICATION: State statute requires that Towns are responsible for the storage of unclaimed possessions in the event of evictions, building code condemnations, loss due to fire, etc. The Town makes every attempt at recovering said costs, but much of the expenses go unreimbursed. A periodic infusion of funds into this account is therefore necessary.

CAPITAL IMPROVEMENT PLAN- SOUTH MANCHESTER FIRE DISTRICT

SUMMARY

FIRE FUND- CASH FUNDED	FY23	FY24	FY25	FY26	FY27	FY28
1 Fire Department Roof Replacements	\$ 140,000	\$ 140,000				
2 Replacement of Staff Vehicles	\$ 50,000	\$ 52,000	\$ 53,000	\$ 54,000	\$ 55,000	\$ 55,000
TOTAL	\$ 190,000	\$ 192,000	\$ 53,000	\$ 54,000	\$ 55,000	\$ 55,000

FIRE FUND- FINANCED	FY23	FY24	FY25	FY26	FY27	FY28
3 Radio Tower Replacement		\$ 200,000				
4 Apparatus Replacement		\$ 700,000		\$ 1,400,000		\$ 750,000
TOTAL	\$ -	\$ 900,000	\$ -	\$ 1,400,000	\$ -	\$ 750,000

PROJECT DESCRIPTIONS

1. Fire Department Roof Replacements

DESCRIPTION: This project provides funding to replace the roofs at all five fire stations

JUSTIFICATION: Planned replacement of roofs at all five fire stations, in accordance with a facility needs engineering assessment done in 2016. Replacement of the roof at Station 2 is the largest and most complicated project. It is scheduled for FY22.

IMPACT ON OPERATION: Avoid expected repair costs for failing roofs



2. Replacement of Staff Vehicles

DESCRIPTION: Annual replacement program to maintain fleet of 12 operations vehicles

JUSTIFICATION: Fire Department staff and operational functions require a fleet of 12 vehicles (non-fire apparatus). The fleet age presently ranges from 2- 14 years old. An annual replacement program would ensure that vehicles are replaced when appropriate and capital funds could be planned well in advance. The requested amount includes the costs for the vehicle, radio equipment, emergency lighting system and a pick-up bed cap and accessories.

IMPACT ON OPERATION: Reduced maintenance costs associated with an aging fleet of vehicles; improved safety for personnel.



CAPITAL IMPROVEMENT PLAN- SOUTH MANCHESTER FIRE DISTRICT

3. Emergency Communications Tower

DESCRIPTION: This project provides funding for the replacement and relocation of an aged and deteriorating communications tower built on the roof of Fire Headquarters.

JUSTIFICATION: The current tower's deteriorating condition necessitates replacement. Its integral nature as a component of the Station 2 roof creates significant roof maintenance challenges. Any significant work done on the current tower would require an upgrade to today's codes which would be cost prohibitive. The unknown load bearing capacity of the Station 2 roof structure (due to a lack of original engineering specifications) would likely require significant reinforcement prior to repair/replacement of the roof top structure. This project most likely will consist of installation of a new communications tower attached to the exterior wall of the station with a ground-level base.

IMPACT ON OPERATION: Emergency services operations in Manchester rely on effective, dependable radio reception in all areas of town for safe and efficient service. Topography/reception issues on lower Main St. and to the South West require an elevated tower in the area of the Center.

NOTE: This project requires extensive research and engineering. The new communications tower might provide benefit to MPD, DPW, BOE and other public and private agencies. There is potential for some funding coming from a commercial enterprise leasing space on the tower. The dollar amount provided is a ballpark figure.



4. Apparatus Replacement Program

JUSTIFICATION: Maintaining a safe-operating, road worthy fleet of modern fire apparatus is critical to the department's delivery of emergency services. Historical trends, supported by national standards, indicate that engines have a frontline duty lifespan of 8 years which can be followed by 5 years of reserve duty. An apparatus replacement plan has been created to meet these lifetime estimates so that the purchase of new apparatus is planned well in advance.

IMPACT ON OPERATION: New apparatus maintenance and repairs are covered under warranties. Repair costs increase dramatically as warranties expire and aging apparatus requires more frequent repair. Purchasing apparatus according to the plan minimizes fleet repair costs.



CAPITAL IMPROVEMENT PLAN- WATER FUND

SUMMARY

WATER FUND- CASH FUNDED	FY23	FY24	FY25	FY26	FY27	FY28
1 Filter Media Replacement - WR 413		\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
2 Tank Painting - WR 388	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
3 Water Pump Replacement/Well Redevelopment - WR 392	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
4 Water Meters - Annual Purchase - WR 291		\$ 50,000				
5 Butterfly Valves Replacement	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
6 Fall Protection Sed Basin	\$ 90,000					
7 New State Road Chlorine Gas Rehabilitation	\$ 100,000					
8 Laboratory Cabinetry	\$ 100,000					
9 Dump Truck - Transmission and Distribution - WR 329		\$ 108,750	\$ 108,750	\$ 108,750		
10 Vehicle Replacement - Transmission and Distribution - WR 329	\$ 65,000	\$ 71,000	\$ 55,000			
11 Oversized Pipe - WR 326		\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
12 Vehicle Replacement - Source of Supply - WR 329		\$ 45,000	\$ 55,000			
13 Exhaust Fan Replacement GHWTP		\$ 25,000				
14 Vehicle Replacement - Meters - WR 329		\$ 50,000				
15 Well 2A Site Remediation		\$ 125,000				
16 SOS Equipment Replacement		\$ 185,000	\$ 90,000			
17 Globe Hollow Gate House Removal		\$ 250,000				
18 Paving Charter Oak		\$ 300,000				
19 Billing Data & Operational Improvements	\$ 150,000					
20 Abandon Building Demolition - WR 406		\$ 350,000	\$ 100,000			
21 Bulk Chemical Tank Cleaning			\$ 15,000			\$ 15,000
22 Water Audit - WR 411			\$ 50,000			
23 Reservoir Vegetative Control - WR 414			\$ 100,000			
24 Heavy Equipment Replacement - T&D - WR 386			\$ 125,000	\$ 75,000		
25 Vehicle Replacement - Water Treatment - WR 329					\$ 50,000	\$ 50,000
26 Land Acquisition - Watershed					\$ 250,000	
TOTAL	\$ 905,000	\$ 2,019,750	\$ 1,158,750	\$ 643,750	\$ 760,000	\$ 525,000

WATER FUND- DEBT FUNDED	FY23	FY24	FY25	FY26	FY27	FY28
1 Infrastructure Improvements- WQIP	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
2 Infrastructure Improvements- DPW Coordination	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
3 Organic Compound Reduction at Wells 5, 6, 7, 8, 10 and 11 - WR 408	\$ 100,000	\$ 10,000,000				
4 Filter 1 Rehabilitation	\$ 790,000					
5 Well 6 Building Replacement		\$ 200,000				
6 Highland Street Pump Station Renovation		\$ 75,000	\$ 600,000			
7 Dam Repairs/Modifications			\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
8 Water Meter and Reading System Redevelopment - WR 329			\$ 4,000,000			
9 Low Zone Booster Pump Station				\$ 100,000	\$ 100,000	\$ 800,000
10 Charter Oak Improvements - WC 527				\$ 200,000	\$ 2,000,000	
11 Globe Hollow Clearwell Overflow Piping					\$ 35,000	\$ 350,000
12 New Bolton Road Well Reactivation						\$ 50,000
TOTAL	\$ 2,090,000	\$ 11,475,000	\$ 6,100,000	\$ 1,800,000	\$ 3,635,000	\$ 2,650,000

CAPITAL IMPROVEMENT PLAN- WATER FUND

PROJECT DESCRIPTIONS

CASH FUNDED PROJECTS

1. Filter Media Replacement – WR 413



PROJECT DESCRIPTION: Replace the filter media at the Globe Hollow Water Treatment Plant (GHWTP).

JUSTIFICATION: This appropriation reflects an annual uniform contribution to replace the filter media. The filter media at the GHWTP has an effective life of 5 to 7 years. The present day cost to replace the media is \$ 270,000. In FY12/13 the first of annual installments was appropriated to complete the replacement of media at the end of a 5 year period. Presently working with engineer to remove and replace media in both filters. Underdrains should be inspected and any deficiencies will be repaired

2. Tank Painting

PROJECT DESCRIPTION: Paint and inspect the distribution storage tanks.

JUSTIFICATION: This appropriation reflects an annual uniform contribution to the tank inspection and painting program. It is based on a 15-year painting cycle and a 5-year inspection cycle. There are a total of ten (10) storage tanks in the distribution system. The repainting program addresses State Dept. of Public Health requirements.

IMPACT ON OPERATIONS: The repainting program minimizes repair costs

3. Water Pump Replacement/Well Redevelopment – WR 392

PROJECT DESCRIPTION: Annual Pump Replacement(s) and Well Redevelopment.

JUSTIFICATION: Annual pump replacements and well redevelopments are required as they lose their efficiency over time. These are necessary projects to ensure the utility can provide enough water to satisfy system demands.

IMPACT ON OPERATIONS: Reduced power consumption through efficiency.

4. Water Meters

PROJECT DESCRIPTION: Purchase Water Meters and related meter reading equipment.

JUSTIFICATION: Provide for an inventory for replacement meters, batteries and transmitters for meter reading transmitters. Meters for new customers are funded through connection fees. The cost of water meters are shared with the Sewer Fund.

IMPACT ON OPERATIONS: Increase revenue through the replacement of faulty and aging meter related equipment.



CAPITAL IMPROVEMENT PLAN- WATER FUND

5. Butterfly Valves Replacement

PROJECT DESCRIPTION: Replace Broken Butterfly Valves.

JUSTIFICATION: Replace broken butterfly valves throughout the water distribution system which were installed forty (40) years ago.

IMPACT ON OPERATIONS: Reduce operating cost, overtime and service interruptions.

6. Fall Protection- Sediment Basin

PROJECT DESCRIPTION: Provide fall protection for operators working at sedimentation basin.

JUSTIFICATION: Presently it is a safety issue when they are working there.

7. New State Road Chlorine Gas Rehabilitation

PROJECT DESCRIPTION: To rehabilitate gas chlorine system to increase safety and reliability

JUSTIFICATION: In FY21-22 safety study has been commissioned to identify safety procedures and protocols for chlorine gas system at New State Road Facility. Based on the results of the study in FY22-23, replace the present gas system that is no longer supported, as well as implement safety mechanisms and recommendations from study.

8. Laboratory Cabinetry

PROJECT DESCRIPTION: Replace existing cabinetry and fume hoods

JUSTIFICATION: Current cabinetry is original to the building. It is decayed and rusted with leaking sinks. The hoods have reached the end of their practical life span, with one failing safety standards. We currently have \$50,000 allocated to this project, but require additional funding to begin construction. This project is split between the water and sewer funds.

9. Dump Truck – Transmission & Distribution - WR 329



PROJECT DESCRIPTION: Replace T&D Dump Trucks.

JUSTIFICATION:

Year 2- replace Vehicle #306 a 2010 International 6-wheel dump truck

Year 3- replace Vehicle #407, a 2011 International 10-wheel dump truck

Cost to be split with sewer – shared use

The age, condition, mileage and history of mechanical failures of these vehicles warrant their replacement.

IMPACT ON OPERATIONS: Reduction of on-going maintenance, expenses and repairs.

10. Vehicle Replacement – Transmission & Distribution - WR 329

PROJECT DESCRIPTION: Provides funding for the replacement of Transmission and Distribution vehicles.

JUSTIFICATION:

Year 2: replace Vehicle #309 a 2012 F-350 dually 4x4 utility body with plow

Year 3: replace Vehicle #311 a 2012 F-350 dually 4x4 with plow

Year 4 - replace Vehicle #301 a 2012 F-250 4x4 pickup truck with plow and rear lift gate. The age, condition, mileage and history of mechanical failures of these vehicles warrant their replacement.

IMPACT ON OPERATIONS: Reduction of on-going maintenance, expenses and repairs.

11. Oversized Pipe – WR 326

PROJECT DESCRIPTION: Reimbursement for the installation of oversized water pipe.

JUSTIFICATION: This fund reimburses the cost for oversized/extra depth water mains installed by developers. All reimbursements are subject to developer filing an affidavit showing the costs incurred. The Engineering Department reviews all the development plans for consistency with the water master plan. If a new development will bring water into an area, the Department determines the ultimate size that will be required in the future. If the size or depth is greater than that needed for the development, the Department requires the developer to install the larger size and/or extra depth.

IMPACT ON OPERATIONS: This project has the potential increase revenue through development activity.

12. Vehicle Replacement – Source of Supply WR 329

PROJECT DESCRIPTION: Source of Supply vehicle replacement.

JUSTIFICATION:

Year 2- replace Vehicle #325, a 2012 pickup with plow.

CAPITAL IMPROVEMENT PLAN- WATER FUND

The age, condition, mileage and history of mechanical failures of these vehicles warrant their replacement.

IMPACT ON OPERATIONS: Reduction of on-going maintenance, expenses and repairs.

13. Exhaust Fan Replacement

PROJECT DESCRIPTION: Replace Exhaust Fan at GHWTP

JUSTIFICATION: The exhaust fans at the GHWTP are original from 1985. They have become no longer serviceable and are failing.

IMPACT ON OPERATIONS: None

14. Vehicle Replacement – Meters - WR 329

PROJECT DESCRIPTION: Vehicle replacement in the Water Treatment Division.

JUSTIFICATION: replace Vehicle #366, a 2010 4x4 ¾ ton utility truck. Vehicle used for meter installation and water meter related work. The age, condition, mileage and history of mechanical failures of this vehicles warrant their replacement.

IMPACT ON OPERATIONS: Reduction of on-going maintenance, expenses and repairs.

15. Well 2A Site Remediation – WC 525

PROJECT DESCRIPTION: Licensed Environmental Professional (LEP) Services for Charter Oak Well #2A
JUSTIFICATION: for a 3 year LEP Services contract for bio-remediation monitoring, data collection and process control recommendations.

IMPACT ON OPERATIONS: None

16. Source of Supply Equipment Replacement

PROJECT DESCRIPTION: In FY 23/24 - \$185,000 replace Vehicle #312, 2011 articulating tractor used to mow Water Department Properties
In FY24/25 - \$90,000 replace Vehicle #2046, 2000 wood chipper with similar

17. Globe Hollow Gate House Removal

PROJECT DESCRIPTION: Globe Hollow Gate House Removal

JUSTIFICATION: Remove existing concrete gate house, replace valves appurtenances and install new concrete flat top structure.

IMPACT ON OPERATIONS: This project will provide equipment access to the top of the dam to improve required maintenance procedures.

18. Paving Charter Oak Garage Parking Lot

PROJECT DESCRIPTION: Pave Charter Oak Garage Parking Lot.

JUSTIFICATION: Pavement is severely cracked with a large amount of potholes throughout the entire area. Remove and replace existing pavement.

IMPACT ON OPERATIONS: Reduction of maintenance, expenses and repairs.

19. Billing Data & Operational Improvements

PROJECT DESCRIPTION: Address billing & metering issues

JUSTIFICATION: Seek system improvements and efficiencies in the billing & metering operations

IMPACT ON OPERATIONS: Expected to improve operational efficiency & customer service

20. Abandoned Building Demolition

PROJECT DESCRIPTION: Demolish abandoned buildings to reduce liability

JUSTIFICATION: In FY 23/24, demolish Cooper Hill Filter Plant (\$350,000) and in FY24/25 the Line Street Filter Plant (\$100,000). These plant have been out of service since 1985.

IMPACT ON OPERATIONS: Reduced liability

21. Bulk Chemical Tank Cleaning

PROJECT DESCRIPTION: Cleaning of Chemical Storage Tanks of crystalline material from the coagulant.

JUSTIFICATION: Every three (3) years the Poly Aluminum Chloride, chemical coagulant bulk storage tanks need to be vacuumed out and material is to be discarded as hazardous waste.

22. Water Audit – WR 411

PROJECT DESCRIPTION: Comprehensive Study to find unaccounted water.

JUSTIFICATION: to perform a leak study to investigate possible lost water in the distribution system.

IMPACT ON OPERATIONS: Decrease the amount of non-revenue water.

23. Reservoir Vegetative Control – WR 371

PROJECT DESCRIPTION: Vegetative Study.

JUSTIFICATION: Mylfoil is a highly invasive aquatic plant which is growing rapidly in the Globe Hollow, Howard, Porter and Buckingham Reservoirs. The growth may hamper the ability to effectively treat the water from the reservoirs. The Department of Energy & Environmental Protection recommends that all species be identified and quantified before a control plan is submitted for review and approval. In 2011 an invasive plant survey and

CAPITAL IMPROVEMENT PLAN- WATER FUND

control plan was completed. The study recommended we should be in a monitoring mode. Prepare a survey to track the movement and to prepare possible strategies to combat the vegetative issues (previously funded).

Funding requested to implement control strategies.

IMPACT ON OPERATIONS: May reduce amount of chemicals required for water treatment.

24. Heavy Equipment Replacement – Transmission & Distribution – WR 386

PROJECT DESCRIPTION: Replace Heavy Equipment.

JUSTIFICATION:

In FY24/25 - \$ 125,000 replace Vehicle #2702, a valve maintenance trailer.

In FY25/26 - \$ 75,000 replace Vehicle #315, a 1989 pavement cutting saw.

The age, condition and maintenance history of mechanical failures warrants the replacement of this piece of equipment.

IMPACT ON OPERATIONS: Reduction of on-going maintenance, expenses and repairs

25. Vehicle Replacement – Water Treatment - WR 329



PROJECT DESCRIPTION: Vehicle replacement in the Water Treatment Division.

JUSTIFICATION:

Out year- replace Vehicle #324, a 2015 long bed F 350 4WD pickup.

IMPACT ON OPERATIONS: Reduction of on-going maintenance, expenses and repairs.

26. Land Acquisition- Watershed

PROJECT DESCRIPTION: Purchase land for watershed protection

JUSTIFICATION: FY26/27 - \$250,000 to purchase land located in watershed areas to avoid pollution associated with development. The purchase will also provide more passive recreational opportunities. State grants may be available for a portion of the purchase price.

IMPACT ON OPERATIONS: May prevent future added expenses associated with treating the water supplies.

DEBT FUNDED PROJECTS

1. Infrastructure Improvement – Water Quality Improvement Program – WC 524

PROJECT DESCRIPTION: Water Main Replacement/ Rehabilitation.

JUSTIFICATION: This is the long-term plan for implementation of the 2007 Water Distribution System Evaluation (WDSE). The WDSE identified projects for the replacement and/or rehabilitation of undersized and/or deteriorated mains at a total cost of \$30.6 million at that time. The majority of this work is targeted at mains 4-inches or smaller, mains that are unlined, older than 60 years old, near the end of their useful life and that require upgrading, for hydraulic purposes. Areas covered by this project will be selected in accordance with the prioritization plan set forth in the WDSE.

IMPACT ON OPERATIONS: The water quality improvement program minimizes repair and pumping costs. Undersized and unlined mains result in increased water quality problems, increased pumping costs, the restriction of flow capacity and the limitation of fire protection capabilities.

2. Infrastructure Improvement – Public Work Coordination Program – WC 534

PROJECT DESCRIPTION: Water Main Replacement/Rehabilitation for Public Works Projects.

JUSTIFICATION: This is a long-term plan to coordinate water main replacement with Public Works projects. In the past funds for this project were taken from the Water Quality Improvement Program (WQIP) in order to coordinate efforts. This leaves the Department rehabilitating mains and services not necessarily a priority set by the WQIP. Funding this will allow the Department to work with Public Works projects and do the work the Department has on its priority list.

IMPACT ON OPERATIONS: The water quality improvement program minimizes repair and pumping costs. Undersized and unlined mains result in increased water quality problems, increased pumping costs, the restriction of flow capacity and the limitation of fire protection capabilities.

3. Organic Compound Reduction at Wells #5, #10 and #11

PROJECT DESCRIPTION: To investigate best available technology (BAT) and complete design and construction of a treatment system.

CAPITAL IMPROVEMENT PLAN- WATER FUND

JUSTIFICATION: Love Lane Well #5, Parker Street Well #10 and Progress Drive Well #11 are impacted by organic substances, which the compounds currently do not exceed public water supply standards. This is a proactive step to meet the expected changes to the regulations that will affect the usage of these wells.

An engineering firm was hired to research, run bench testing and create preliminary design with capital and operating costs for treatment systems to reduce organics. The engineering firm will also design and create plans and specifications for bidding documents to construct the selected treatment processes at the wells. Future funding is to construct treatment facilities and pump stations.

IMPACT ON OPERATIONS:

4. Filter 1 Rehabilitation

PROJECT DESCRIPTION: Repair Filter #1 Under Drain.

JUSTIFICATION:

In 21/22 – The replacement project for the filter media in Filter #2 became a major repair to fix under drain of the filter. The cost for these repairs and media replacement is \$750,000. Filter #1 is showing signs this will be needed also.

5. Well #6 Replacement



PROJECT DESCRIPTION: Replace Well#6 at the New State Road Treatment Facility.

JUSTIFICATION: Well #6 has been in service since the early 1960s. The amount of water that can be obtained from the well has been greatly diminished. It no longer can be effectively cleaned. In FY19/20, funds were appropriated to acquire permits and design and install a new well. Future funding is to complete the project by installing a new pump, motor, motor control center and piping.

IMPACT ON OPERATIONS: may impact power & pumping costs depending on design of well.

6. Highland Street Pump Station Renovation

PROJECT DESCRIPTION: Total renovation of pump station, pumps, piping and controls.

JUSTIFICATION: to design and create drawings and prepare bid documents. Requested funding is to construct pump station. Pump station was built in 1980's, all upgrades have been patches to mechanical and piping issues.

IMPACT ON OPERATIONS: Installing new pumps, variable frequency, drives with controls, electrical and operating costs will go down.

7. Dam Repairs/Modifications

PROJECT DESCRIPTION: Repair Dams to ensure integrity.

JUSTIFICATION: Make repairs to dams as recommended based upon periodic inspections. Also make modifications to structures to comply with future stream flow release regulations.

IMPACT ON OPERATIONS: None.

8. Water Meter and Reading System Replacement – WR 329

PROJECT DESCRIPTION: Water Meter Replacement .

JUSTIFICATION The total system change out of all meters and reading equipment will provide for replacement of older less accurate meters and aging batteries for the radio transmitters. The last complete change out had a cost \$4 million. Current estimates are about \$8 million for the project, half of which will be funded in Sewer.

IMPACT ON OPERATIONS: Older displacement meters lose accuracy over time thus reducing the amount of revenue.

9. Low Zone Booster Pump Station

PROJECT DESCRIPTION: Construct a Low Zone Booster Pump Station.

JUSTIFICATION: At times, the Town's surface water sources have experienced drought conditions. During these conditions it may be possible to pump well water from the low zone to the middle zone to reduce the demand from the reservoirs. The request funds a study to site and size for a booster pump station from the low zone to the middle zone, to purchase land and design a booster station, and finally to construct a booster station. This project will allow us to purchase water from other utilities in times of drought conditions.

IMPACT ON OPERATIONS: By installing this facility, we will not incur the potential costs of portable pump rental and overtime cost to run the pump, This will reduce that we ask for voluntary conservation or mandatory restrictions which result in a reduction of revenue.

CAPITAL IMPROVEMENT PLAN- WATER FUND

10. Charter Oak Improvements – WC 527

PROJECT DESCRIPTION: Charter Oak Wellfield Repairs and Improvements.

JUSTIFICATION: Initial funding is to provide engineering services to design a treatment facility consolidating the treatment of Wells #2A, #3 and #4 at one location. The major funding request is to construct a treatment facility.

IMPACT ON OPERATIONS: New facility will increase operating costs, however will provide a higher quality, more reliable source of water to the community and ensure compliance with drinking water standards.

11. Globe Hollow Clearwell Overflow Piping – WR 390

PROJECT DESCRIPTION: Install clearwell overflow at the Globe Hollow Water Treatment Plant.

JUSTIFICATION: initial funding is to design a clearwell overflow piping per Department of Public Health's recommendation. Subsequent funding is to construct clearwell overflow piping.

IMPACT ON OPERATIONS: No impact

12. New Bolton Road Well Reactivation

PROJECT DESCRIPTION: Reactivate the new Bolton Road wellfield to increase safe yield of the system.

JUSTIFICATION: This project was identified in the Individual Water Supply Plan and may increase the safe yield to the High Zone system by 430,000 gallons per day. First year funding is to retain a consultant to study the New Bolton Road aquifer to confirm the safe yield possibilities. In second year, retain a consultant to obtain a diversion permit and design a facility. The larger funding request is to then perform the construction work necessary to activate and incorporate this well into the system.

IMPACT ON OPERATIONS: There will be an increase in cost for the maintenance and operation of this new facility. The reactivation of this well field may reduce expenses as the likelihood of purchasing water through interconnections with neighboring utilities would decrease.

CAPITAL IMPROVEMENT PLAN- SEWER FUND

SUMMARY

SEWER FUND- CASH FUNDED	FY23 Reserve Use	FY23	FY24	FY25	FY26	FY27	FY28
1 Generator PLC Upgrade	\$ 200,000						
2 Water Meters - Annual Purchase (WR)			\$ 50,000				
3 Aeration Blower Service Plan		\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
4 Odor Control Media Replacement (Carbon and Shell)		\$ 60,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
5 Dewatering Centrifuge Bowl Rebuild/Swap	\$ 300,000		\$ 300,000				
6 Laboratory Cabinetry (WR)		\$ 100,000					
7 Fall Protection and Tank Access		\$ 175,000	\$ 175,000				
8 Influent Bypass Grinder Swap		\$ 75,000					
9 Sludge Processing Replacement Parts/Lobes	\$ 40,000		\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
10 Wash Press Auger	\$ 10,000		\$ 10,000	\$ 10,000		\$ 10,000	
11 Dewatering Manholes		\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000		
12 Spare Influent and Return Pump Seals	\$ 9,000		\$ 9,000				
13 Vehicles Replacement - Wastewater Treatment		\$ 50,000					
14 SLM Equipment Replacement			\$ 125,000				
15 Dump Truck Replacement			\$ 195,000				
16 Oversized Pipe - SR 391			\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
TOTAL	\$ 559,000	\$ 595,000	\$ 1,069,000	\$ 215,000	\$ 205,000	\$ 155,000	\$ 145,000

SEWER FUND- DEBT FUNDED	FY23	FY24	FY25	FY26	FY27	FY28
1 Infrastructure Improvements- SSIP	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
2 Infrastructure Improvements- DPW Coordination	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
3 Water Meter and Reading System Redevelopment			\$ 4,000,000			
TOTAL	\$ 1,200,000	\$ 1,200,000	\$ 5,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000

PROJECT DESCRIPTIONS

CASH FUNDED PROJECTS

1. Generator Programmable Logic Controller (PLC) Upgrade

PROJECT DESCRIPTION: Replace Generator PLC
JUSTIFICATION: Replace PLC used to operate the 1.6 megawatt main generator at the WWTP. The hardware and software was originally expected to be obsolete in 2023. Parts from the generator company are no longer available.

IMPACT ON OPERATIONS: Generator power will not be available during electrical outage periods and may violate our permit.

2. Water Meters – Annual Purchase

PROJECT DESCRIPTION: Purchase Water Meters and related meter reading equipment.

JUSTIFICATION: Provide for an inventory for replacement meters, batteries for meter reading transmitters and MXUs. Meters for new customers are funded through connection fees. The cost of water meters is shared with the Water Fund.

IMPACT ON OPERATIONS: Increase revenue through the replacement of faulty and aging meter related equipment.

3. Aeration Blower Service Plan

PROJECT DESCRIPTION: Preventative maintenance plans for four (4) HSI turbo blowers.

JUSTIFICATION: The service plan covers two (2) site visits per year by factory technicians for a 5-year period. Each unit will be factory overhauled as determined by previous yearly inspection. \$55,000 is funded for inspections; \$20,000 is funded for repair/overhaul parts for the four (4) units.

IMPACT ON OPERATIONS: The service plans allow for greatly reduced potential downtime. Allows opportunity to efficiently budget for repairs.

4. Odor Control Media Replacement

PROJECT DESCRIPTION: Replace odor control media with new media to prevent noxious sewerage/sludge odors

JUSTIFICATION: Odor control for the dewatering building at the HRWPCF relies on activated carbon and sea shells

CAPITAL IMPROVEMENT PLAN- SEWER FUND

to remove the noxious sludge odors. The shells and activated carbon in odor control systems need to be periodically replaced. The money will provide a change out of the shells and activated carbon in the first year and create a fund for future change outs.

5. Dewatering Centrifuge Bowl Rebuild/Swap

PROJECT DESCRIPTION: Replace Worn Centrifuge Bowl
JUSTIFICATION: The dewatering system at the HRWPCF requires the centrifuge bowls to be rebuilt/swapped after a certain amount of run time. The centrifuge hours are approaching this mark. If the bowls fail the entire centrifuge as may be damaged as opposed to replacing the worn bowl assembly. The plant has two centrifuges one will be rebuilt/swapped each year.

6. Laboratory Cabinetry

PROJECT DESCRIPTION: Replace existing cabinetry and fume hoods
JUSTIFICATION: Current cabinetry is original to the building. It is decayed and rusted with leaking sinks. The hoods have reached the end of their practical life span, with one failing safety standards. We currently have \$50,000 allocated to this project, but require additional funding to begin construction. This project is split between the water and sewer funds.

7. Fall Protection & Tank Access

PROJECT DESCRIPTION: Install Fall Protection System to Primary Settling Tanks and Access to Primary and Final Settling Tanks.
JUSTIFICATION: The two primary settling tanks at the HRWPCF do not have fall protection to access the tank for maintenance and is a safety issue. The project will add fall protection for operators working on primary settling tanks and three (3) davits to final settling tanks to allow safe entry, exit, and emergency rescue.
IMPACT ON OPERATIONS: None

8. Influent Bypass Grinder Replacement

PROJECT DESCRIPTION: Replace North Manchester Interceptor Bypass Grinder
JUSTIFICATION: The HRWPCF North Manchester Interceptor has a bypass channel to reroute flow in case the bar rack goes down. There is a grinder in the channel that is an emergency backup for these bar racks. It is needed to take out rags and other debris out of the waste stream to prevent damage to pumps and equipment further down in the process.

9. Sludge Processing Pumps Replacement Parts/Lobes

PROJECT DESCRIPTION: Replace/Swap Wear Parts on Sludge Processing Pumps
JUSTIFICATION: Plant has ten (10) sludge processing pumps, which are located throughout the plant and are essential to moving sludge and sandy debris. The lobes and wear parts need to be replaced periodically. The fund will provide ongoing maintenance parts for these pumps.
IMPACT ON OPERATIONS: None

10. Wash Press Auger Replacement

PROJECT DESCRIPTION: Purchase Replacement Wash Press Auger(s)
JUSTIFICATION: The HRWPCF requires the two (2) wash presses to be functioning to meet the state requirements. The augers need to be replaced periodically to prevent the failure of the wash presses. The augers will be replaced every other year.
IMPACT ON OPERATIONS: None

11. Wash Press Auger Replacement

PROJECT DESCRIPTION: Purchase Replacement Wash Press Auger(s)
JUSTIFICATION: The HRWPCF requires the two (2) wash presses to be functioning to meet the state requirements. The augers need to be replaced periodically to prevent the failure of the wash presses. The augers will be replaced every other year.
IMPACT ON OPERATIONS: None

12. De-Watering Manholes

PROJECT DESCRIPTION: Waterproofing Manholes to protect electrical equipment
JUSTIFICATION: Flooded manholes prevent access by operators, safety concerns and are causing damage to internal building components. The project consists of waterproofing five (5) manholes per year based on need. The manhole will be pumped and sealed to prevent water infiltration (\$60,000 per year).
IMPACT ON OPERATIONS: None

13. Vehicle Replacement – Wastewater Treatment

PROJECT DESCRIPTION: Vehicle Replacement.
JUSTIFICATION: Year 2- replace Vehicle #446, a 2008 a Ford F350 with a similar vehicle.
IMPACT ON OPERATIONS: Reduction of ongoing maintenance, expenses and repairs.

CAPITAL IMPROVEMENT PLAN- SEWER FUND

14. SLM Equipment Replacement



PROJECT DESCRIPTION: Sewer Line Maintenance Equipment Replacement.

JUSTIFICATION:

Year 1- replace Vehicle #409, a 2004, Aqua Trailer Jet with similar.

Year 2- replace Vehicle #2810, a 2008 SRECO trailer mounted pipe rodder.

IMPACT ON OPERATIONS: Reduction of ongoing maintenance, expenses and repairs.

15. Dump Truck Replacement

PROJECT DESCRIPTION: Replace Dump Trucks.

JUSTIFICATION: replace Vehicle #407 a 2011 International 10 wheel dump truck. Cost to be split with Water – shared use. The age, condition, mileage and history of mechanical failures of these vehicles warrant their replacement.

IMPACT ON OPERATIONS: Reduction of on-going maintenance, expenses and repairs.

16. Oversized Pipe – SR 391

PROJECT DESCRIPTION: Reimbursement for the installation of oversized sewer pipe.

JUSTIFICATION: This fund reimburses the cost for oversized/extra depth sewer mains installed by developers. All reimbursements are subject to developer filing an affidavit showing the costs incurred. The Engineering Department reviews all the development plans for consistency with the sewer master plan. If a new development will bring sewer into an area, the Department determines the ultimate size that will be required in the future. If the size or depth is greater than that needed for the development, the Department requires the developer to install the larger size and/or extra depth.

IMPACT ON OPERATIONS: This project has the potential increase revenue through development activity.

DEBT FUNDED PROJECTS

1. Infrastructure Improvement – Sanitary Sewer Improvement Program SC 534

PROJECT DESCRIPTION: Rehabilitate or replace deficient sewer mains.

JUSTIFICATION: This work is based on the prioritization plan set forth in the Sanitary Sewer Evaluation Study (SSES). The primary criteria for project selection will be those areas of high infiltration and inflow. Secondary areas where known problems exist or are in such a deteriorated state the work must be done to maintain the integrity of the system and reduce potential liabilities to the Town.

IMPACT ON OPERATIONS: This project would reduce operating costs through operational efficiencies; reduce pumping costs and the elimination of treating unnecessary flows at the WWTP and potential backup problems.

2. Infrastructure Improvements – Public Works Coordination – SC 534

PROJECT DESCRIPTION: Sewer main replacement/rehabilitation for public works.

JUSTIFICATION: This is a long-term plan to coordinate sewer main replacement with Public Works projects. In the past funds for this project were taken from the Sanitary Sewer Evaluation Study (SSES) in order to coordinate efforts. This leaves the Department rehabilitating sewer mains not necessarily a priority set by the SSES. Funding this will allow the Department to work with Public Works projects and do the work the Department has on its priority list.

IMPACT ON OPERATIONS:

3. Water Meter and Reading System Replacement – WR 329

PROJECT DESCRIPTION: Consumption Meter Replacement

JUSTIFICATION: The total system change out of all meters and reading equipment will provide for replacement of older less accurate meters and aging batteries for the MXU transmitters. The last change out cost \$4 million and is estimated to cost about \$8 million for 2024. Half the cost of water meter replacement is to be covered by the Water Fund.

CAPITAL IMPROVEMENT PLAN- INFORMATION SYSTEMS

SUMMARY

INFORMATION SYSTEMS	FY23	FY24	FY25	FY26	FY27	FY28
1 PC Replacement	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
2 Server Replacement	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
3 Switch Replacement	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
4 Network & Security Upgrades	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
5 Camera System Upgrades	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
6 Major Software Upgrades	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
TOTAL	\$ 220,000	\$ 220,000	\$ 220,000	\$ 220,000	\$ 220,000	\$ 220,000

PROJECT DESCRIPTIONS

1. Personal Computer Replacement

PROJECT DESCRIPTION: Planned replacement of personal computers used throughout General Fund departments, except for the Police Department which funds its own p.c. replacement program. Planned replacements are based on p.c. age, applications and condition. The prioritization and schedule of replacements is determined by the Information Systems Department.

JUSTIFICATION: Standardized, planned replacement of personal computers implements several recommendations made in the Management Partners report. Centralization of the funding for replacement minimizes the need for individual departments to make periodic significant expenditures for replacement, and ensures consistency in replacement criteria and types of hardware acquired. The replacement plan assumes the replacement of between 55 and 60 personal computers per year, which will allow for replacement of General Fund computers approximately every four years, with the exception of the Police Department and the Board of Education which fund their own replacement plans.

IMPACT ON OPERATION: As recommended in the Management Partners report, the standardized, planned replacement of personal computers is expected to lower the total cost of ownership.

2. Server Replacement

PROJECT DESCRIPTION: Planned replacement of servers. Servers are shared resources that provide file storage space and run databases and applications for departments. Planned replacements are based on server age and capacity.

JUSTIFICATION: Standardized, planned replacement of servers implements several recommendations made in the Management Partners report. The replacement plan

assumes the replacement of 2 to 3 servers per year, based on age and condition. Stand alone servers are incorporated into the virtual environment whenever possible.

IMPACT ON OPERATION: As recommended in the Management Partners report, the standardized, planned replacement of servers is expected to lower the total cost of ownership.

3. Switch Replacement

PROJECT DESCRIPTION: Planned replacement of switches.

JUSTIFICATION: Standardized, planned replacement of switches implements several recommendations made in the Management Partners report.

IMPACT ON OPERATION: As recommended in the Management Partners report, the standardized, planned replacement of switches is expected to lower the total cost of ownership.

4. Information System Network and Security Upgrades

PROJECT DESCRIPTION: Planned replacements or upgrades of software/hardware that provide network access, network management, email, and security (firewall, spam suppression, virus protection). Planned replacements or upgrades will be based upon need and upgrade requirements.

JUSTIFICATION: Upgrades to the network software, hardware and management tools are required to effectively manage the network resources. Network security upgrades are required to ensure that the Town's data is secured from attacks and viruses. Network improvements include maintaining wireless connectivity and backup equipment.

IMPACT ON OPERATION: Regular upgrades to network

CAPITAL IMPROVEMENT PLAN- INFORMATION SYSTEMS

software, hardware, management tools, and security minimize downtime and other drains on productivity and minimize the risk of major network problems.

5. Camera System Upgrades

PROJECT DESCRIPTION: Upgrades to camera systems throughout town

JUSTIFICATION: The Town currently operates a number of security cameras in Town buildings and in some outdoor spaces, which occasionally need to be replaced or upgraded, as well as installation of new cameras as deemed necessary.

IMPACT ON OPERATION: Any additional cameras will require periodic maintenance and replacement.

6. Major Software Upgrades

PROJECT DESCRIPTION: Annual contribution to funds set aside for major software upgrades, transitions to new platforms, or adoption of new tools for providing services and communicating with the public.

JUSTIFICATION: The Town utilizes a number of major systems and data services throughout the organization. These systems periodically require either updating or replacement & transitioning to a new system, as technology changes, as service needs change, and as IT service providers go in and out of business. These transitions are often costly and in some cases these needs arise with little notice and are critical to continuity of operations.

IMPACT ON OPERATION: Major systems typically have annual license & maintenance fees; replacing systems or adding new ones will have an annual cost to the IS fund and/or other operating departments.

Strategic Goals &

Performance Measures

- Strategic Goals & Planning Processes
- Intro to Performance Measures
- Performance Measures
 - General Government
 - Public Works & Sanitation
 - Public Safety
 - Human Services
 - Leisure Services
 - Water & Sewer
 - Other Funds



Performance Measures & Operational Statistics

Overview

In 2008, the Town of Manchester instituted a town-wide performance measurement initiative to systematically measure and report on Town departments' performance. Since that time, Town departments have collected a variety of metrics and reported on the results to the General Manager on a semi-annual basis. The information is used to measure progress towards achieving various outcomes and is shared in the annual performance measure report so the public can see our progress. The data presented in this report is for the fiscal year ending June 30, 2020.

Manchester's Annual Operations & Performance Report sets out the Town's performance related to the Town of Manchester Strategic Goals. The following nine focus areas are aligned with town's strategic goals and are used to organize the key performance measure in this report:

- **Effective Governance**
- **Safe Community**
- **Healthy Community & Environment**
- **Dependable Infrastructure**
- **Vibrant Economy**
- **Supportive Human Services**
- **Quality Parks & Leisure Services**
- **Diversity, Equity & Inclusion**
- **Financial Stability**

Due to staffing issues and ongoing efforts to re-develop the Operations & Performance Report, this document instead presents a series of reference tables with department performance measures, grouped by governmental function units similar to the budget detail sections, along with some annual status reports provided by key department heads.

A Day in Manchester

Did you know?

On a typical day, the Town of Manchester provides the following services to town residents:
(note: these figures represent pre-Covid service levels)



17 Firefighters on duty;
25 calls for Fire/EMS
service.

552 customers served
at the Town Hall.



43 meals served at
the Senior Center.

16,415 dwellings
receiving curbside
trash pickup;
68 tons of trash
collected.



15.4 tons of
recyclables collected.

4.8 million gallons of drinking
water treated and delivered;
4.5 million gallons of waste
water collected and treated.



56 uniformed police
officers on duty;
167 calls for police
service.

980 visitors to the Mary
Cheney Public Library;
230 visitors to the
Whiton Public Library.



35 trips provided by
the Senior Center van.

23 building inspections;
3 property maintenance
inspections;
8 neighborhood inspections;
13 plan reviews;
\$272K value of permitted work.



3 work orders
completed by Building
Maintenance.

6 Mark-It resident
service requests
completed by Public
Works.



PLANNING PROCESS & Strategic Priorities

The following infographics illustrate the Town's ongoing planning process as well as its Strategic Priorities. There is a need to revise the strategic priorities in light of the many paradigm-shifting events over the past year, so funding is provided in the FY 2021/22 Adopted Budget to fund strategic planning efforts by the Board.



- Ensure an Effective Town Government**
The Town of Manchester strives to provide full array of public services in an efficient and fiscally responsible manner..
- Well-Maintained Infrastructure and Community Facilities**
Consistent investment and upgrading to meet the ever-evolving demands and expectations of our residents.
- Bolster and Maintain a Sense of Community**
Embracing & celebrating the rich diversity of its residents and encouraging engagement and a sense of belonging for all residents.



- Promote a Safe and Healthy Community**
The Town of Manchester is a safe and secure community with excellent emergency services that ensures preparation, responsiveness, and resiliency.
- Promote a Vibrant Economy**
Maintain a vibrant and diverse and provides quality jobs and employment opportunities for residents and destination retail opportunities for the region.

PERFORMANCE MEASURES: GENERAL GOVERNMENT

FINANCE DEPARTMENT REPORT

Local Economic Condition and Outlook

Manchester is a thriving small city and the business, residential and service hub of the Greater Hartford region east of the Connecticut River. A community of over 57,000 people, Manchester has achieved a diverse mix in terms of demographics, housing, land use, income and economy. Projected to be the largest community in the region outside of Hartford by 2025, Manchester has a range of housing types and prices, an eclectic mix of residential neighborhoods and a median age of 35, much lower than the region and Connecticut as a whole.

Manchester has a variety of commercial and mixed-use districts, and neighborhood, community and regional shopping destinations. The historic central business district is within walking distance of the redevelopment area and is transitioning to a strong office, restaurant, arts and culture, niche retail and service destination. Additionally, Manchester is a center of industrial activity including aerospace and medical related precision manufacturing, warehousing, and distribution businesses. The Buckland Hills District at the far north side of town is a superregional commercial area with over 3 million square feet of retail and entertainment uses, dozens of restaurants and hundreds of hotel rooms.

A full range of services, amenities and institutions complement these strengths. Residents and visitors have access to thousands of acres of park, watershed and open space land. Manchester Memorial Hospital is a full-service, 249 bed, acute care facility which serves as a healthcare destination for the region and employs hundreds of residents. Manchester Community College is the largest of Connecticut's community colleges, serving over 15,000 students annually at a modern and highly accessible campus.

Manchester has a superior locational advantage along Interstates I-84, I-384 and I-291. Ten miles east of Connecticut's capital city of Hartford, mid-way between New York and Boston, Manchester is a major regional destination and a desirable place to live, work and recreate. Local transportation infrastructure includes hundreds of miles of local roads, local and express bus service routes, CTFastrak bus rapid transit service, and freight rail, Bradley International Airport and miles of sidewalks, multi-use paths and hiking trails including the East Coast Greenway, Case Mountain Recreation Area and Hockanum River Linear Park system.

Major Initiatives

The Town of Manchester is committed to maintaining and improving infrastructure and services as guided by several master plans approved by the town's legislative body, with funding provided by a combination of bonding, operating transfers and grants:

- SMARTR2 (Phase II of the Elementary School Renewal Plan) During FY21, Construction began on Buckley School. Design and planning work began on Bowers School. Renovated schools will be re-built as net-zero sustainable buildings, and a project labor agreement has been added for Bowers School to address equity goals within the Town. In the SMARTR 2 plan, three elementary schools will be renovated as new, and three decommissioned elementary schools will be re-purposed.

PERFORMANCE MEASURES: GENERAL GOVERNMENT

- **Community Engagement Initiative.** The Town of Manchester, in collaboration with KJR Consulting, developed an integrated strategy, implementation framework, and action plan to enable the Town to reach its goal of increasing inclusive community engagement in Manchester. Diversity, Equity and Inclusion (DEI) workshops were expanded to all employees, and new positions, including a DEI Coordinator and a DEI Programs Manager, were funded by the Town.
- **The Sustainability Task Force** worked to analyze and make recommendations to initiate or improve Town polices, programs, and practices that promote sustainability actions to ensure the Manchester remains a thriving, efficient, healthy and vibrant place for its residents of today and tomorrow. During FY21, the Town began a Solar Map project with CT Green Bank to install solar panels, and enter into power purchase agreements, on ten Town buildings. The Town entered into an energy audit program with Eversource and benefited from Eversource grants and credits to install energy-efficient LED lighting in all town buildings. Work was done to expand Landfill capacity and extend the DEEP permit through 2028, which will allow the Town to offer municipal waste collection at no cost to the residents for several additional years.
- **A Parks and Facilities Master Plan** was developed, with a focus on community engagement in all aspects of planning. The Town retained the services of BerryDunn to work collaboratively with Town staff to complete the Plan which articulated how to best meet the future parks, trails, open space, and recreation needs of its citizens, and to build economic and cultural value in the community. The goal of the Plan was to provide a clear vision supported by goals, policies, and objectives that give direction to Town boards, commissions and staff for development, re-development, expansion, and enhancement of Manchester's parks, recreation programs, and assets. This Plan will help guide Town goals and priorities for the next 15-plus years.
- **Several major construction projects**, such as storm drain improvements, road and sidewalk reconstruction, parking lot replacements, Cheney Rail Trail improvements, water and sewer infrastructure projects were completed in accordance with the Town's Capital Improvement Plan.

Long-Term Financial Planning and Polices

During FY21, the Town expanded services while dealing with the ongoing COVID-19 pandemic. The Town's Health Department continued to be a regional leader, mobilizing vaccine clinics and working with surrounding communities to address short-term and long-term impacts from the health crisis. Federal funding, including American Rescue Plan Act and Elementary and Secondary School Emergency Relief funds, arrived in the spring of 2021. The Town responded to this unprecedented arrival of federal funding by developing long-term budget and expenditure plans to leverage the federal aid in sustainable way, which will help those in our community most affected by the pandemic. By focusing on transformative infrastructure projects, Manchester will ensure it can meet the needs of the community for many years to come, as the Town moves from pandemic recovery to long-term resiliency and prosperity.

The Town continued the practice of using fund balance to support, among other items, funding for property tax appeals, payments for accrued leave to employees and various capital related items that could potentially require funding.

PERFORMANCE MEASURES: GENERAL GOVERNMENT

In the past, Manchester has dealt with budgetary uncertainty at the State level by budgeting for use of reserves, which mitigates the impact of this uncertainty on taxpayers. The town will continue to respond to economic issues with a thoughtful approach, by continuously monitoring staffing and expenditures, and building upon its substantial commercial tax base with business-friendly policies.

Budgeting and Accounting

The Board of Directors adopts both an annual operating and a six-year capital budget in accordance with Chapter V of the Town Charter. Chapter V sets out the procedures and practices used during consideration of both the capital and operating budgets.

The operating budget is legally enacted at the category level, but as a management tool budgeting control is maintained at the object of expenditure level. This is achieved through the use of a full encumbrance system which encumbers appropriations upon the issuance of a purchase order. Encumbrances outstanding at year-end are recorded as budgetary expenditures and reported as a reservation of fund balance.

The Town's accounting system is organized on a fund basis. Each fund is a distinct self-balancing accounting entity. The various funds utilized by the Town of Manchester are further described in Note 1 of the Notes to the financial statements.

The budget is integrated into the accounting system, and as presented in the financial statements for all funds with annual budgets, compares expenditures with amended budgets. The Town's accounting records for governmental and expendable trust funds are maintained on a modified accrual basis with revenues being recorded when measurable and available, and expenditures being recorded when the services or goods are received and accepted, and the liability is incurred. The accrual basis of accounting is used for proprietary, and certain fiduciary funds. Encumbrances outstanding at year-end are not recorded as expenditures as defined by generally accepted accounting principles (GAAP) and are excluded from liabilities.

Accounting and Internal Control

The accounting system of the Town of Manchester is dependent on a strong foundation of internal accounting controls to ensure that financial information generated is both accurate and reliable. As such, the Town places a great deal of emphasis on the continuing development and monitoring of its system of internal control.

In conjunction with this goal, internal controls are designed to reasonably safeguard the Town's assets, check the accuracy and reliability of accounting data, promote operational efficiency, and encourage adherence to prescribed managerial policies. The concept of reasonable assurance recognizes the fact that the cost of controls should not exceed the benefits derived and the evaluation of costs and benefits requires management to make estimates and judgments.

All internal control evaluations operate within the above framework. The relationship of internal control to basic management responsibilities emphasizes the interaction of the accounting system with all other management control systems. We believe the Town's internal accounting controls adequately safeguard assets and provide reasonable assurance of proper recording of financial transactions.

PERFORMANCE MEASURES: GENERAL GOVERNMENT

ASSESSMENT & COLLECTION PERFORMANCE MEASURES

ASSESSMENT	FY16 TOTAL	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
Mission Statement: To establish an equitable distribution of property taxation for the financing of Town operations by discovering, listing and valuing real proper						
WORKLOAD						
	(Revaluation)					
Grand List	\$3,948,434,219	\$3,993,259,326	\$4,001,892,662	\$4,028,139,912	\$4,073,579,493	\$4,131,586,220
Grand List growth over prior year	0.65%	1.23%	0.41%	0.70%	1.16%	1.47%
# of accounts- MV	45,101	45,756	46,024	45,559	45,785	44,118
# of accounts- real estate	18,675	18,664	18,663	18,670	18,678	18,730
# of accounts- personal property	2,994	3,050	3,027	3,059	3,011	3,035
# of accounts- TOTAL	66,770	67,470	67,714	67,288	67,474	65,953
# of building permits referenced	2,958	3,713	3,102	2,965	2,361	2,171
# of field visits	1,023	1,035	1,347	1,144	1,268	1,398
# of assessments increased	568	456	494	505	537	609
	(Routine only)					
# of BAA appeals	54	207	111	75	50	41
\$ adjustment of BAA/routine changes (March BAA)	-\$3,632,750	-\$7,687,142	-\$1,608,920	-\$1,092,370	-\$2,003,610	-\$2,553,890
# of BAA appeals adjusted	31	71	41	33	26	23
# of declarations filed on-time	2,201	2,250	2,229	2,203	2,136	2,174
EFFICIENCY						
# of FTE's	6	6	6	6	6	6
# of accounts per FTE	11,128	11,245	11,286	11,215	11,246	10,992
# of Real Estate Accounts per FTE	3,113	3,111	3,111	3,112	3,113	3,122
EFFECTIVENESS						
% of BAA appeals adjusted	57.41%	34.30%	36.94%	44.00%	52.00%	56.10%

CUSTOMER SERVICE PERFORMANCE MEASURES

INQUIRIES AND COMPLAINTS	FY12 TOTAL	FY13 TOTAL	FY14 TOTAL	FY15 TOTAL	FY16 TOTAL	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
WORKLOAD										
Number of inquiries	24,607	21,536	21,260	22,076	22,754	23,338	23,033	23,425	20,484	21,342
Number of complaints	460	515	584	593	603	741	975	829	682	684
EFFECTIVENESS										
Percent Change in # of Inquiries (Y/Y)		-12%	-1%	4%	3%	3%	-1%	2%	-13%	4%
Percent Change in # of Complaints Received (Y/Y)		12%	13%	2%	2%	23%	32%	-15%	-18%	0%
PUBLIC RELATIONS										
	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY2021
	FY12 TOTAL	FY13 TOTAL	FY14 TOTAL	FY15 TOTAL	FY16 TOTAL	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
WORKLOAD										
Manchester Matters issues	156	157	158	160	162	158	157	168	172	183
Number of Manchester Matters subscribers	2,693	3,006	3,265	3,422	3,614	3,806	4,041	4,311	4,550	4,782
Number of calendar posts submitted	1,391	1,616	1,616	1,513	1,697	1,464	0	0	0	0
EFFECTIVENESS										
Percent Change in Manchester Matters Subscribers (Y/Y)		11.6%	8.6%	4.8%	5.6%	5.3%	6.2%	6.7%	5.5%	5.1%

PERFORMANCE MEASURES: GENERAL GOVERNMENT

CUSTOMER SERVICE PERFORMANCE MEASURES (cont'd)

SALES, PERMITS & TAX RECEIPTS	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY2020	FY2021
	FY12 TOTAL	FY13 TOTAL	FY14 TOTAL	FY15 TOTAL	FY16 TOTAL	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
WORKLOAD										
1. Number of Transactions	11,235	10,664	8,521	8,385	9,420	8,904	9,656	7,671	5,450	703
Printing	4,969	5,257	3,092	2,801	2,803	2,633	2,410	2,255	1,557	4
Leaf Bags	2,046	1,275	1,171	1,091	982	1,052	892	756	547	3
Tax Payments	1,632	1,591	1,826	1,902	2,482	2,400	3,443	1,731	1,287	0
Water Payments	261	294	300	444	504	564	698	397	310	0
Parking Permits	239	455	395	316	451	450	533	544	451	398
Recreation	579	487	400	350	467	354	377	641	402	115
Senior Center Memberships	91	43	46	40	43	42	42	39	21	9
Miscellaneous Sale	1,418	1,262	1,291	1,441	1,688	1,409	1,261	1,308	875	174
2. \$ of Sales	\$ 110,228	\$ 124,838	\$ 102,450	\$ 98,920	\$ 111,044	\$ 109,263	\$ 102,409	\$ 112,893	\$ 83,039	\$ 58,134
Printing	\$ 27,308	\$ 34,391	\$ 17,996	\$ 15,233	\$ 16,164	\$ 14,402	\$ 13,024	\$ 13,685	\$ 10,039	\$ 15
Leaf Bags	\$ 14,364	\$ 8,590	\$ 7,934	\$ 7,117	\$ 6,331	\$ 7,366	\$ 6,424	\$ 6,040	\$ 4,399	\$ 32
Parking Permits	\$ 32,083	\$ 50,492	\$ 46,942	\$ 43,965	\$ 55,860	\$ 57,597	\$ 58,657	\$ 63,407	\$ 51,058	\$ 53,065
Recreation	\$ 11,151	\$ 9,540	\$ 6,721	\$ 6,461	\$ 6,187	\$ 5,764	\$ 5,335	\$ 5,648	\$ 4,498	\$ 1,570
Senior Center Memberships	\$ 810	\$ 430	\$ 460	\$ 400	\$ 430	\$ 412	\$ 412	\$ 382	\$ 210	\$ 45
Miscellaneous Sales	\$ 24,512	\$ 21,395	\$ 22,397	\$ 25,744	\$ 26,072	\$ 23,722	\$ 18,557	\$ 23,731	\$ 12,835	\$ 3,407
3. Number of Items Sold										
Leaf Bags	43,959	27,037	24,896	22,613	19,693	23,733	16,059	15,103	10,998	80
Miscellaneous Sales	1189	854	877	953	1166	1039	995	1189	756	189
4. Number of Passport Applications	242	263	309	432	468	385	366	301	186	30
Manchester resident					92	255	233	201		15
Out-of-town customer					37	130	133	100		15
6. Number of Notarizations	348	322	347	349	374	314	316	303	47	36
EFFECTIVENESS										
4. % Change in Number of Items Sold										
Leaf Bags	50.5%	-38.5%	-7.9%	-9.2%	-12.9%	20.5%	-32.3%	-6.0%	-27.2%	-99.3%
Miscellaneous Sales	13.9%	-28.2%	2.7%	8.7%	22.4%	-10.9%	-4.2%	19.5%	-36.4%	-75.0%

PERFORMANCE MEASURES: GENERAL GOVERNMENT

HUMAN RESOURCES PERFORMANCE MEASURES

	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
WORKLOAD					
Number of Employees Actively Employed (average)	870.0	877.3	836.0	800.0	775.7
Full Time	491.6	487.8	487.8	493.7	492.1
Part Time	139.7	151.3	140.8	142.1	137.3
Temporary	28.6	33.3	37.1	22.7	19.9
Recreation Seasonal	210.2	205.0	170.3	141.8	124.3
Number of promotions	12	19	30	19	16
Number of new recruitments	42	55	76	41	68
Number of applications received	993	0	0	0	0
Number of new positions established	2	0	0	0	0
Number of internal transfers	4	4	6	2	20
Number of external hires	49	33	44	56	52
Number of full-time orientations conducted	34	30	33	52	38
Number of recognition events conducted	1	0	0	0	0
Number of new hires reaching end of probationary period	40	21	33	41	36
EFFICIENCY					
Average time between advertisement date and hire- non Police/non-entry level Fire	84.8	116.1	84.7	92.4	#DIV/0!
Average time between advertisement date and hire- Police entry level only	243.8	271.3	#DIV/0!	272.5	#DIV/0!
Average time between advertisement date and hire- Fire entry level only	29.0	79.0	#DIV/0!	#DIV/0!	#DIV/0!
EFFECTIVENESS					
Promotions per hundred full time employees	2.44	3.90	6.15	3.85	3.25
% of non-Police/Fire recruitments completed within 45 days	59.75	60.00	52.75	36.46	#DIV/0!
Turnover rate- part time	10.7%				
Turnover rate- full time	6.3%				
Number of new hires successfully completing probationary period	38	18	29	32	6
Number of new police hires successfully completing FTO	5	4	6	9	0
% of new hires (includes new police hires) successfully completing probationary period	95.0%	85.7%	87.9%	78.0%	16.7%

PERFORMANCE MEASURES: GENERAL GOVERNMENT

HUMAN RESOURCES PERFORMANCE MEASURES (cont'd)

BENEFITS ADMINISTRATION	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
<u>WORKLOAD</u>					
Number of employees currently enrolled- active	476.8	475.3	466.3	472.2	459.4
Number of employees currently enrolled- retiree	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Number of employees currently enrolled - retirees Under 65 - Employee Only	91.7	87.8	85.8	82.1	75.9
Number of employees currently enrolled - retirees Over 65 - Employee Only	261.6	268.1	270.6	276.0	281.3
Number of spouses of retirees Under 65 - currently enrolled	81.8	78.7	69.5	64.0	59.5
Number of spouses of retirees Over 65 - currently enrolled	128.4	128.9	135.5	151.5	148.8
Number of dependents of retirees Under 65 - currently enrolled	23.8	21.8	18.8	17.5	19.5
Number of new enrollments- active	31	21	30	42	36
Number of amendments- active	182	113	131	151	178
Number of discontinuations- active	17	22	41	33	30
Number of enrollments- retiree	14	2	9	8	18
Number of amendments- retiree	52	28	55	53	40
Number of discontinuations- retiree	16	12	15	21	24
TOTAL BENEFITS ACTIONS	312	198	281	308	326
Number of actions processed within 30 days	0	0	0	0	0
Number of benefits administrator accounts maintained	0		0	0	0
Number of bills processed	212	222	251	320	289
Number of pension applications processed	11	8	11	11	13
Number of pension inquiries	20	24	0	15	31
Number of unemployment claims processed	32	26	35	153	145
Number of employee benefits issue contacts	48	34	40	46	151
Number of health insurance payment reminders sent to retirees	4	4	4	4	4
<u>EFFECTIVENESS</u>					
% of amendments that occur within 30 days of qualifying event	0.0%	0.0%	0.0%	0.0%	0.0%
% satisfied with benefits services (survey)					
% of forms/bills processed on time	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
% of unemployment claims denied					

PERFORMANCE MEASURES: GENERAL GOVERNMENT

HUMAN RESOURCES PERFORMANCE MEASURES (cont'd)

TRAINING AND COMPLIANCE	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
<u>WORKLOAD</u>					
Number of OSHA training sessions conducted	18	7	20	12	0
Number of non-OSHA training sessions conducted	13	13	12	9	13
TOTAL TRAINING SESSIONS CONDUCTED	31	20	31	21	13
Number of participants (OSHA training)	390	193	284	255	0
Number of participants (non-OSHA training)	318	270	258	269	485
<u>EFFICIENCY</u>					
Cost of training & compliance programming	\$ 267	\$ -	\$ -	\$ -	\$ -
Average cost per session	\$ 9	\$ -	\$ -	\$ -	\$ -
Average cost per participant	\$ 1	\$ -	\$ -	\$ -	#DIV/0!
<u>EFFECTIVENESS</u>					
Number of OSHA compliance visits	0	0	0	1	0
Number of citations received	0	0	0	22	0
Number of formal complaints received	0	0	0	0	0

EMPLOYEE WELLNESS	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
<u>WORKLOAD</u>					
Number of worker's comp first reports of injury	74	106	76	80	76
Incident Only	16	31	33	34	33
Medical	31	45	33	30	21
Lost Time	27	30	10	17	22
Number of programs/services/screenings offered	100	101	117	69	10
Number of program/service/screening participants	1679	1334	1930	1104	297
<u>EFFICIENCY</u>					
Cost of employee wellness events	\$ 327.04	\$ -	\$ -	\$ -	\$ -
Average cost per event	3.27	0.00	0.00	0.00	0.00
Average cost per participant	0.19	0.00	0.00	0.00	0.00
<u>EFFECTIVENESS</u>					
Avg time between injury and First Report of Injury (days)	3.61	4.66	4.65	3.79	#DIV/0!
Average use of sick leave per employee (days)	4.11				
% of event attendees satisfied with event (survey)	0	0	0	0	0
Worker's Comp cases per hundred employees	8.51	12.08	9.09	10.00	9.80
Incident Only	1.84	3.53	3.95	4.25	4.25
Medical	3.56	5.13	3.95	3.75	2.71
Lost Time	3.10	3.42	1.20	2.13	2.84
Number of employees with multiple worker's comp claims within fiscal year	7	0	0	0	0

PERFORMANCE MEASURES: GENERAL GOVERNMENT

TOWN CLERK PERFORMANCE MEASURES

LAND RECORDS	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
<u>WORKLOAD</u>					
Number of land records indexed	7,467	6,998	6,722	6,727	8,641
Number of land records being processed/received for filing online (e-Recording)	1,425	1,501	1,564	1,874	2,930
Number of land records containing errors (as determined by outside agency verification)	169	127	94	46	50
Number of record requests accessed (copies made in person)	21,180	19,144	21,406	13,338	3,261
Total fees collected	\$ 874,075	\$ 1,096,342	\$ 902,371	\$ 1,216,214	\$ 1,078,899
Number of land records being accessed online (copies made; not in-person)	25003	27727	24146.5	31172.25	54666
<u>EFFICIENCY</u>					
Percent of land records being accessed online	54%	59%	53%	73%	94%
Percent of land records being processed online (e-Recording)	19%	21%	23%	28%	34%
<u>EFFECTIVENESS</u>					
Percent of land records containing errors	2.3%	1.8%	1.4%	0.7%	0.6%

VITAL RECORDS	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
<u>WORKLOAD</u>					
Number of vital records processed	2,313	2,298	2,160	2,262	2,258
Deaths	525	510	519	583	558
Marriages	278	304	268	252	300
Births	1,499	1,478	1,366	1,424	1,393
Fetal Deaths	11	6	7	3	7
Confidential Records	135	157	120	110	56
Number of vital records processed from other jurisdictions	792	848	889	737	810
Deaths	163	173	208	204	186
Marriages	218	229	207	161	184
Births	407	440	474	371	438
Fetal Deaths	4	6	0	1	2
Number of vital records supplied to resident towns	333	335	296	353	375
Number of vital records that required amendments of additional processing	418	378	267	291	306
Total Number of vital record requests processed	7,382	8,544	8,735	7,974	8,103
Total fees collected	\$146,754	\$150,614	\$159,421	\$143,551	\$141,304

PERFORMANCE MEASURES: GENERAL GOVERNMENT

TOWN CLERK PERFORMANCE MEASURES (cont'd)

OTHER SERVICES	FY16 TOTAL	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
NOTARIZATIONS						
workload						
Number of notarizations issued	549	566	520	586	432	0
Number of notarizations directed from another department	153	181	107	148	134	0
Number of notarizations related to election	0	4	1	1	0	0
efficiency and effectiveness						
Percent of notarizations directed from other departments	28%	32%	21%	25%	31%	#DIV/0!
Amount collected for notarizations	\$ 1,930	\$ 1,905	\$ 2,065	\$ 2,190	\$ 1,550	\$ -
DOG LICENSES						
workload						
Total number of licenses issued	3,904	3,793	3,587	3,213	2,351	3,017
Amount collected for dog licenses	\$ 16,417	\$ 16,275	\$ 15,287	\$ 13,507	\$ 10,037	\$ 11,993
ELECTIONS						
workload						
Number of absentee ballots processed	519	1,860	419	1,393	353	0
CLAIMS/SUMMONS						
workload						
Number of claims/summons	41	94	95	60	64	39
PASSPORT PHOTOS						
workload						
Number of passport photos	387	362	355	301	207	0
Amount collected	\$3,870	\$3,620	\$3,550	\$3,010	\$2,070	\$0

PERFORMANCE MEASURES: GENERAL GOVERNMENT

PLANNING & ECONOMIC DEVELOPMENT REPORT

Manchester continues to be a forward thinking community, open to change that benefits the Town and its residents. This continues to be reflected through interest from the development community. Over the past year the Town has seen private development of all types. From single family homes to modern multi-family developments to creative reuse of buildings and spaces Downtown to large transportation and warehousing facilities, Manchester's diversity of commercial districts and land uses remain advantages. Underlining this fact, the town hit \$100 million in construction value for the first time in FY21. This was driven by both residential and commercial construction. Whereas the pandemic brought about a bump in home improvement projects, commercial development continued to more than pull its weight. Driven by large projects like the Winstanley Logistics Center, commercial construction accounted for nearly 2/3 of the total, \$100 million in value.

Despite the pandemic, interest in Downtown Manchester has continued to grow. Small businesses have worked tirelessly to adapt to changing preferences and regulations and the community has continued to show strong support for small local businesses Downtown and elsewhere. The Town has also made key investments that have enhanced Downtown for residents and visitors and made the area even more attractive for new businesses.

Buckland Hills remains a super-regional commercial center, attracting visitors from around and beyond the region. Over the past year Town Staff and the Planning and Zoning Commission have continued to tweak the Town's zoning regulations to ensure they line up with current demands in the market.

Recent changes have accommodated market demand for transportation and warehousing, adult-use cannabis and outdoor dining. While changes in the market continue to drive changes in tenants and uses within the district, Buckland Hills' location and strong brand ensure it will remain a significant town asset well into the future.

Beyond Manchester's prime location and historical interest in accommodating changes in technology and demand, our demographics (significantly younger and more diverse than the region and state as a whole) make us an attractive community for investors, business owners and customers. In short, Manchester continued to show in FY21 that we as a community are always ready for what's next.

PERFORMANCE MEASURES: GENERAL GOVERNMENT

PLANNING & ECONOMIC DEVELOPMENT PERFORMANCE MEASURES

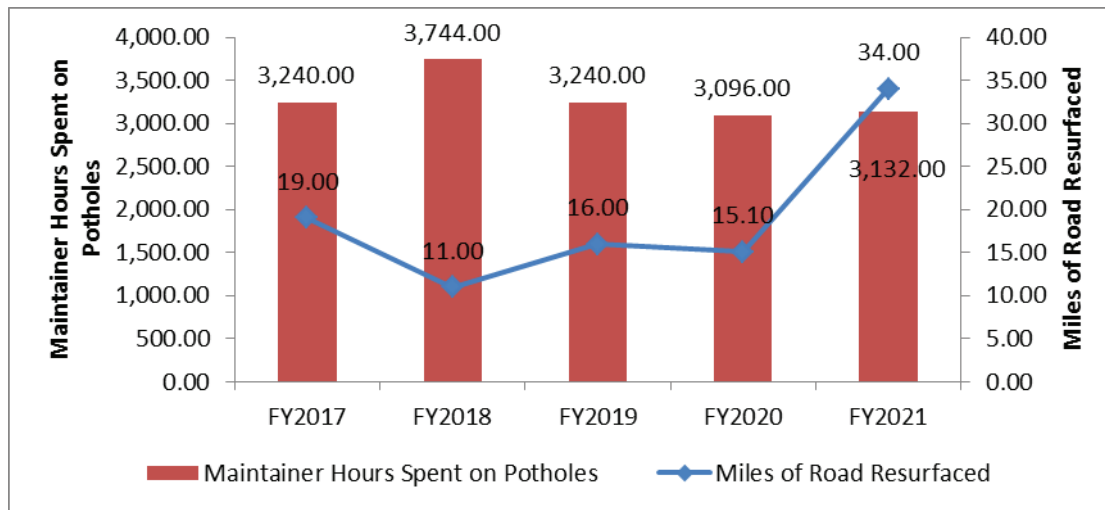
	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
CURRENT PLANNING					
Number of new applications processed	109	111	114	59	104
Zoning Regulation Variances and Appeals	23	27	17	13	20
Wetlands	12	12	14	11	11
Subdivision & Resubdivision	2	5	3	1	1
Special Exception & Modifications (both PZC and ZBA)	23	23	29	12	13
Site Plan Review, Modifications, and Erosion Control Plans	14	21	27	8	15
Erosion Control Plan (combined w/site plan review in FY2018)	12	0	0	0	1
Regulation Amendment (included Zone Change prior to FY2018)	11	9	6	2	4
Other	12	7	15	8	6
Zone Change/Map Amedment (new in FY 2018)		2	4	3	2
Administrative (included in other categories prior to FY 2018)		28	27	15	31
Number of Applications Referred to PZC or ZBA		93	109	70	73
Number of Applications Actued Upon in one meeting of PZC or ZBA		89	98	60	62
% of applications acted upon in one meeting of PZC		96%	90%	86%	85%
Number of applications receiving an extension	6	11	22	7	4
Percent of applications receiving an extension	6%	10%	19%	12%	4%

PERFORMANCE MEASURES: PUBLIC WORKS & SANITATION

DEPARTMENT REPORT

Dependable Infrastructure

Road Resurfacing & Pothole Repair					
Fiscal Year	FY2017	FY2018	FY2019	FY2020	FY2021
Miles of Road Resurfaced	19.00	11.00	16.00	15.10	34.00
Maintainer Hours Spent on Potholes	3,240.00	3,744.00	3,240.00	3,096.00	3,132.00

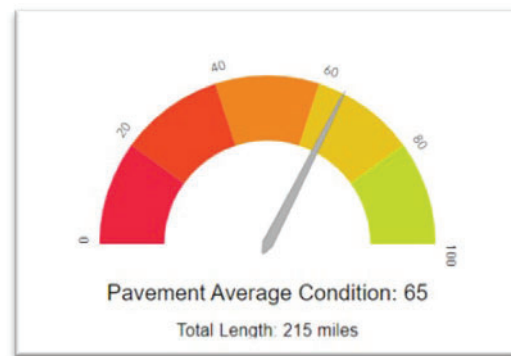


This chart displays both the number of hours spent repairing potholes and the miles of road resurfaced each year since FY2017 (July 2016). The assumption is that an increase in newer roads (miles of road resurfaced) will lead to a decrease in the number of hours needed for road maintenance (time repairing potholes). However, the amount of time spent repairing potholes is only a proxy for the general condition of the Town's roads. According to T. Bockus and S. Clairmont, there is an unbounded amount of time that could be dedicated to pothole repair given the current state of Town roads. Also, the number of hours spent on potholes is likely a lagging indicator for road quality, as the results of the paving done in FY21 won't be seen immediately in that same year.

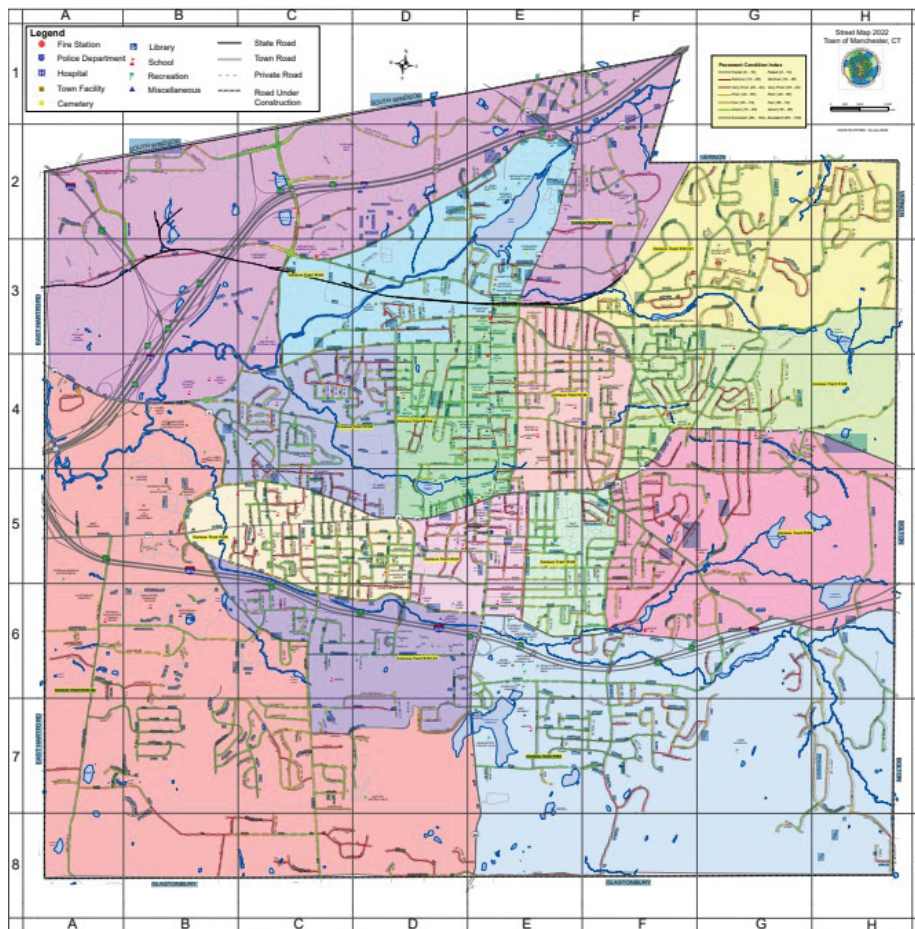
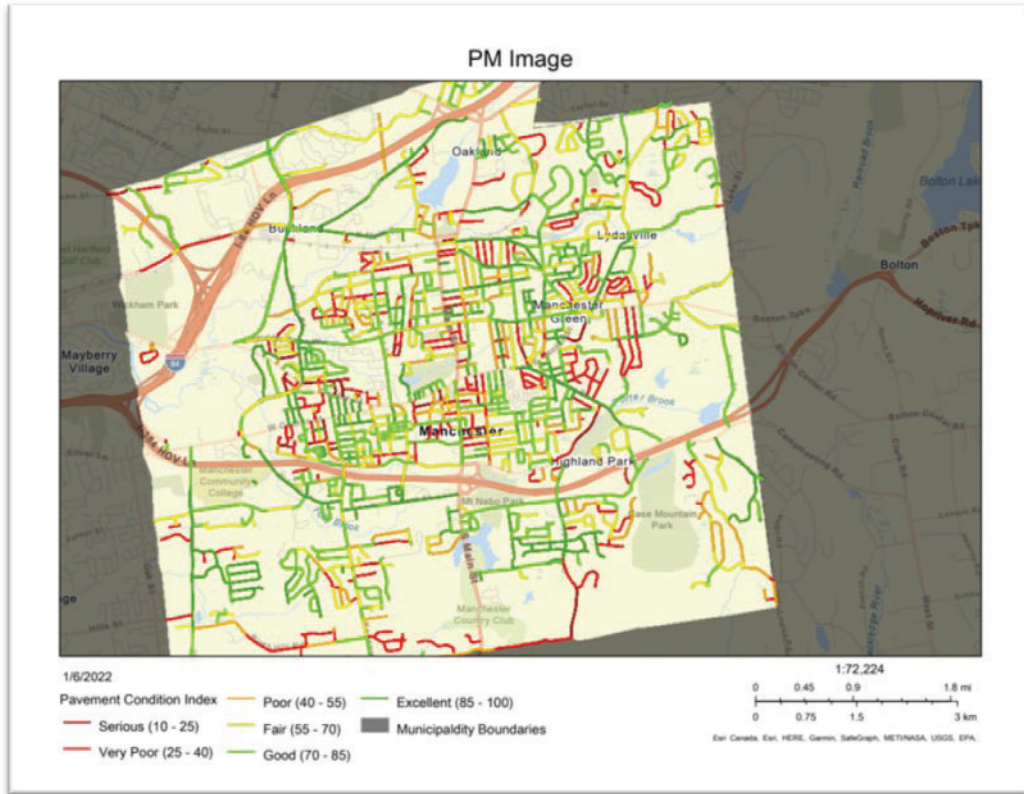
Other than the number of hours spent on potholes, the Town has invested in a street asset management program called **StreetLogix**, which measures the Pavement Condition Index (PCI) for many of the Town's roads via actual analyses of the roads.

Manchester's current PCI is 65/100, which is within the "Fair" range (55 – 70).

Average Pavement Condition Index (PCI) for Town	66%
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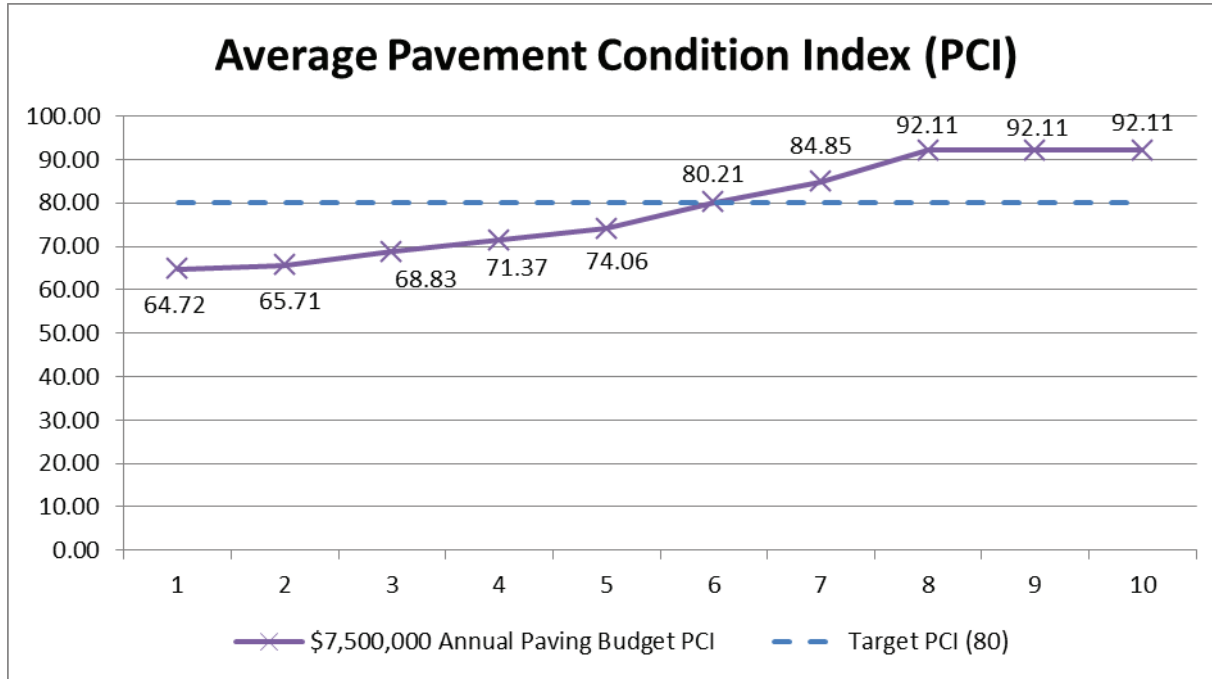
PERFORMANCE MEASURES: PUBLIC WORKS & SANITATION



PERFORMANCE MEASURES: PUBLIC WORKS & SANITATION

[NOTE: The department is attempting to export StreetLogix data so that the PCI map can be layered with other Census maps containing demographic and other socioeconomic indicators]

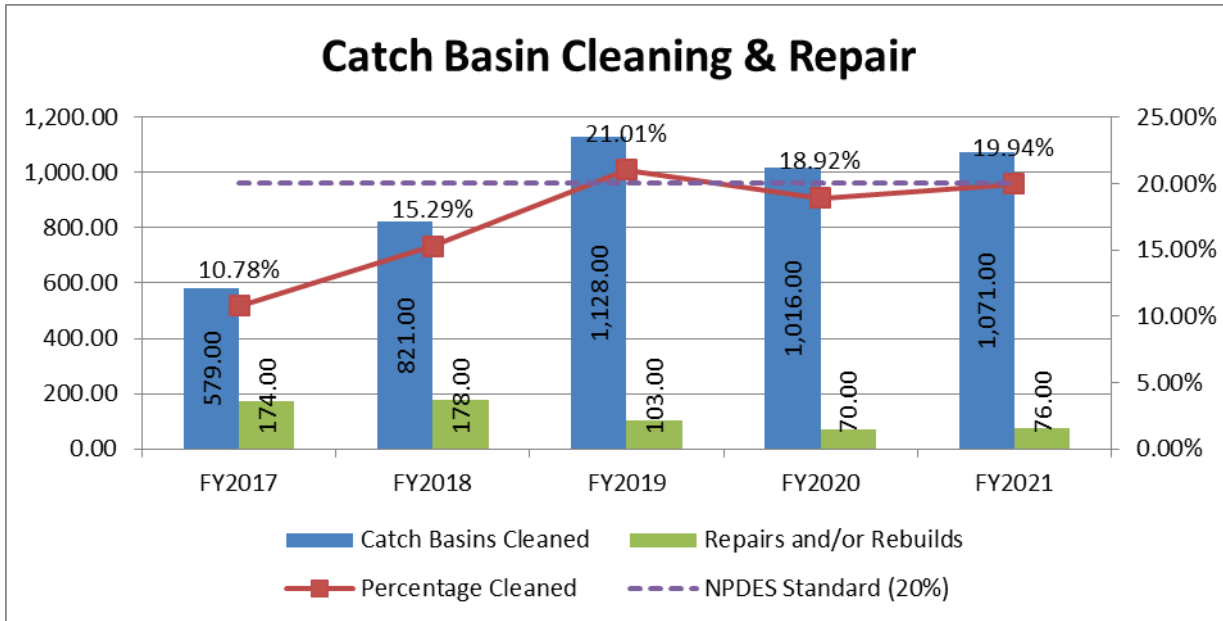
StreetLogix also calculates how future infrastructure investments will influence the average PCI rating for Town roads:



In order to approach and maintain an average PCI rating of 80, an annual budget of roughly \$7,500,000 (current bonding) is required. Road condition is an important factor in reducing the risk of accidents.

Catch Basin Cleaning & Repair					
Fiscal Year	FY2017	FY2018	FY2019	FY2020	FY2021
Catch Basins Cleaned	579.00	821.00	1,128.00	1,016.00	1,071.00
Percentage Cleaned	10.78%	15.29%	21.01%	18.92%	19.94%
Repairs and/or Rebuilds	174.00	178.00	103.00	70.00	76.00
Total Number of Basins	5,370.00				

PERFORMANCE MEASURES: PUBLIC WORKS & SANITATION



Cleaning and repairing catch basins (drains used to catch and redirect surface water runoff) is an important function of the Department. Properly cleaned and maintained catch basins limit the potential for flooding during storms and snow thaws, and prevent large debris from entering the sewer system. In Manchester, there has been a renewed emphasis on meeting the standards set by the EPA's National Pollutant Discharge Elimination System (NPDES) since 2018.

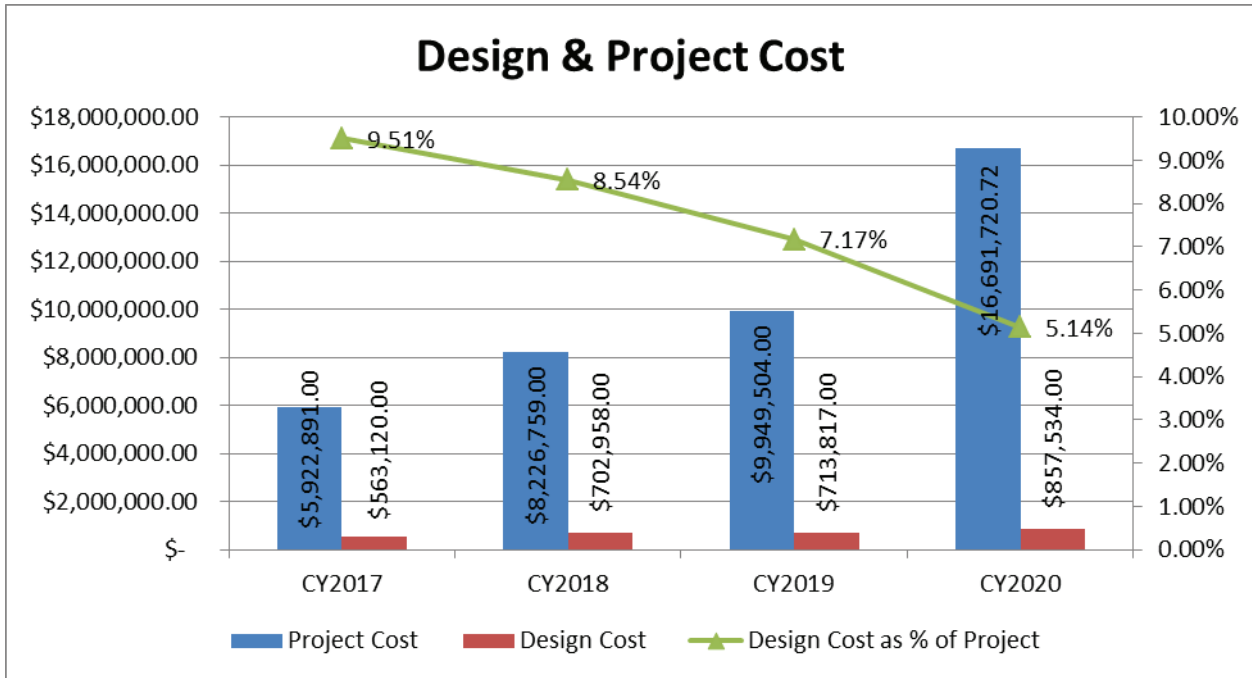
The Town has set a target to clean 20% of its catch basins annually, so that all catch basins are cleaned at least once every five years. In addition, the number of catch basins requiring rebuilds has dropped 62% since FY2018, as regular inspections and preventive maintenance during the cleaning process have successfully identified issues before structural failures occur.

Effective Governance

The Town's Engineering Department has historically maintained low design costs for construction projects. Last year (2020) was a continuation of that trend, with design costs accounting for only 5.14% of project costs. In the private sector, the standard rate is 10% to 12%. Utilizing the average private sector rate for design cost (11%) would have meant an increase in cost of \$978,555.28 for Town projects in CY2020 alone.

Design & Project Cost				
Fiscal Year	CY2017	CY2018	CY2019	CY2020
Project Cost	\$ 5,922,891.00	\$ 8,226,759.00	\$ 9,949,504.00	\$ 16,691,720.72
Design Cost	\$ 563,120.00	\$ 702,958.00	\$ 713,817.00	\$ 857,534.00
Design Cost as % of Project	9.51%	8.54%	7.17%	5.14%

PERFORMANCE MEASURES: PUBLIC WORKS & SANITATION



Percent of Projects Meeting/Exceeding DOT Private Sector Standard for Design Costs					
Fiscal Year	CY2016	CY2017	CY2018	CY2019	CY2020
Percent	90%	92%	88%	84%	91%

Percentage of Building Permits Issued within 30 Days				
	FY2018	FY2019	FY2020	FY2021
Residential	96.66%	96.30%	95.92%	93.85%
Residential (5+)	94.29%	78.38%	82.08%	87.50%
Commercial	85.33%	78.53%	78.70%	77.35%
Municipal (Town)	88.46%	79.49%	84.85%	96.43%
Municipal (BoE)	45.00%	90.91%	88.89%	66.67%
TOTAL	93.40%	90.98%	91.37%	90.72%

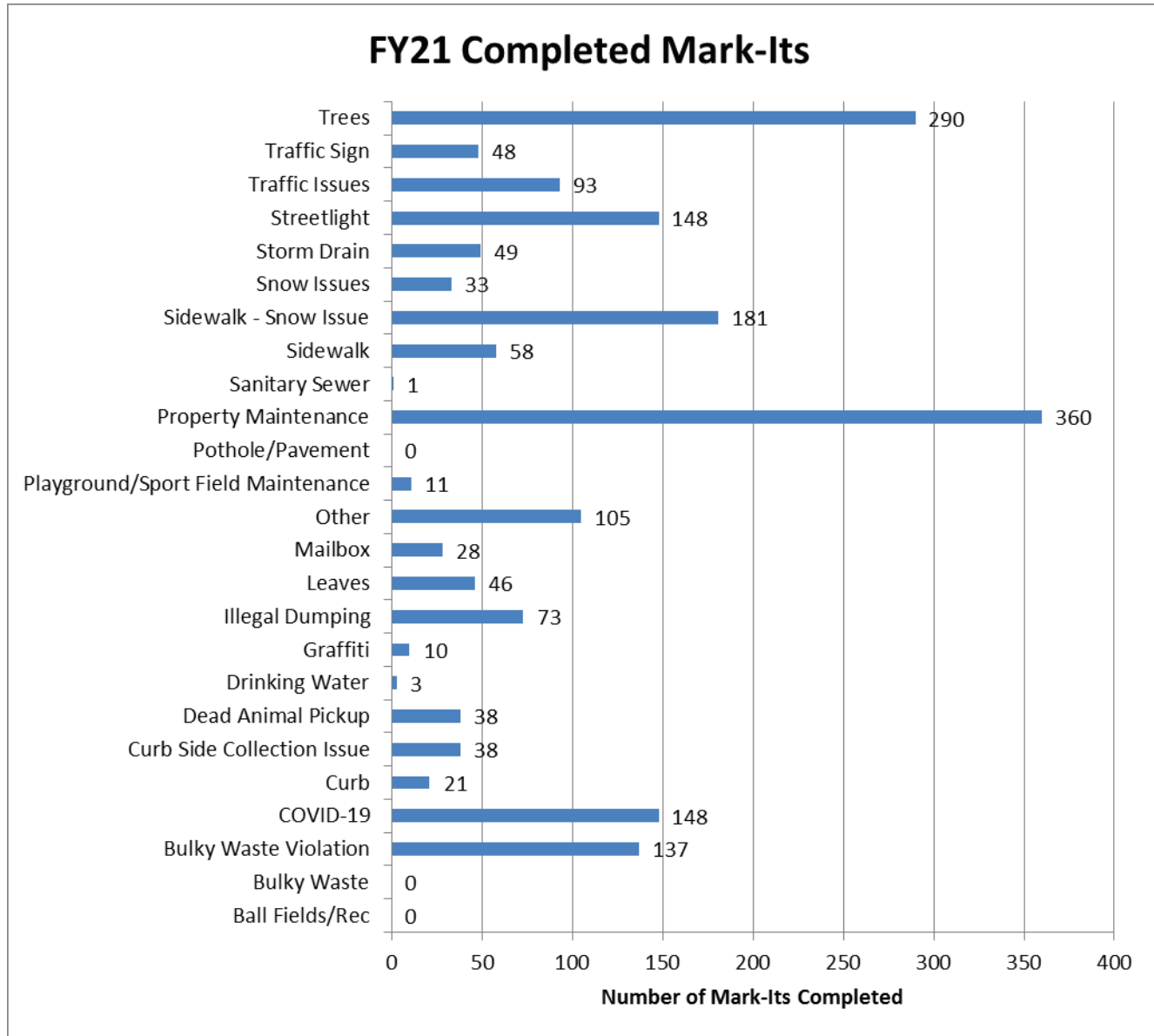
[NOTE: Possible addition to this section is the speed at which Mark-Its are categorized/addressed/completed. Working with the GIS dept. to gather this information.]

PERFORMANCE MEASURES: PUBLIC WORKS & SANITATION

Safe Community

[NOTE: S. Clairmont working on providing more snow removal metrics, likely to include the number of OT hours dedicated to snow removal and amount of salt used. A per-storm/winter event rate can then be developed.]

Number of Mark-Its Completed					
Fiscal Year	FY2017	FY2018	FY2019	FY2020	FY2021
Field Services Spreadsheet	957.00	595.00	767.00	731.00	598.00



PERFORMANCE MEASURES: PUBLIC WORKS & SANITATION

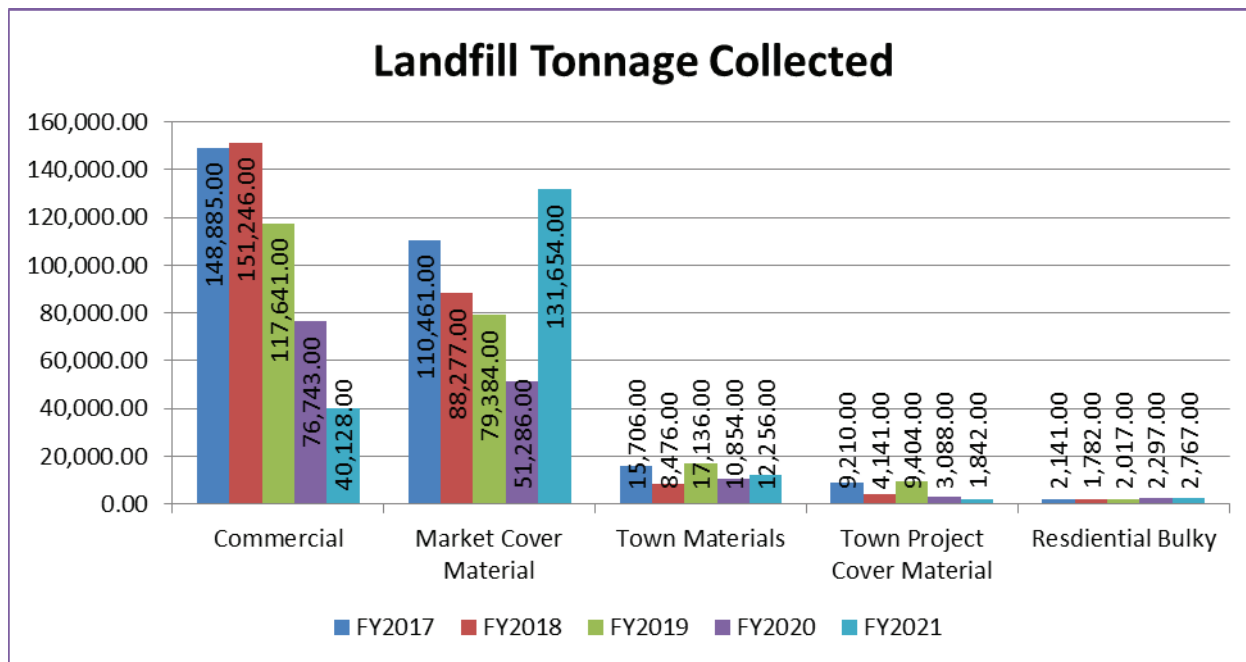
Healthy Community & Environment

Landfill Tonnage Collected					
Fiscal Year	FY2017	FY2018	FY2019	FY2020	FY2021
Commercial	148,885.00	151,246.00	117,641.00	76,743.00	40,128.00
Market Cover Material	110,461.00	88,277.00	79,384.00	51,286.00	131,654.00
Town Materials	15,706.00	8,476.00	17,136.00	10,854.00	12,256.00
Town Project Cover Material	9,210.00	4,141.00	9,404.00	3,088.00	1,842.00
Residential Bulky	2,141.00	1,782.00	2,017.00	2,297.00	2,767.00

Average Annual Tonnage	219,764.40
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[NOTE: The department is checking with Sanitation on the changes between FY2020 and FY2021 for Market Cover Material and Commercial tonnages. Also, the graph included in the FY20 Report did not include tonnages for June 2020.]

Notably, the updated average annual tonnage (219,764.40) is considerably less than the amount used for the lifespan projections for the landfill (250,000). This means that the Town is simultaneously meeting the revenue targets for the landfill and extending its lifespan.

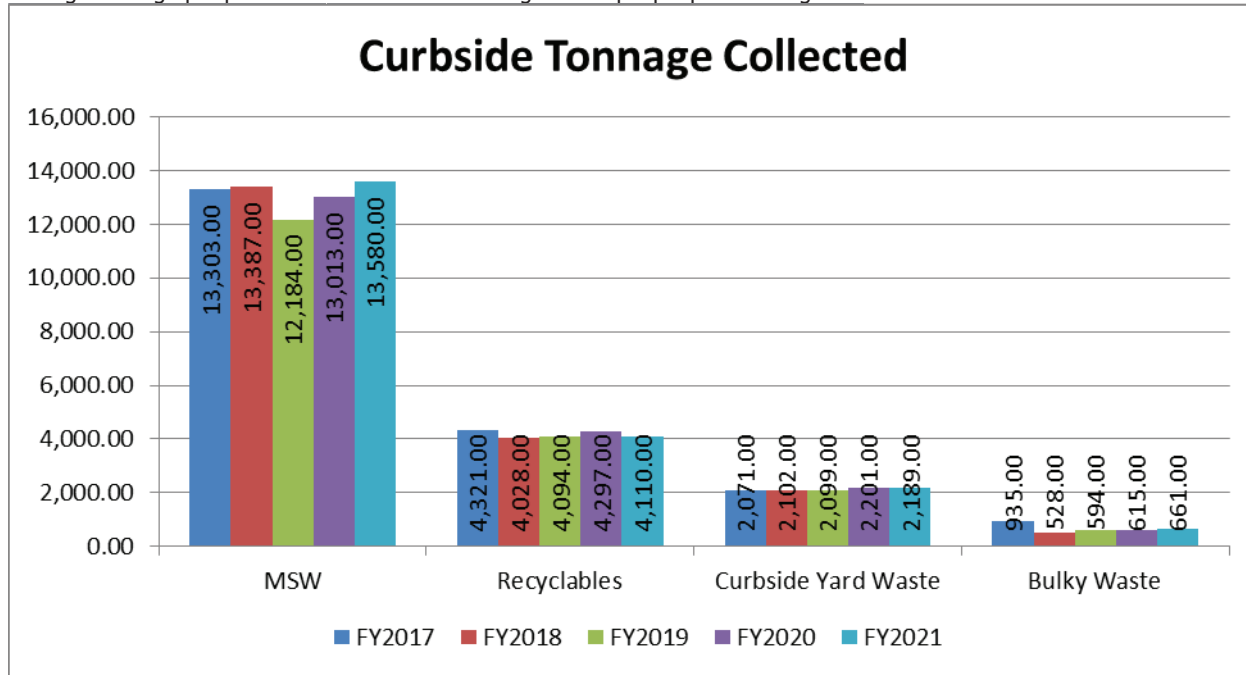


Curbside Tonnage Collected					
Fiscal Year	FY2017	FY2018	FY2019	FY2020	FY2021
MSW	13,303.00	13,387.00	12,184.00	13,013.00	13,580.00
Recyclables	4,321.00	4,028.00	4,094.00	4,297.00	4,110.00
Curbside Yard Waste	2,071.00	2,102.00	2,099.00	2,201.00	2,189.00
Bulky Waste	935.00	528.00	594.00	615.00	661.00
Diversion Rate	24.52%	23.13%	25.15%	24.82%	23.23%

Average Annual Tonnage (per dwelling unit, per person)	20,062.40	1.22	0.488
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PERFORMANCE MEASURES: PUBLIC WORKS & SANITATION

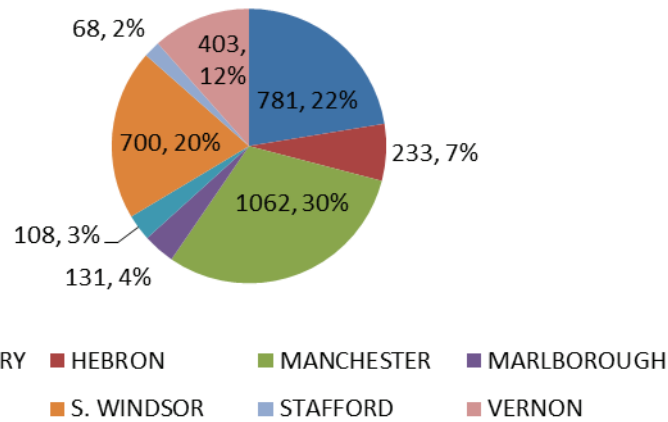
Average tonnage per person calculated at an average of 2.5 people per dwelling unit.



FY21 CREOC HHW Vehicle Count								
	GLASTONBURY	HEBRON	MANCHESTER	MARLBOROUGH	SOMERS	S. WINDSOR	STAFFORD	VERNON
8/22/2020	153	49	206	33	9	179	3	92
9/19/2020	114	40	159	20	20	125	10	66
10/17/2020	0	0	0	0	27	1	23	4
10/31/2020	150	33	169	19	11	95	6	60
11/14/2020	90	32	137	14	8	66	4	39
4/3/2021	110	38	128	21	16	117	5	53
5/1/2021	74	17	89	13	6	52	9	37
6/5/2021	90	24	174	11	11	65	8	52
TOTALS	781	233	1062	131	108	700	68	403
%	22.40%	6.68%	30.46%	3.76%	3.10%	20.08%	1.95%	11.56%

PERFORMANCE MEASURES: PUBLIC WORKS & SANITATION

FY21 Household Hazardous Waste Vehicle Count



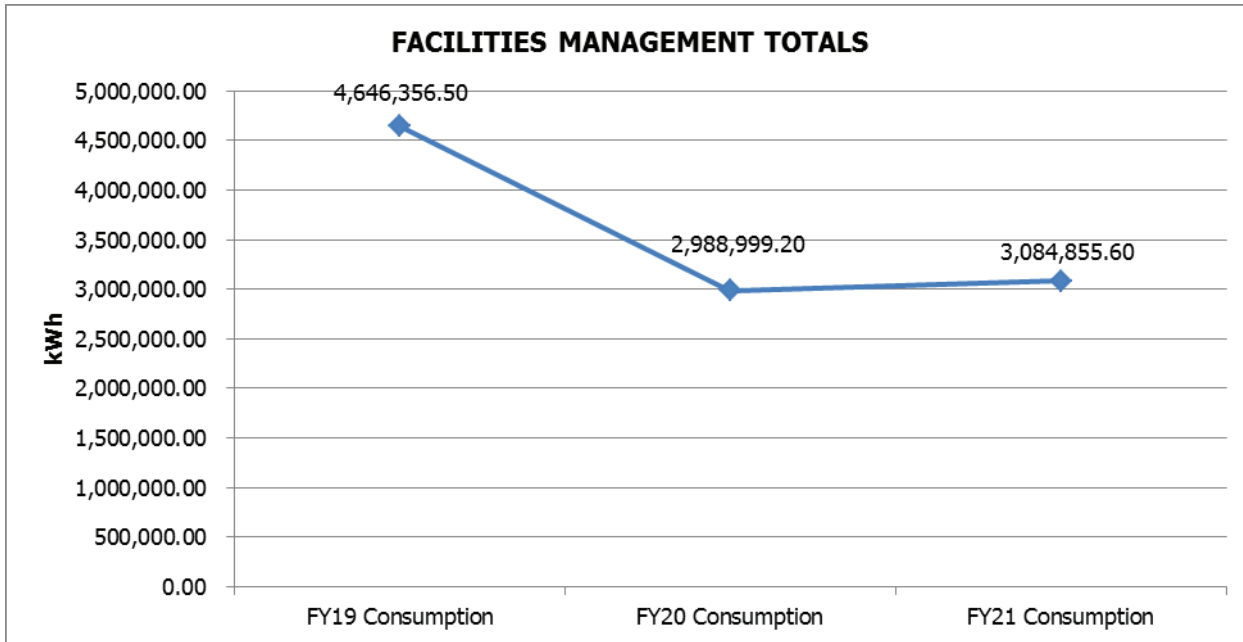
Manchester is the regional center for household hazardous waste collection via the Capital Region East Operating Committee (CREOC). There are eight member Towns that participate in collection events—8 total in FY2021. Household Hazardous Waste is generally defined as a waste that is toxic, flammable, reactive or corrosive. Common examples include oil-based paints, thinners, pool chemicals, pesticides, mercury fever thermometers, and gasoline. This type of collection programs provides an opportunity to manage such wastes in an environmentally safe manner. In FY2021, 3,486 vehicles participated in the collections events

Annual Electricity Consumption (kWh), FY19 - FY21			
Selected Meter or Budget Group	FY19 Consumption	FY20 Consumption	FY21 Consumption
PUBLIC WORKS LIGHTS AND SIGNALS TOTALS	3,650,417.69	2,315,496.65	2,298,170.00

Annual Electricity Consumption (kWh), FY19 - FY21			
Selected Meter or Budget Group	FY19 Consumption	FY20 Consumption	FY21 Consumption
FACILITIES MANAGEMENT TOTALS	4,646,356.50	2,988,999.20	3,084,855.60

[NOTE: Department is working with Engineering to compare actual data with projections if LED lights were not installed in street lights.]

PERFORMANCE MEASURES: PUBLIC WORKS & SANITATION



Quality Parks & Leisure

Parks Hours						
	FY2017	FY2018	FY2019	FY2020	FY2021	% Increase
Mowing	3,749.00	3,859.00	4,454.00	4,976.00	4,633.00	-6.89%
Ballfields	2,372.50	2,045.50	2,714.00	2,427.00	2,108.00	-13.14%
Soccer/Track & Field/Tennis	581.00	839.00	1,143.00	684.00	976.00	42.69%
Football	101.00	67.00	120.00	56.00	20.00	-64.29%
Horticulture	2,989.00	3,418.00	3,450.00	2,772.00	2,491.00	-10.14%
Trees	581.00	1,521.50	1,747.00	1,895.00	2,273.00	19.95%
Pools	1,713.00	1,405.00	1,514.00	1,430.00	1,410.00	-1.40%
Playgrounds	140.00	98.00	332.00	192.00	140.00	-27.08%
Irrigation	508.00	484.00	525.00	488.00	868.00	77.87%
Turf	462.00	642.00	486.00	656.00	854.00	30.18%
Pesticides	715.00	680.00	824.00	1,020.00	832.00	-18.43%
Leaves	1,721.00	1,260.50	2,011.00	1,900.00	2,448.00	28.84%
Snow	1,907.00	1,687.00	1,386.00	972.00	1,412.00	45.27%
Skating	22.00	376.00	192.00	158.00	376.00	137.97%
Special Event	463.00	306.00	525.00	964.00	96.00	-90.04%
Trash Barrels/Grounds/Litter	181.00	289.00	813.00	358.00	559.00	56.15%
Training (Including OSHA)	94.00	203.00	572.00	444.00	344.00	-22.52%
Graffiti	6.00	24.00	8.00	56.00	83.00	48.21%
Equipment/Shop	348.00	502.00	265.00	648.00	1,297.00	100.15%
General Repairs	0.00	0.00	0.00	0.00	0.00	NA
Building Maintenance	0.00	0.00	0.00	0.00	0.00	NA
Cemeteries	0.00	0.00	0.00	0.00	0.00	NA
Miscellaneous	3,525.00	1,139.50	1,407.50	1,032.00	584.00	-43.41%

[NOTE: Department is working with Parks to compile qualitative data on improvements made to Town parks and park facilities in FY2021.]

PERFORMANCE MEASURES: PUBLIC WORKS & SANITATION

FIELD SERVICES PERFORMANCE MEASURES

CEMETERIES	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
<u>WORKLOAD</u>					
# of Interments	238	223	207	166	207
# of Graves Sold	111	115	79	66	85
Acres of cemeteries maintained	75	75	75	75	75
\$ of revenue collected - GF + Trust Fund	\$ 232,544	\$ 216,660	\$ 224,568	\$ 178,735	\$ 225,900
miles of cemetery roads maintained	6	6	6	6	6
<u>EFFECTIVENESS</u>					
# of Graves Available in Developed Sections	1175	1060	981	1282	1282

HIGHWAY	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
<u>WORKLOAD</u>					
Miles of Road Maintained	217	217	217	#DIV/0!	#DIV/0!
# of Catch Basins Cleaned	579	821	1128	1016	1071
# of Catch Basins Repaired/Rebuilt	174	178	103	70	76
Total # of Catch Basins	5370	5370	5370	5370	5370
#of Location Signs were Installed	262	269	285	303	306
# of winter weather events	15	21	14	10	15
Total hours of sweeping	567	316	482	736	1008
Total days of leaf pickup	32	22	34	48	31
Man hours spents on potholes	3240	3744	3240	3096	3132
# of emergency call-ins	32	63	58	58	56
Budgeted # of FTEs	20				
# of regular hours worked					
<u>EFFECTIVENESS</u>					
Total quantity of salt used, annual					
# of Mark-Its Completed	595	595	767	730	598
% of Catch Basins Cleaned	11%	15%	21%	19%	20%

FLEET	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
<u>WORKLOAD</u>					
# of vehicles and equipment	518	518	518	518	518
# of FTE's in fleet operation	10	11	10	11	11
# of preventative maintenance services conducted	759	718	711	636	612
# of repairs sourced-out to private shops	238	207	200	178	204
Cost of repairs sourced out	\$ 237,659.21	\$ 237,541.97	\$ 132,325.17	\$ 187,393.02	\$ 153,646.53

PERFORMANCE MEASURES: PUBLIC WORKS & SANITATION

ENGINEERING PERFORMANCE MEASURES

ASSET MANAGEMENT	FY16 TOTAL	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
WORKLOAD						
Hours spent on GIS updates	2669	1785	1392	1805	1586	2325
EFFECTIVENESS						
Number of visitor hits on GIS online system	8187	9075	6266	5396	9706	
	FY16	FY17	FY18	FY19	FY20	FY21
PERMITTING	FY16 TOTAL	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
WORKLOAD						
Number of permits issued- right of way	304	407	622	479	443	449
Number of permits issued- water & sewer	88	75	104	93	126	131
Number of permits issued- other	9	6	4	4	4	2
Number of permits issued- TOTAL	401	488	730	576	573	582
Total time spent on permits	869	664	1157	849	838	1111
EFFICIENCY						
Average time to review permit	2.17	1.36	1.58	1.47	1.46	1.91

INSPECTION	FY16 TOTAL	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
WORKLOAD						
# of Inspections- Permit	236	259	289	162	348	407
# of Inspections- Private Development	621	259	138	281	318	491
# of Inspections- Water & Sewer	295	405	445	584	600	577
# of Inspections- DPW Projects	1349	1156	1492	1937	2914	2215
# of Inspections- TOTAL	2501	2079	2364	2964	4180	3690
# of active private development/subdivision projects	6	4	2	3	5	5
# of active PW construction projects managed	12	10	12	15	18	19
Total \$ design cost of projects	\$ 6,507,713	\$ 9,238,112	\$ 7,787,534	\$ 9,949,504		
EFFICIENCY						
Average hours spent per inspection	2.0	2.6	2.5	2.0	2.0	2.2
	FY16	FY17	FY18	FY19	FY2020	FY2021
DEVELOPMENT PLAN REVIEW	FY16 TOTAL	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
WORKLOAD						
# of private development (PZC) reviews	37	31	59	60	77	70
Total hours spent on PZC plan reviews	877	802	633	657	1006	1346
EFFICIENCY						
% of staff time spent on plan reviews (Design Unit)	9.2%	7.7%	7.6%	8.5%	12%	16%

PERFORMANCE MEASURES: PUBLIC WORKS & SANITATION

ENGINEERING PERFORMANCE MEASURES (cont'd)

PROJECT PLANNING AND DESIGN	FY16 TOTAL	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
WORKLOAD						
Number of projects	81	72	58	53	48	45
Number of bids	23	10	22	11	21	9
Total value of bids (value of low bid/actual)	\$12,738,666	\$3,146,060	\$8,327,224	\$6,797,731	\$18,146,746	\$5,006,860
Number of ongoing projects	25	21	20	26	26	25
EFFICIENCY						
Total design cost	\$647,546	\$563,120	\$ 702,958	\$ 713,817	\$ 857,534	
Total project cost	\$10,264,900	\$5,922,891	\$ 8,226,759	\$ 9,949,504	\$ 16,691,720	
Design cost as % of project cost	6.31%	9.51%	8.50%	7.17%	5.14%	
DOT private sector design cost based on total project cost	10%-12%	10%-12%	10%-12%	10%-12%	10%-12%	
EFFECTIVENESS						
% of projects meeting or exceeding DOT private sector cost standard	90%	92%	88%	84%	91%	

SANITATION PERFORMANCE MEASURES

LANDFILL OPERATIONS MANAGEMENT	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
WORKLOAD				
Monthly tonnage	253,922	225,582	159,489	188,646
Tons: residential bulky curbside	528	594	615	636
Tons: residential bulky transfer station	1,254	1,423	2,021	2,131
Tons: Commercial Sources	151,246	117,641	84,695	100,658
Tons: Town Materials	8,476	17,136	11,836	12,256
Tons: \$\$ Market Cover Material	88,277	79,384	57,096	71,123
Tons: Town Project Cover Material	4,141	9,404	3,227	1,842
Number of load inspections conducted	508	570	600	1,800
Number of commercial tickets*	25,208	23,258	18,947	20,825
LANDFILL FINANCE AND PLANNING				
WORKLOAD				
Number of residential permits sold*	877	746	614	929
Number of commercial permits sold	835	870	817	632

PERFORMANCE MEASURES: PUBLIC WORKS & SANITATION

SANITATION PERFORMANCE MEASURES (cont'd)

CURBSIDE CONTRACT ADMINISTRATION	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
WORKLOAD				
Number of billed dwelling units	16250	16400	16415	16415
Monthly tonnage: MSW	13,387	12,610	13,013	13,580
Monthly tonnage: Recyclables	4028	3105.6	4297	40360.11
Monthly Tonnage: Curbside Yard Waste	2102	2099.75	2201.329	2189.41
Monthly Tonnage: Bulky Waste	528	594.37	615.049	661.59
CURBSIDE PROGRAM COMPLIANCE	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
WORKLOAD				
Number of CE tags affixed	2691	1354	1284	1574
Number of Resident paid \$40 Bulky Waste Collections	92	29	0	81
Number of mailings	0	0	0	0
Number of programs & displays	1	2	0	0
Number of curbside inspections conducted	1602	379	1705	3174
Number of NOV's	N/A	234	791	743
Number of courtesy Notices	N/A	0	0	0
EFFECTIVENESS				
Curbside diversion rate (t recycle/(t recycle + t msw))	23.15%	18.76%	24.92%	29.29%
Number of repeat notices	1187	679	0	0

PERFORMANCE MEASURES: PUBLIC SAFETY

POLICE DEPARTMENT REPORT

The Manchester Police Department currently has 110 sworn officers and has experienced an increase in certain crimes over the past few years in correlation to the Covid-19 pandemic. In calendar year 2021, Manchester Police saw an increase in total calls for service from 60,874 in 2020, to 64,675 in 2021, which is an increase of 6.2%.

Part I Crimes for the calendar year 2021 were reported totaling 2,078, up from 1,897 in 2020, which was an increase of 9.5%. Part 1 crime arrests decreased from 505 in 2020 to 386 in 2021. Total arrests in 2021 decreased by 9.8% from 2,305 in 2020, to 2,099 in 2021.

There have been increases in the past two years in burglaries to motor vehicles with 461 in 2020 (841 vehicles involved) and 600 in 2021 (964 vehicles involved). Motor vehicle thefts have decreased from 174 in 2020 to 172 in 2021. Connecticut has seen dramatic increases shortly after the pandemic hit in March of 2019 with burglaries to motor vehicles and motor vehicle thefts. Those numbers had leveled out or decreased based on our statistics for 2020 and 2021. There has been an increase in 2021 in the catalytic converter thefts that have surged throughout the year.

Initiative:

Manchester Police Department assigned an investigator to the Greater Hartford Regional Auto-theft Taskforce, which was a regional task force aimed at combating motor vehicle thefts by locating stolen vehicles and investigating to make subsequent arrests. Manchester is one of 12 agencies assigned to this unit. Since its inception on October 4th 2021 through December 31 2021, the task force has recovered 104 vehicles, arrested 66 suspects (55 people), served 31 arrest warrants, and recovered 12 firearms.

Patrol Operations:

In 2021, the Manchester Police Department reported 1173 domestic calls, 1320 motor vehicle accidents, 420 private property accidents, and 982 emotionally disturbed person calls. To assist in EDP calls and those cases involving mental health concerns, Manchester Police Department has partnered with Community Health Resources who have agreed to assist the police with a social worker part time to assist by responding to calls. Town of Manchester Human Services has also employed a social worker that will work with police as well.

Investigations:

Manchester Police have been tracking the increases in opioid related deaths, specifically in the area of overdoses. The Investigative Services Division investigates overdoses that result in deaths and have been tracking those deaths closely over the past several years. Looking back to 2018, we found that there were 22 deaths in 2018, 19 deaths in 2019, 20 deaths in 2020, and estimated 13 deaths in 2021.

PERFORMANCE MEASURES: PUBLIC SAFETY

Initiative:

Manchester Police have partnered with Connecticut Community for Addition Recovery (CCAR) in 2021 and retrained officer on the H.O.P.E. initiative which assists opioid dependent individuals get assistance for their addition, through St. Francis or Manchester Memorial Hospitals. In 2020 there were 5 referrals made. In 2021 after the retraining and CCAR partnership, we had 32 referrals. Manchester Fire-Rescue-EMS joined Police referral efforts in October 2021. As of January 2022, CCAR reports 11 individuals referred and actively engaged in recovery coaching. The hope is that these programs lead to less overdose deaths.

POLICE PERFORMANCE MEASURES

OUTREACH & EDUCATION	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
Purpose Statement: To enhance the public safety of the community by providing education,					
WORKLOAD					
Number of domestic violence calls	1093	1063	967	976	1120
Number of PAR Officers (including SGT)					4.833333333
Total Number of Student Arrests	45	0	24	28	4
Number of SRO's- TOTAL			5		
Number of educational events	182	118	93	51	63
Number of Block Watch Neighborhoods	3	6	26	7	2
# of Participants- Police Explorers	18	18	19	27	17
# of Police Explorers events	63	63	50	33	34
Car Seat Installations	240	277	289	191	0
EFFICIENCY					
# of new domestic violence cases generated	238	106	80	171	150
# of firearms seizures or confirm disposals	227	423	255	135	118
Seizures	133	216	135	163	106
Confirmed Disposals	102	207	154	125	141
# of new clients	189	35	9	81	110
# of continuing clients	95	58	71	94	129

COMMUNICATIONS	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
and assist with quality of life concerns by handling calls for service and directing the appropriate					
WORKLOAD					
Number of incoming calls- fire	2,414	2,705	2,669	1,881	1,865
Number of incoming calls- police	192,183	181,763	147,991	99,928	95,148
Number of incoming calls- medical	9,450	8,898	7,417	6,242	5,059
Number of incoming calls- TOTAL	204,002	193,366	159,081	108,135	132,009
Number of calls resulting in cases	15,459	16,402	12,600	9,794	8,203
EFFICIENCY					
Number of FTE's	14	14	14	15	13
Call volume per FTE	15019	13413	11296	7415	10090

PERFORMANCE MEASURES: PUBLIC SAFETY

POLICE PERFORMANCE MEASURES (cont'd)

LAW ENFORCEMENT					
Purpose Statement: We, the members of the Manchester Police Department, with the cooperation of our community, strive to improve the quality of life for all, by upholding laws, protecting lives and property, and providing a safe and secure					
WORKLOAD					
Part I Crimes					
Murder	0	2	7	1	4
Rape	13	27	15	30	21
Robbery	40	37	29	30	35
Aggravated Assault	33	28	24	36	58
Burglary	158	117	123	130	124
MV Theft	121	129	104	144	224
Arson	7	0	0	3	5
Larceny- Pick pocket	1	2	1	0	1
Larceny - Shoplifting	429	362	404	452	684
Larceny - From MV	297	259	174	281	370
Larceny - Theft of MV Parts	96	81	84	96	200
Larceny- Bicycles	30	0	3	23	7
Larceny - From Building	154	212	189	136	118
Larceny - All Other	279	154	164	276	237
Larceny/Theft Subtotal	1286	1070	1019	1264	1617
Total Part I Crimes	1658	1410	1321	1638	2088
Calls for Service					
Suicide Attempt / Threat	273	380	345	275	208
EDP Calls	815	827	957	839	884
Calls for Service- MV Stops	9106	8324	7290	7085	3871
Calls for Service- MV Accidents w/ Injury	392	330	376	362	383
Calls for Service- MV Accidents w/o Injury	1370	1325	1246	976	822
Calls for Service-MV Accidents Private Property	1011	467	511	358	368
Calls for Service- Other	39,037	44,966	36,164	43,134	26,813
Calls for Service- TOTAL	52,004	56,619	57,729	57,496	33,349
% of Part I Crimes that are Larceny Related					
% of Part I Crimes that are Larceny Related	78%	76%	77%	77%	77%
% of Larcencies that are Shoplifting					
% of Larcencies that are Shoplifting	33%	34%	40%	36%	42%
Number of Cruiser Accidents					
Number of Cruiser Accidents	13	18	21	18	22
Number of Officer at Fault Cruiser Accidents					
Number of Officer at Fault Cruiser Accidents	9	12	15	9	15
Arrests					
Number of Arrests- Part I crimes	668	464	465	1442	466
Number of Arrests- DUI/DWI	254	180	219	199	171
Number of Arrests- Narcotics	215	170	170	269	102
Number of Arrests- Other	2404	2558	2449	1172	2546
Number of Arrests- TOTAL	3541	3372	3303	2138	3285
Number of Juvenile Arrests					
Number of Juvenile Arrests	296	174	200	209	141
Number of MV fatalities					
Number of MV fatalities	4	1	1	5	2
# of arrests during DUI enforcement efforts- DUI					
# of arrests during DUI enforcement efforts- DUI	62	58	55	30	76
# of arrests during DUI enforcement efforts- non-DUI					
# of arrests during DUI enforcement efforts- non-DUI	214	245	204	165	67
\$ of parking tickets issued					
\$ of parking tickets issued	\$45,685.00	\$38,395.00	\$62,495.00	\$34,070.00	\$8,190.00
# of dog bites reported					
# of dog bites reported	63	77	60	61	91
# of animals returned to owners					
# of animals returned to owners	119	131	142	126	106
# of dogs impounded					
# of dogs impounded	248	239	256	229	174
# of dogs adopted					
# of dogs adopted	58	44	76	69	24
# of calls returned for animal complaints					
# of calls returned for animal complaints	4296	4162	4092	3918	2892
# of Animals Euthanized					
# of Animals Euthanized	22	16	13	25	14
# of CAD Calls					
# of CAD Calls	1303	1663	1234	1011	1015

PERFORMANCE MEASURES: PUBLIC SAFETY

POLICE PERFORMANCE MEASURES (cont'd)

	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
TRAINING					
Purpose Statement: To provide police department personnel with the necessary certifications, timely and appropriate training and to prepare them to perform their duties in accordance with legal and industry standards.					
WORKLOAD					
Number of Officers In-Service Training	0	1	2	14	13
Number of yearly recertification completed-NCIC	1	12	1	0	0
Number of yearly recertifications completed-MRT	0	9	3	19	18
Number of yearly recertifications completed-Other	0	0	0	8	13
Number of yearly recertifications-TOTAL	1	22	6	33	36
Hours of trainings conducted- in house	0	194	3678.5	2115	2334
Hours of trainings conducted- other	1288	1675	5059	1097	2542
Hours of trainings conducted- TOTAL	8754	12301	8737.5	3100	3322
Number of Sworn Personnel Trained	64	86	988	580	553
Number of Communications Personnel Trained	0	3	1	3	2
	FY17	FY18	FY19	FY2020	FY2021
RECORDS	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
and informational resource between the police department and the general public by preserving					
WORKLOAD					
Number of new cases	15,307	15,822	19,715	67,037	69,869
Number of new arrest records	3,800	3,752	3,481	2,369	2,386
Number of new citation records	7,133	7,735	4,024	3,869	2,350
Number of new accident records	2,018	1,877	1,946	2,160	2,437
Number of warrant validations	339	36	0	0	0
Number case reports/records checks other govt agency	3,223	3,321	4,026	3,098	4,434
Number of criminal records checks provided	128	124	127	82	42
Number of case reports provided to individuals	3,656	3,637	3,702	3,399	3,361
Number of local pistol permits issued	324	195	230	151	721
Number of licenses/permits issued	57	101	86	44	62
Number of parking ticket payments	399	352	604	384	467
Number of new parking tickets	2,414	1,968	3,411	1,324	1,219
Number of parking ticket delinquency letters sent	513	784	621	1,155	535
# of Parking Ticket Waivers	*****	494	695	366	247

PERFORMANCE MEASURES: PUBLIC SAFETY

SOUTH MANCHESTER FIRE DISTRICT REPORT

The South Manchester Fire District operates from five fire stations that are strategically located throughout Manchester. The departments primary response vehicles include four Standardized Class A fire engines, one 105' ladder truck, a Paramedic Squad vehicle and a Shift Commander vehicle. Manchester 911 receives just under 10,000 calls for emergency service from the Fire Department each year on average; the department responded to over 150 structure fires in the 2021 fiscal year. The Fire Department provides fire prevention, fire, rescue and public life safety service to the South Manchester Fire District (72% of the Town's geography). The department also provides paramedic advanced life support (ALS) medical service to the entire Manchester community.

The Town's fire department is renowned in the industry as one of the premier fire-based EMS systems in New England, a mantle its members wear humbly but dedicate themselves to maintaining. In FY21 fire companies comprised of EMTs and Paramedics delivered first responder and advanced life support services to 5,623 people. The department's team approach to managing life-threatening emergencies contributes to a high rate of positive outcomes for critical patients in Manchester. This is very evident in Manchester's witnessed cardiac arrest survival to discharge rate of over 50%. In addition to employing an organized and efficient response to critical patients, the department has invested in several state-of-the-art tools such as the LUCAS cardiac compression system to aid in CPR, McGrath video laryngoscopes for more successful airway management and transportable medication pumps for more accurate medication administration in the field.

In addition to fire suppression and EMS, residents' benefit from response capabilities that include vehicle rescue and extrication, rope and confined space rescue, hazardous materials operations among others. The Fire Department strives to improve its emergency services capabilities 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 in-company classroom, on-line, and practical "hands on" training in all aspects of emergency response into daily operations.

Community outreach activities include meet and greet activities and focused training programs for civic groups. The Department provides fire safety and injury prevention education to audiences of 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.

PERFORMANCE MEASURES: PUBLIC SAFETY

SOUTH MANCHESTER FRE DISTRICT PERFORMANCE MEASURES

Manchester Fire-Rescue-EMS PMs	FY18	FY19	FY20	FY21
	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
FIRE PREVENTION				
INSPECTION ACTIVITIES BY TYPE (# CONDUCTED)				
RESIDENTIAL	66.00	63.00	156.00	75.00
SCHOOLS / EDUCATIONAL (#205)	15.00	19.00	35.00	24.00
FUEL	24.00	36.00	18.00	11.00
ASSEMBLY	47.00	57.00	136.00	133.00
FIRE PROTECTION	109.00	58.00	26.00	14.00
MECHANICAL	30.00	27.00	9.00	11.00
BUSINESS / MERCANTILE	167.00	157.00	289.00	268.50
ELECTRICAL	23.00	20.00	13.00	2.00
OTHER	303.00	183.00	70.00	68.00
TOTAL INSPECTIONS	810.00	641.00	764.00	617.50
Plan Reviews (#100-199)				
TOTAL PLAN REVIEWS	365.00	468.00	308.00	251.00
Ancillary Activities (# CONDUCTED)				
Referral's / Complaints (#300-390, EXCLUDES 309)	22.00	28.00	70.00	75.00
Continuing Education (Staff Activity)	10.00	16.50	3.00	0.00
Public Education (#400-490)	15.00	8.00	6.00	0.00
Administrative (Consultations, Meetings, etc) (#800-890, EXCLUDES 809)	176.00	117.00	171.00	341.00
Legal (mailings and/or occupancy info rec'd) (#900-990)				
TOTAL OTHER ACTIVITIES	341.00	284.50	315.00	468.00
COVID COMPLAINT RESPONSES (# CONDUCTED)				
Complaint - COVID Re-opening Guidelines (#309)	22.00	28.00	133.00	146.00
Investigation - COVID Compliance Concerns (#709)	15.00	8.00	6.00	115.00
Consult - COVID Re-opening Rules (#809)	176.00	117.00	195.00	39.00
TOTAL COVID COMPLAINT RESPONSES	213.00	153.00	334.00	300.00
	0.00	0.00	0.00	0.00
TOTAL NUMBER OF INSPECTION / ACTIVITIES CONDUCTED	1516.00	1393.50	1387.00	1336.50

PERFORMANCE MEASURES: PUBLIC SAFETY

SOUTH MANCHESTER FRE DISTRICT PERFORMANCE MEASURES (cont'd)

Manchester Fire-Rescue-EMS PMs	FY18	FY19	FY20	FY21
INSPECTION ACTIVITIES BY TYPE (HOURS)				
RESIDENTIAL	99.50	72.46	421.68	60.11
SCHOOLS / EDUCATIONAL (#205)	37.00	39.00	86.49	44.56
FUEL	34.00	36.49	15.50	14.94
ASSEMBLY	53.00	65.89	90.81	99.39
FIRE PROTECTION	157.00	70.00	46.05	10.60
MECHANICAL	29.00	28.00	10.50	21.10
BUSINESS / MERCANTILE	197.50	172.28	201.65	178.86
ELECTRICAL	25.75	20.00	17.25	2.00
OTHER	316.94	186.75	76.98	58.58
TOTAL INSPECTION HOURS	991.69	734.87	977.10	494.67
Plan Reviews (HOURS) (#100-190)				
TOTAL PLAN REVIEW HOURS	403.00	507.75	325.80	269.62
Ancillary Activities (HOURS)				
Referral's / Complaints (#300-390, EXCLUDES 309)	20.50	27.69	177.20	115.56
Continuing Education (Staff Activity)	68.00	72.50	75.50	0.00
Public Education (#400-490)	56.50	7.00	12.00	0.00
Administrative (Consultations, Meetings, etc) (#800-890, EXCLUDES 809)	189.00	123.00	181.98	221.28
Legal (mailings and/or occupancy info rec'd) (#900-990)				
TOTAL OTHER ACTIVITY HOURS	407.00	321.84	505.79	418.70
COVID COMPLAINT RESPONSES (HOURS)				
Complaint - COVID Re-opening Guidelines (#309)	22.00	28.00	133.00	66.30
Investigation - COVID Compliance Concerns (#709)	15.00	8.00	6.00	146.17
Consult - COVID Re-opening Rules (#809)	176.00	117.00	195.00	48.50
TOTAL COVID COMPLAINT RESPONSES	213.00	153.00	334.00	260.97
	0.00	0.00	0.00	0.00
TOTAL HOURS SPENT ON TRACKED ACTIVITIES	1801.69	1564.46	1808.69	1266.53

Manchester Fire-Rescue-EMS PMs	FY18	FY19	FY20	FY21
Fire Marshal Investigations & Determinations				
Origin & Cause Investigations (w/ FIRE) (#710)				
Building/Structure fires	11.00	9.00	8.00	8.00
Vehicle fires	0.00	1.00	4.00	7.00
Cooking fires	1.00	3.00	1.00	2.00
Mulch/Trash/Vegetation Fires	2.00	1.00	3.00	6.00
Fire, Other and/or Other FM Investigation Type (non-fire related)	0.00	6.00	1.00	5.00
Total Investigations	14.00	20.00	12.00	20.00
Other Investigations (# CONDUCTED) (no determination, but may have an Incident #)				
Code Compliance & Other Investigations (#700-708 & 711-790) (Excludes 709 & 710)	63.00	46.00	78.00	60.00
<i>Note: #709 = COVID Compliance Concerns / #710 = Origin & Cause Investigations</i>				
Origin & Cause Determinations (w/ FIRE)				
Accidental	10.00	15.00	12.00	14.00
Juvenile Incendiary	0.00	1.00	1.00	0.00
Arson Incendiary	0.00	4.00	1.00	2.00
Undetermined	3.00	0.00	2.00	11.00
Natural Cause (e.g. lightning, etc)	1.00	0.00	0.00	0.00
Pending (Under Investigation) - Only Report @ End of Fiscal Year			1.00	1.00
Total	14.00	20.00	8.00	28.00

PERFORMANCE MEASURES: PUBLIC SAFETY

SOUTH MANCHESTER FRE DISTRICT PERFORMANCE MEASURES (cont'd)

FIRE SUPPRESSION AND RESCUE								
Incident Types								
Medical/Rescue	5,381	5,514	6,567	7,022	7,289	7,095	6,259	5,921
Fire	149	158	132	146	135	99	149	158
Hazardous Conditions	220	242	307	310	371	323	310	349
Public Service	577	604	451	312	325	316	336	268
Good Intent/Investigations	607	572	530	564	639	624	602	478
Fire Alarm/No Fire	437	476	470	488	507	579	509	447
Total Incidents	7,371	7,566	8,457	8,842	9,272	9,036	8,165	7,621
Mutual Aid - Number of Times Aid Was PROVIDED								
8th District	17	22	18	16	18	13	18	20
Other	23	25	34	15	22	31	35	47
Total	40	47	52	31	40	44	53	67
Mutual Aid - Number of Times Aid Was RECEIVED								
8th District	13	9	11	8	4	8	8	7
Other	12	10	15	9	8	9	6	14
Total	25	19	26	17	12	17	14	21

EMERGENCY MEDICAL SERVICES	FY14 TOTAL	FY15 TOTAL	FY16 TOTAL	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
Medical Calls								
Advanced Life Support	2,684	2,709	3,031	3,326	3,373	3,404	2,967	2,247
Basic Life Support	2,140	2,237	2,600	2,522	2,696	2,540	2,004	1,292
Refusals	510	508	736	837	1,014	854	925	571
Deceased on scene	47	60	70	67	61	82	94	69
Total	5,381	5,514	6,437	6,752	7,144	6,880	5,990	4,169
Cardiac Arrest								
All Resuscitations Attempted (#)	41	51	31	36	52	50	52	42
Return of Spontaneous Circulation Achieved (#)	12	11	9	18	21	13	14	17
% Return of Spontaneous Circulation Achieved - During Quarter	29%	22%	29%	50%	40%	26%	27%	40%
Number of Resuscitations Attempted - Witnessed Events	18	17	17	18	25	24	22	14
Return of Spontaneous Circulation Achieved - Witnessed Events				0	16	10	12	10
% Return of Spontaneous Circulation Achieved - Witnessed Events	TBD	TBD	TBD	TBD	64%	42%	55%	71%

PERFORMANCE MEASURES: HUMAN SERVICES

HUMAN SERVICES DEPARTMENT REPORT

The Mission of the Manchester Human Services Department is to promote a safe, healthy and thriving environment, and to enhance the quality of life for the Manchester community. This is achieved through advocacy, education, protection of the public's health, planning, communication; coordination and collaboration with community providers, evaluation and providing direct services for residents. By providing robust and supportive human services, the Town seeks to promote the health and well-being of all Manchester residents. These services were critically important during the Covid-19 pandemic which created numerous challenges to the residents such as lack of available housing, loss of household income, isolation, and lack of access to necessary household supports.

Senior Center:

The pandemic made it necessary to close the center to for regular programming for the majority of FY 2021. Despite the closure of the center for most of the year, the Senior Center recognized the need to ensure that older adults still had access to supports such as a nutritious daily meal, social work support and assistance navigating Covid-19 testing and vaccination resources.

FY 2021 Highlights:

- Over the course of FY 2021 the Senior Center provided 27,201 meals through the ongoing partnership with the Manchester Area Conference of Churches. These meals were delivered to homes daily, allowing Senior Center staff an opportunity to check in with residents.
- Made weekly calls to a list of 39 frail and vulnerable residents, to ensure that necessary supports and resources are in place, mitigating some of the risks that isolation can pose.
- Provided space, staff and logistical support for 17 Covid vaccination Clinics.
- Provided critical support to older residents needing assistance finding resources such as vaccinations, testing and other related supports.

Senior, Adult and Family Services (SAFS):

SAFS efforts during FY 2021 were focusing on ensuring Manchester's most vulnerable residents had access to critical support, services, and resources. Some of these critical services included: outreach and referral, conservatorships, rental assistance, following up on hoarding cases, investigating reports of elder abuse, and helping residents navigate complex state systems such as unemployment.

FY 2021 Highlights:

- Seventy-seven households received \$36,725 in housing assistance (rent arrearage, security deposit). (Over \$90,000 in the current year)
- SAFS Dial-A-Ride provided 14,045 rides to 328 unduplicated riders.
- More than 2600 households accessed \$2.4M in financial assistance with the help of SAFS staff. This resulted in an average increase of 6% in recipient income.
- SAFS served and connected 29 households to permanent affordable housing within 30 days after a housing disruption such as a fire or code enforcement activity. 21% of households were linked to secondary support services

PERFORMANCE MEASURES: HUMAN SERVICES

HEALTH DEPARTMENT COVID 19 REPORT

As we look upon the COVID pandemic over the last two years, we must recognize the various phases of response related to the activities necessary to help the residents of the Town of Manchester. The town is always in varying stages of the emergency preparedness cycle. We write plans, test those plans through drills and exercise, identify gaps in the plans, and then ultimately make the necessary modification to the plans. Unfortunately, COVID did not fit neatly into our emergency plans as with any new emerging pathogen, you need to adapt and be flexible in your response and approach. The Town's response to COVID has been aggressive and well-strategize while identifying internal resources where available and partnering with other community agencies to meet the needs of residents.

The Town felt it was extremely important to prioritize the equitable distribution of COVID vaccination and testing with a focus on our most vulnerable town residents. A series of town-sponsored testing and vaccination events were held weekly throughout 2021 to meet the needs of Town residents. Throughout the course of the pandemic the Town has gone through many phases from educational efforts to vaccine distribution, from contact tracing to testing, and from boosters to test kit distribution.

Contact tracing remains a constant and effect tools in the effort to stop the spread of COVID. Other mitigation strategies were deployed including public mask mandates, in corporation with our surrounding communities, as well as capacity limits in public places set by the Governor's office. Early in the pandemic, we were seeing older adults with underlying health conditions being the primary positives cases. As the pandemic progressed, we started seeing younger adults with very few or little to no underlying conditions being our primary cases. The focus shifted to hospitalization numbers versus positive cases as an indicator of the current state of the pandemic.

As different variants emerged, access to services remained a driving force in our efforts. Health equity initiatives were explored and implemented such as dedicated vaccine allotments at our vaccination clinics for our most vulnerable residents and targeted location for testing in town with increase accessibly in neighborhoods identified to have a high SVI (CDC's Social Vulnerability Index).

When resources increased, so did the towns outreach. COVID vaccine and boosters were made available to town residents at no-cost and with no appointment. Once at-home test kits were made available a series of mass distribution events were held at the Manchester Parkade. Over 7,000 kits as well as over 20,000 masks were distributed. Over 40 local community agencies continue to receive an allotment from the town to distributed to their members.

As we review the state of the pandemic, we look towards the current trends and are hopeful we continue to flatten curve. We are confident we have the tools to work through this current pandemic and have learned valuable lessons to be prepared for future emerging concerns.

PERFORMANCE MEASURES: HUMAN SERVICES

HEALTH DEPARTMENT PERFORMANCE MEASURES

Environmental Health Inspection & Enforcement		
Workload		
Food Inspections	482	611
New Septic Inspections	5	10
Repair Septic Inspections	68	43
Cosmetology Inspections	38	26
Massage Therapy Inspections	30	24
Pool Inspections	32	47
Complaint inspections	291	242
Other Inspections	265	329
Total number of overall inspections	1211	1332
# Re-inspections required for Food establishments	96	74
# Failed Restaurants	42	63
# New complaints Foodservice	99	123
# New complaints Cosmetology	1	2
# New complaints Housing/Garbage/Hoarding	50	34
# New complaints Insects/Rodents	45	24
# New complaints Other (Lead/Wells/Septic, ETC.)	70	66
Total New Complaints	265	249
# Active complaints	0	0
# Complaints closed	237	247

Health Education and Promotional Programs	FY20 TOTAL	FY21 TOTAL
Workload		
# of Screenings provided	46	10
# of Participants at screenings	1366	76
# Senior Health Education Programs provided	16	0
# of Participants at Senior Health Education Prog	264	0
# of Awareness Campaigns/Materials provided	327	0
# of Community Health Programs provided	6	18
# of Participants at Community Health Programs	72	3245
# of Employee Wellness Programs provided	1	0
# of Participants at Wellness Programs	56	0
	0	0
Effectiveness	0	0
# of Employee Health Screenings	21	0
# of Employees at Health Screenings	223	0

PERFORMANCE MEASURES: HUMAN SERVICES

HEALTH DEPARTMENT PERFORMANCE MEASURES (cont'd)

Licensing & Permitting	FY20 TOTAL	FY21 TOTAL
Workload		
# of license issued for reported month: Food	308	284
# of license issued for reported month: Itinerant	15	15
# of license issued for reported month: Temp	98	61
# of license/permits issued: TOTAL	421	360
# of Board of Ed Temp Events processed	60	3
# of phone/office consults for reported month: Temp	120	50
Number of letters sent out for upcoming expirations	254	301
Effectiveness		
% of licenses renewed prior to expiration	0	0
Disease Surveillance	FY20 TOTAL	FY21 TOTAL
Workload		
# New Venous lead reports: 5-19 µg/dl	23	9
# New Venous lead reports: 20+ µg/dl	3	0
# New Capillary lead reports: 5-19 µg/dl	8	14
# New Capillary lead reports: 20+ µg/dl	5	0
# Follow up Venous lead: 5-19 µg/dl contacts	191	103
# Follow up Venous lead: 20+ µg/dl contacts	1	0
# Follow up Capillary lead: 5-19 µg/dl contacts	22	43
# Follow up Capillary lead: 20+ µg/dl contacts	1	0
Total Open Child Lead Cases		
# of reportable Diseases	1724	3276
# of STDs (included in reportable Diseases)	358	362
# of Enteric Diseases (included in reportable Diseases)	29	18
Effectiveness		
# Communicable Disease requiring follow up	29	15
% Communicable Disease with follow up/contact completed	100%	100%

PERFORMANCE MEASURES: HUMAN SERVICES

SENIOR, ADULT & FAMILY SERVICES PERFORMANCE MEASURES

CONSERVATOR	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
WORKLOAD					
Clients - Conserved of Person only	31%	29%	24%	31%	23%
Clients - Conserved of Estate only	31%	29%	34%	22%	34%
Clients - Conserved of Person & Estate	38%	42%	42%	47%	43%
TOTAL CLIENTS CONSERVED	54	51	50	50	45
Youngest Client	30	31	31	18	34
Oldest Client	92	93	100	101	103
Median/Avg age	67	65	64	64	65
% of clients over age 60	74%	67%	60%	56%	58%
Clients living in community	46%	41%	48%	52%	42%
Clients living in Skilled Nursing Facility	39%	39%	38%	34%	36%
Clients living in Residential Care Home/Group Home	15%	18%	14%	14%	22%
Clients living in psychiatric hospital	0%	2%	0%	0%	0%
Clients with profound mental illness/addiction	85%	96%	92%	92%	91%
Clients with physical disabilities	27%	20%	20%	26%	24%
Clients with dementia/cognitive impairments	29%	31%	32%	32%	31%
# new clients	8	6	5	5	1
# discharged clients	8	6	2	5	6
Clients involuntarily conserved	59%	61%	58%	60%	56%

FINANCIAL ASSISTANCE	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
WORKLOAD					
Total Households Served	2,857	2,828	2830	2791	2615
Aggregate award amount	2,554,284	2,738,808	2,856,618	2,887,316	2,411,815
Median recipient household income	\$ 15,070	\$ 14,937	\$ 17,350	\$ 17,521	\$ 16,897
% income paid towards rent/utilities (avg)	51%	53%	58%	55%	57%
EFFECTIVENESS					
Median award amount	\$ 894	\$ 968	1005	1034	949
Change in aggregate award amount from prior year	\$ 153,929	\$ 184,524	117810	30698	-475501
Average income increase due to financial assistance	5%	5%	6%	0.06	0.06

PERFORMANCE MEASURES: HUMAN SERVICES

SENIOR, ADULT & FAMILY SERVICES PERFORMANCE MEASURES (cont'd)

RELOCATION ASSISTANCE	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
WORKLOAD					
Avg days between dislocating event and first SAFS contact	1	1	1	1	1
Avg dislocation period (days)	15	6	40	11	28
Median dislocation period (days)	11	3	38	5	10
Households served	37	51	49	28	29
Residents served	69	107	101	77	83
Households connected to affordable permanent housing	90%	97%	86%	96%	86%
Households connected to temporary housing	10%	3%	4%	4%	14%
Fire	21%	35%	38%	50%	52%
Other Code Violation	79%	65%	62%	50%	48%
EFFICIENCY					
Cost: Town Assistance	\$ 28,915	\$ 3,636	\$ 27,644	\$ 12,770	\$ 21,939
Cost: Per Household	\$ 691	\$ 71	\$ 564	\$ 456	\$ 756
EFFECTIVENESS					
SAFS makes initial contact with dislocated households within two working days of dislocating event.	100%	100%	100%	100%	100%
Dislocated households are returned to permanent, affordable housing within 60 days of dislocating event.	84%	97%	50%	93%	83%
Dislocated households are connected to secondary services.	65%	57%	61%	33%	21%

PERFORMANCE MEASURES: HUMAN SERVICES

SENIOR, ADULT & FAMILY SERVICES PERFORMANCE MEASURES (cont'd)

TRANSPORTATION - SENIOR & DISABLED	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
WORKLOAD					
Unduplicated Riders	471	454	515	465	328
Trips Provided - Total	20,250	24,241	27,484	22,044	14,045
Trips provided - HVCC (20%)			8,514	4,834	2,855
Trips provided - ADA (80%)			18,970	17,210	11,190
Cost per trip - Total	10.52	8.68	7.71	8.19	12.55
Cost per trip - HVCC (75%)			20.00	27.53	50.80
Cost per trip - ADA (25%)			2.80	2.80	2.80
% Cancellations	20%	22%	15%	15%	15%
% No-Shows	3.0%	2.5%	2.5%	2.7%	2.2%
Total Operating Costs	\$ 212,936	210,500	\$212,000	\$183,826	\$203,120

PERFORMANCE MEASURES: HUMAN SERVICES

SENIOR CENTER PERFORMANCE MEASURES

SOCIAL, RECREATION, & WELLNESS PROGRAMMING				
WORKLOAD				
Number of classes held:				
Education	20	11	10	0
Fitness	829	775	553	67
Health	69	67	37	10
Leisure	963	841	683	2
Social	73	65	54	1
Total Number of Classes Held	1954	1759	1337	80
Total Attendance - All Classes				
	31057	28685	20880	0
Included in Count Above, But Broken Out for Info Purposes:				
# Served @ Blood Pressure Clinic	1633	1771	937	0
# Served @ Foot Care Clinic	378	402	286	76
Number of class offerings:				
Education	20	11	10	0
Fitness	201	193	147	16
Health	14	9	15	10
Leisure	197	196	173	1
Social	51	41	33	2
Total Number of class offerings:	483	450	378	29
Number of Instructors (Monthly =Actual; Q & A = Avg)				
# Paid	10	9	7	3
# Unpaid	5	4	3	0
EFFICIENCY/EFFECTIVENESS				
Average attendance by class type:				
Education	23	19	18	TBD
Fitness	20	22	21	16
Health	30	30	22	38
Leisure	13	10	11	1
Social	9	9	6	50
Average Attendance - All Classes	16	16	16	TBD
Average Size of Waitlist @ Start of Quarter				
	8	TBD	TBD	TBD
Estimated Costs - Paid Programming Only				
Estimated Cost of Programming	\$44,253.00	\$44,789.00	\$28,826.00	\$2,240.00
Average Cost Per Service Unit	\$19.60	\$17.91	\$12.81	\$2.09
Average Cost Per Class	\$1,794.94	\$2,117.34	\$1,251.47	\$140.00

PERFORMANCE MEASURES: HUMAN SERVICES

SENIOR CENTER PERFORMANCE MEASURES (cont'd)

INFORMATION & REFERRAL SERVICES				
WORKLOAD				
Total Client Units/Visits (Duplicated)	2411	2314	3248	3571
Estimated Number of Clients (Unduplicated)		419	517	515
Estimated Hours Spent on Social Work Services	999	784	949	528
EFFICIENCY/EFFECTIVENESS				
Average Time (Minutes) Spent Per Client	40	0	34	14
Senior Center Members (as of June 30) - annual				
	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
MEAL PROGRAM				
WORKLOAD				
Number of meals served	10228	9620	13394	27201
Number of days with meals served	240	242	247	241
EFFICIENCY/EFFECTIVENESS				
MACC Contract Amount	\$0	\$0	\$0	\$0
Other Town Costs	\$0	\$0	\$0	\$0
Total Cost of Program	\$0	\$0	\$0	\$0
Cost Per Meal (MACC)	TBD	TBD	TBD	TBD
Cost Per Meal (Town)	TBD	TBD	TBD	TBD
Total Cost Per Meal	\$0.00	\$0.00	\$0.00	\$0.00

PERFORMANCE MEASURES: HUMAN SERVICES

SENIOR CENTER PERFORMANCE MEASURES (cont'd)

	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
TRANSPORTATION PROGRAM				
WORKLOAD				
Total passengers (duplicated figures) (monthly)	4570	4719	3520	35
Number One Way Trips	8023	8237	6281	0
One way shopping trips	1157	1267	748	0
One way nutrition trips	1642	1906	2999	0
Number of days in operation	236	245	245	242
Miles traveled	20136	19888	14843	7345
EFFICIENCY/EFFECTIVENESS				
Average number of one way trips per day of operation	34	34	26	0
Cost of program	\$76,042.82	\$32,688.19	\$26,857.60	\$0.00
Cost per one way trip	9.47810295	3.96845818	4.27600701	TBD
Cost per person served	16.6395667	6.92693155	7.63	0
Total fuel usage	\$3,853.14	\$4,156.52	\$4,715.03	\$3,524.62
Fuel usage per one way trip	\$0.48	\$0.50	\$0.75	TBD
TRANSPORTATION PROGRAM - STAFF CAR USAGE				
WORKLOAD				
# of Trips By Category (# of one-way trips)		180	266	3452
Client Transportation	106	94	103	0
Client Visits	3	10	11	0
Staff Use	30	73	152	3452
# of Passengers Transported	148	109	104	6

PERFORMANCE MEASURES: LEISURE SERVICES

RECREATION DEPARTMENT REPORT

Dynamic

Developing, delivering and maintaining quality parks and recreational programs is paramount to the Town of Manchester and valued by its citizens. The Town of Manchester is a dynamic community continuously adapting services in response to our changing community demographics and being at the forefront of evolving industry trends whilst always looking at service delivery through a lens of equity and inclusion.

Connected

We are committed to creating access and inclusion for all our DEI efforts – with focus on the equitable distribution of programs, services, parks, and amenities for the entire community. Connectivity amongst our parks and public spaces is a community priority and this charge will create ease of access to parks, schools, and other points of interest. In addition to physical connections, focus is also giving to establishing, growing, and strengthening community partnerships that augment the Town's ability to provide services and robust outreach to residents.

Thriving

The Town's parks and recreation offerings are a significant contributor to physical and mental health, education, economic vitality, environment, leisure time, and social belonging. All these factors, along with Town services, make Manchester a desirable place to live through its great quality of life. Our commitment to developing valued programs and public spaces will continue to keep Manchester growing and thriving for years to come.

Sustainable

Finally, we focus on meeting and sustaining the needs of today's residents without compromising the ability to meet and sustain the needs of future generations. As most of us think of sustainability as environmental and green practices, we don't forget other related and important factors to focus on which include, but not limited to, social and financial resources, maintaining facilities and programming to a consistently high standard and of course the reality that our local parks, facilities and recreation services directly contributes to the local economic vitality of the Town.

OFFICE OF NEIGHBORHOOD & FAMILIES REPORT

Spruce Street Community Garden

In November, the Spruce Street Community Garden underwent renovations with the intention of increasing accessibility and user experience for diverse populations who may require special accommodations. This featured the installation of 28 raised-wood beds from responsibly sourced wood, a stone-dust pathway to allow ready access to all beds including for full-time wheelchair users, and the relocation of the storage shed, water collection system and composting bins to allow for more accessible usage. Federal funds for this project were provided by HUD through Manchester's Community Development Block Grant Program.

PERFORMANCE MEASURES: LEISURE SERVICES

The Spruce Street Community Garden also hosted several Virtual Garden Learnshops in the fall and winter, including *Stocking Up for Winter*, *Growing Food Indoors* and *Starting Plants from Seeds*. The garden returned to in-person Learnshops for the spring and early summer, including *Composting* and *Water Harvesting*.

Spruce Street Farmers Market

In its fourth year, the Spruce Street Farmers Market took place every Wednesday from July 1 to August 19. It is located at 153 & 160 Spruce Street, a walkable neighborhood that provides easy access to fresh food & produce for all individuals. The market features CT-grown produce, cage-free eggs, pasture raised meats, artisanal goods and free garden workshops. Best practices provided by the United States Department of Agriculture were followed in order to guarantee the safety of customers, vendors and staff during the COVID-19 pandemic.

In FY 2021, the Spruce Street Farmers Market had over 25 unique vendors, 2,575 customers and redeemed \$1,017 in State SNAP reimbursements. This included a weekly average customer increase of 28 percent (70 customers) and an increase in SNAP reimbursements by over 331 percent.

This program doubles SNAP incentives for market customers through collaboration with End Hunger CT. If a customer uses \$10.00 on their EBT Card, their purchase will be matched and they will get \$20.00 worth of Connecticut-grown produce.

The Neighborhoods and Families Division also prepared for the expansion of the market to Northwest Park starting in the summer of 2021. The division seeks to deliver its mission of serving as a place to source healthy, locally-grown food and produce to the north end of Manchester.

Better Manchester Magazine

In order to better meet the evolving demands of the Manchester community and in order to more efficiently disseminate information during the COVID-19 pandemic, Better Manchester Magazine expanded to digital platforms. Better Manchester Magazine, which is a collaborative effort between the Department of Leisure, Families, and Recreation, now circulates a bimonthly email newsletter featuring content created by Town of Manchester staff and community contributors.

The magazine includes four unique and intentionally-programmed tabs:

- **Featured Story**, which leads the bi-monthly newsletter and features a variety of topics, including large-scale community programs and articles focused on Manchester's reactions and adaptations to the COVID-19 pandemic.
- **Town Updates**, which featured Town of Manchester Department, Division, and organization updates, notices and alerts.
- **Perspectives in Righting**, a space dedicated to exploring and delving into topics such as diversity, equity and inclusion.
- **Activities for All**, which included staff-submitted community and family-based activities centered on physical health, mental health and artistic expression.

PERFORMANCE MEASURES: LEISURE SERVICES

Partner Programs & Special Events

The Neighborhoods and Families division hosted a variety of no-cost community events throughout the year. Events in 2021 included:

- **Juneteenth Commemoration** featuring a weekend of events, including the opening of the People's Gallery at the Leisure Labs at Mahoney Center, Juneteenth Freedom Day Commemoration & Mural Dedication and a free public showing of *John Lewis: Good Trouble*.
- **COVID-19 Vaccine Clinics** through partnership with the Connecticut Department of Public Health and the Town of Manchester Health Department. This provided the Manchester community with a no-cost opportunity to receive both doses of the COVID-19 vaccine at the Eastside Neighborhood Resource Center.
- **Document Shredding** event hosted at the Eastside Neighborhood Resource Center, which provided a no-cost method for the local community to professionally and confidentially dispose of personal documents and sensitive information.
- **The Free Fall Movie Series** was hosted at Market Field and offered bimonthly public movie showings that were free for the entire Manchester community to attend.

RECREATION PERFORMANCE MEASURES

Youth Indoor Basketball						
Dates Program Offered	February 2016 - March 2016	February 2017 - March 2017	Feb & March 2018	Feb & March 2019	Dec 19 - Feb 2020	Feb & March 2021
Fiscal Year	FY 2015-2016 TOTAL	FY 2016-2017 TOTAL	FY 2017-2018 TOTAL	FY 2018-2019 TOTAL	FY 2019-2020 TOTAL	FY 2020-2021 TOTAL
WORKLOAD						
Number of Teams	28	28	28	28	28	28
Number of Leagues	4	4	4	4	4	4
Number of Players	280	280	280	280	280	280
Number of games per team	8	8	8	8	8	8
Cost of organized sport	\$ 8,420	\$ 8,420	\$ 8,420	\$ 8,420	\$ 8,420	\$ 8,420
EFFICIENCY						
Cost per person served	\$30.07	\$30.07	\$30.07	\$30.07	\$30.07	\$30.07
Revenue collected	\$ 8,400.00	\$ 8,400.00	\$ 8,400.00	\$ 8,400.00	\$ 8,400.00	\$ 8,400.00

Youth Indoor Soccer						
Dates Program Offered	March 2016	March 2017	March 2018	March 2019	Jan - Mar 2020	March 2021
Fiscal Year	FY 2015-2016 TOTAL	FY 2016-2017 TOTAL	FY 2017-2018 TOTAL	FY 2018-2019 TOTAL	FY 2019-2020 TOTAL	FY 2020-2021 TOTAL
WORKLOAD						8
Number of Teams	8	8	8	8	8	8
Number of Leagues	2	2	2	2	2	2
Number of Players	85	85	85	85	85	85
Number of games per team	8	8	8	8	6	6
Cost of staffing	\$3,048	\$3,048	\$3,048	\$3,048	\$2,286	\$2,286

PERFORMANCE MEASURES: LEISURE SERVICES

RECREATION PERFORMANCE MEASURES (cont'd)

Youth Indoor Swim Lessons						
Dates Program Offered	December 2015 & April 2016	December 2016 & April 2017	December 2017 & April 2018	December 2018 & April 2019	December 2019 & April 2020	December 2020 & April 2021
Fiscal Year	FY 2015-2016 TOTAL	FY 2016-2017 TOTAL	FY 2017-2018 TOTAL	FY 2018-2019 TOTAL	FY 2019-2020 TOTAL	FY 2020-2021 TOTAL
WORKLOAD						
Number of programs offered	90	90	90	81	78	0
\$ spent on programs (staffing)	\$6,174	\$6,275	\$6,275.00	\$6,275	\$5,459	0
Spring Swim Lessons	352	350	328	306	340	0
Fall Swim Lessons	370	368	376	346	359	0
Total Participants	722	718	704	652	699	0
MHS pool registrants	235	230	245	220	288	0
IOH pool registrants	487	488	459	432	411	0
Staff time spent on program (hours)	525	525	525	525	460	0
Fees collected	\$16,417	\$16,400	\$15,916	\$16,931	\$12,751	0
Fees refunded					\$4,114	0
Youth Outdoor Swim Lessons						
Dates Program Offered	June 2016 - August 2016	June 2017 - August 2017	June 2018 - August 2018	June 2019 - August 2019	June 2020 - August 2020	June 2021 - August 2021
Fiscal Year	FY 2016-2017 TOTAL	FY 2017-2018 TOTAL	FY 2018-2019 TOTAL	FY 2019-2020 TOTAL	FY 2020-2021 TOTAL	FY 2021-2022 TOTAL
WORKLOAD						
Number of programs	180	180	182	170	0	135
\$ spent on programs (staffing)	\$16,830	\$16,000	\$16,000	\$15,000	\$0	\$12,250
Number of students served (registration)	1,217	1,284	1,199	1,238	-	778
Globe Hollow			265	252	0	159
Salters			204	208	0	165
Swanson			341	375	0	138
West Side			389	403	0	316
Staff time spent on program (hours)	1,530	1,530	1,530	1,500	-	1,500
Fees collected	\$25,016	\$26,981	\$30,180	\$31,347	\$0	\$17,450
EFFICIENCY						
\$ per student served	\$13.83	\$12.46	\$13.34	\$12.12	\$0.00	\$19.28
Outdoor Pool Attendance						
Dates Program Offered	June 2016 - August 2016	June 2017 - August 2017	June 2018 - August 2018	June 2019 - August 2019	June 2020 - August 2020	June 2021 - August 2021
Fiscal Year	FY 2016-2017 TOTAL					
Average Weekday Afternoon						
Globe Hollow	250	200	230	150	86	105
Salters	110	105	97	85	91	89
Swanson/Waddell	170	180	101	125	73	80
Waddell	55	75	169	85	NA	X
West Side	185	180	95	105	80	143
Average Daily Weekend Attendance						
Globe Hollow	30	25	94	22	113	44
Salters	35	40	38	40	80	50
Swanson/Waddell	20	25	30	30	74	58
Waddell	22	33	30	27	NA	X
West Side	60	60	62	50	84	102

PERFORMANCE MEASURES: LEISURE SERVICES

RECREATION PERFORMANCE MEASURES (cont'd)

SUMMER CAMP					
Camp Dates	June 2017 - August 2017	June - August 2018	June - August 2019	June - August 2020	June - August 2021
Fiscal Year	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022
	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
WORKLOAD					
Number of camp sites operated	6	6	6	0	5
Number of people enrolled in camp programs (unduplicated)	615	533	526	0	225
Number of days in operation	30	30	30	0	30
Cost of camp program	\$335,004	\$293,074	\$293,074	\$0	\$250,060
Revenue from camp program	\$163,350	\$161,052	\$159,052	\$0	\$52,707
Reimbursement from Board of Education	\$0	\$0	NA		NA
Number of scholarships provided	130	63	58	0	21
\$ of scholarships provided	\$38,862	\$24,959	\$26,180	\$0	\$8,990
EFFICIENCY					
Cost per site - camps	\$54,176	\$54,176	\$54,176	\$0	\$20,370
Cost per enrolled participant	\$542	\$542	\$542	\$0	\$552
Cost per day of operation, per site	\$1,890	\$1,890	\$1,890	\$0	\$708
Camp Kennedy Special Needs Camp					
Camp Dates	August 2017	August 2018	August 2019	August 2020	August 2021
Fiscal Year	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022
	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
WORKLOAD					
Number of camp sites operated	1	1	1	0	1
Number of people enrolled in camp programs	27	28	25	0	16
Number of days in operation	5	5	5	0	5
Cost of camp program	\$8,171	\$8,045	\$7,314	\$0	\$1,028
Revenue from camp program	\$810	\$840	\$750	\$0	\$420
Number of scholarships provided	0.00	0.00	0.00	0.00	2.00
\$ of scholarships provided	\$0.00	\$0.00	\$0.00	\$0.00	\$60.00
EFFICIENCY					
Cost per site - camps	\$8,171	\$8,045	\$7,314	\$0	\$1,028
Cost per enrolled participant	\$303	\$287	\$293	\$0	64.25
Cost per day of operation, per site	\$1,634	\$1,609	\$1,463	\$0	205.6

PERFORMANCE MEASURES: LEISURE SERVICES

RECREATION PERFORMANCE MEASURES (cont'd)

FACILITIES & YOUTH PROGRAMMING			
Dates	July 2018- June 2019	July 2019- June 2020	July 2020- June 2021
Fiscal Year	FY 2018-2019 TOTAL	FY 2019-2020 TOTAL	FY 2020-2021 TOTAL
Youth Programming General			
WORKLOAD			
Youth Sports	32	33	38
Swim	125	100	62
Special Events	18	26	25
Health & Wellness	11	6	0
Education/Exploration	14	22	2
Camps (summer & specialty)	11	7	4
Leisure/Creative Arts	34	31	16
Number of Youth Offerings	245	225	147
Number of Youth Participants	6040	5740	2843

YOUTH SERVICES PERFORMANCE MEASURES

GRANTS					
WORKLOAD					
Number of grants awarded during FY	14	16	12	11	10
\$ value of grants received during FY	\$ 1,888,257	\$ 1,959,463	\$ 1,471,776	\$ 1,442,870	\$ 455,845
		\$ -			
Carry-forwarded grant funding available from prior FY (Annual)		\$ 15,048	\$ 371,380	\$ 299,500	\$ 127,637
		\$ -			
Total YSB General Fund Budget (Annual)	\$ 689,534	\$ 720,821	\$ 731,946	\$ 704,986	\$ 717,978
Grant \$ Leveraged Per \$ of General Fund Budget (Based on Awarded Grant Funding)	2.74	2.72	2.01	2.05	0.63

DIVERSION	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
WORKLOAD					
Number of new participants in the diversion program	70	42	33	60	26
Number of existing diversion participants	14	19	5	0	0
Total number of diversion participants	84	61	38	60	26
Number of participants who fulfill diversion plan	65	56	29	66	28
Number of participants who are referred to court	0	0	0	2	0

PERFORMANCE MEASURES: LEISURE SERVICES

YOUTH SERVICES PERFORMANCE MEASURES (cont'd)

EMPLOYMENT	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
<u>WORKLOAD</u>					
Total Number of Participants Served	61	0	80	82	0
Summer Youth Employment and Learning Program	61	0	80	82	0
Other Employment program	0	0	0	0	0
Number of participants who complete the program	58	0	37	35	0
Summer Youth Employment and Learning Program	58	0	37	35	0
Other Employment program	0	0	0	0	0

POSITIVE YOUTH DEVELOPMENT	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
<u>WORKLOAD</u>					
Number of participants in each program (duplicated across program & month)	8283	8005	6013	0	0
Girls Circle	248	248	182	131	0
Girls Circle Summer Program	117	161	161	175	0
Boys Council	26	123	56	34	0
Boys to Men	88	106	106	60	0
Reaching for the Stars	6	32	35	36	0
Journey	672	711	412	274	0
Youth Commission	716	545	395	601	0
Mother-Daughter Circle	149	278	212	348	0
Teen Center Drop-in	3021	2562	1772	927	0
SibShop	96	126	92	103	0
Elem School Programs	372	435	287	462	0
Camperships	259	462	190	206	0
Art Lab	201	191	135	168	75
Youth and Police	242	78	82	24	8
Mother/Daughter Booster	38	11	39	24	0
P Flag	98	58	74	61	41
Urban Expedition	93	69	83	134	0
High School Programs	238	193	157	102	0
Teen Center Excursion					
Special Events	1307	1470	902	437	0

PERFORMANCE MEASURES: LEISURE SERVICES

LIBRARY DEPARTMENT REPORT

The Public Library offers services from two separate buildings, as well as bookmobile home deliveries for shut-ins plus an extensive online array of offerings. The Mary Cheney library building is located at 586 Main Street and the Whiton Branch building is at 100 North Main Street.

Mary Cheney Hours: Monday through Thursday 9 am - 9 pm; Friday and Saturday 9 am - 5 pm; Winter Sundays from 1 pm - 5 pm.

Whiton Branch Hours: Monday through Thursday 10 am - 8:30 pm; Friday 9 am - 5 pm; Winter Saturdays from 9 am - 5 pm.

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 their families while serving as a focal point for interaction among diverse community residents of all ages.

More information is available online at library.townofmanchester.org

Highlights

According to statistics from the Connecticut State Library, for Fiscal Year 2021, Manchester's public library was the second busiest library in the state, based on the number of materials loaned annually, and when looking only at the 'physical items loaned' (excluding ebooks), it was in first place in Connecticut! For the third year in a row, it was also in first place for the highest number of children's books loaned, ahead of the libraries in the much larger towns of Greenwich, Fairfield, West Hartford, and Stamford. An interesting long-range trend is that the loaning of books from the public library has been steadily growing in recent years, somewhat offsetting the (fully anticipated) decline in the loaning of DVDs. The library's collection of items consists of about 190,000 books, over 10,000 audiobooks and music CDs, and over 15,000 DVDs, as well as magazines and other miscellaneous items.

Due to the ongoing pandemic, far fewer library programs were held than in typical years. 203 total programs were offered in the building during the fiscal year with a total in-person attendance of 8,043 people. Thanks primarily to the willingness of the U.S. publishing industry to waive the normal restrictions on recording or broadcasting the reading aloud of books during the pandemic, the library was able to hold 135 'virtual' programs attended (viewed) by 3,665 people -- these were primarily storytimes organized by our children's librarians.

With support from the Board of Directors, the Library Board plus three additional citizen volunteers undertook an extensive effort to identify the desires of Manchester residents for services and facilities for a 21st Century Library.

Planning is underway for an autumn 2022 One Book program, the purpose of which is to bring community members and organizations together by having hundreds of people read the same book and then take part in various tie-in activities, including a visit by the author.

PERFORMANCE MEASURES: LEISURE SERVICES

LIBRARY PERFORMANCE MEASURES

PROGRAMMING & MEMBERSHIP	FY12 TOTAL	FY13 TOTAL	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
WORKLOAD							
Number of registered valid card holders	21,821	25,822	22,688	23,478	24,793	21,625	27,787
Adult	17,667	19,719	17,835	17,488	18,192	17,732	17,547
Teen	1,231	1,803	1,218	1,502	1,673	880	2,609
Childrens	2,923	4,300	3,635	4,488	4,928	3,013	7,631
<i>assume 400/year Age Cohort for H.S. student cards designated as Teen, from Feb. 2021 and on, i.e. 1,600; plus 4486 Children</i>							
Number of programs offered (in person, FY21 and after)	1,021	969	972	962	1,039	769	203
Adult	39	38	126	121	198	169	103
Teen	102	97	96	113	114	70	34
Childrens 0-2	212	217	291	275	239	161	0
Childrens 3-5	218	215	129	138	91	81	2
Childrens 6-14	208	144	102	103	129	49	8
Childrens general	242	258	228	212	268	239	56
Number of programs offered virtually (FY21 and after)							135
Adult							39
Teen							0
Childrens 0-2							0
Childrens 3-5							0
Childrens 6-14							5
Childrens general							91
Number of program participants (in person, FY21 and after)	30,869	27,449	25,862	25,654	25,012	20,485	8,043
Adult	761	433	1,974	3,297	3,532	3,385	4,942
Teen	1,793	1,959	1,066	1,097	1,510	832	713
Childrens 0-2	3,730	3,373	4,753	4,883	3,407	2,841	0
Childrens 3-5	4,436	3,696	2,114	1,562	1,745	1,327	37
Childrens 6-14	6,019	4,587	4,672	4,606	4,558	946	137
Childrens general	14,130	13,401	11,283	10,209	10,260	11,154	2,214
Number of virtual program participants either viewing program at specified time or later viewing							3665
Adult							402
Teen							0
Childrens 0-2							0
Childrens 3-5							0
Childrens 6-14							90
Childrens general							3,173
Number of complaints received regarding patrons:							
Adults	41	45	12	19	15	8	11
Teens	21	40	9	14	11	7	10
Children	15	4	2	1	1	0	0
Children	5	1	1	4	3	1	1
Percent of respondents rating the quality of library services as good or excellent	45 responses		100 responses	100 responses	94 responses		
Quality of Adult Programs Offered	92%	84%	100%	100%	99%		
Variety of Materials	93%	86%	100%	100%	99%		
Maintenance of facilities	70%	72%	99%	100%	98%		
Helpfulness of staff	98%	92%	100%	100%	96%		
Percent of teens rating satisfaction with collection offerings:	223 responses		109 responses	102 responses			
Magazines	93%	90%	89%	91%			
Other Items	98%	98%	97%	96%			
Percent of respondents (parents) rating the quality of youth programs and materials as good or excellent	228 responses		206 responses	116 responses	110 responses		78 responses
Quality of youth materials	100%	98%	97%	98%	95%		100%
Quality of youth programs	100%	100%	97%	98%	95%		100%
Helpfulness of library staff	100%	100%	99%	99%	98%		100%
My child enjoyed the library services	100%	98%	98%	99%	95%		99%

PERFORMANCE MEASURES: LEISURE SERVICES

LIBRARY PERFORMANCE MEASURES (cont'd)

CIRCULATION	FY12 TOTAL	FY13 TOTAL	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
WORKLOAD							
Total Cheney attendance	288,935	278,316	229,947	219,764	204,454	153,742	107,489
Number of materials in collection	258,621	255,610	234,941	227,974	221,663	216,865	225,472
Video	16,513	16,965	17,953	17,676	16,588		13,382
Books - adult collection	138,310	137,223	130,687	128,197	124,000	123,511	128,101
Magazines - adult collection	14,730	13,335	7,724	5,479	5,751	5,729	5,635
Other materials	10,604	9,874	8,915	9,296	9,029	8,485	9,172
Teen items	5,264	5,195	5,495	5,490	5,392	5,456	5,825
Teen magazines	250	286	294	257	116	40	34
Children's Items	72,950	72,732	63,873	61,579	60,787	60,756	63,323
Number of new materials added (by type of media)	20,625	22,143	23,520	21,055	20,273	20,498	20,849
Video	3,357	3,597	2,356	2,120	1,577	1,509	1,016
Print- adult collection	9,952	10,079	10,330	9,673	9,764	9,776	10,823
Other materials	1,496	831	1,085	862	909	645	834
Teen	798	841	856	487	591	626	921
Children	5,126	6,795	8,893	7,913	7,432	7,942	7,255
Number of materials discharged	833,360	765,598	526,095	484,435	446,692	313,786	308,798
Total Number of Items Checked Out	825,395	777,936	690,552	656,498	729,241	629,045	623,830
# of materials checked out - Adult & Teen	504,456	491,710	433,299	410,280	433,844	376,251	376,445
Video- adult collection	219,712	220,330	184,417	158,659	135,150	120,584	99,620
Print- adult collection	209,979	202,121	183,346	188,339	224,133	190,637	211,983
Other materials, Adult collection	53,990	48,127	47,404	49,018	55,206	46,800	43,737
Teen	20,775	21,132	18,132	14,264	19,355	18,230	21,105
Children	320,939	286,226	257,253	246,218	295,397	252,794	247,385

REFERENCE	FY12 TOTAL	FY13 TOTAL	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
WORKLOAD							
Number of inquiries received	52,330	58,325	50,898	47,436	41,301	33,746	36,247
At counter	48,124	53,922	46,500	43,337	37,770	30,838	32,223
Electronically	76	56	250	499	414	86	366
By phone	4,114	4,346	4,105	3,599	3,114	2,822	3,658
By mail	16	1	43	1	3	0	0
Number of internet workstation customers	77,136	72,025	44,659	42,378	39,494	25,804	14,234
Number of pages printed by customers	70,445	49,572	56,315	66,200	71,913	51,709	56,216
EFFECTIVENESS							
Percent of respondents (customers) who rate the quality of reference service as good or excellent	100 responses		88 responses	101 responses	69 responses		
Accuracy of information	96%	83%	99%	100%	97%		100%
Timeliness of assistance	95%	87%	99%	100%	98%		100%
Helpfulness of staff	95%	87%	98%	100%	98%		100%
Accessibility of internet	91%	80%	99%	98%			
Availability of information sought	95%	86%	98%	99%	98%		100%

PERFORMANCE MEASURES: LEISURE SERVICES

WATER FUND PERFORMANCE MEASURES

WATER QUALITY MANAGEMENT	FY16 TOTAL	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
WORKLOAD						
Million Gallons (MG) of water produced	1,769.78	1,716.52	1,648.45	1,675.41	1,739.60	1,890.00
EFFICIENCY						
Water Treatment Operators (FTE's)	6.50	0.00	0.00	6.50	6.50	0.00
Cost of Water Treatment Operation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost per MG treated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MG treated per water account	0.03	0.03	0.03	0.03	0.03	0.03
Cost of treatment per water account	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
EFFECTIVENESS						
Filtered Water: avg daily high turbidity (NTU)	0.05	0.06	0.06	0.07	0.08	0.07
Raw Water: avg. daily turbidity (NTU)	0.98	1.09	1.29	1.36	1.82	1.68
Amount of Raw Water Turbidity removed	0.93	1.04	1.23	1.29	1.74	1.61
% removal of Turbidity	94.7%	94.4%	95.2%	94.3%	95.0%	95.4%
WATER DISTRIBUTION						
WORKLOAD						
MG of metered water distributed to end users	1,511.05	1,464.67	1,445.52	1,321.27	1,432.27	1,529.43
EFFECTIVENESS						
MG of non-metered water (estimated volume)	12.10	19.35	20.00	29.25	33.75	27.00
MG of unaccounted water	246.63	232.50	182.93	324.89	273.58	333.57
% of unaccounted water	12.72	13.44	10.53	19.78	15.27	16.58
Number of breaks	8	17	20	20	48	45
BILLING AND COLLECTION						
WORKLOAD						
Number of water accounts billed	65,462	65,627	65,697	65,815	65,985	66,052
Number of new water accounts	13	29	23	31	29	16
Metered Sales (HCF)	2,004,457	2,007,164	1,913,177	1,795,049	1,877,035	2,049,366
Water Consumption (HCF- est. monthly from quarterly bills)	2,019,977	1,957,983	1,932,384	1,766,281	1,914,673	2,044,545
Metered Water sales (\$)	\$6,963,210	\$7,108,744	\$6,929,972	\$6,927,836	\$6,791,487	\$7,527,004
Number of sewer accounts billed	46,133	44,079	44,179	44,270	44,357	44,446
Number of new sewer accounts	12	20	15	13	18	13
Sewer Usage (HCF)	1,854,254	1,848,467	1,787,247	1,786,495	1,748,431	1,956,171
Metered sewer sales (\$)	\$8,074,177	\$8,559,402	\$8,447,690	\$8,704,516	\$8,693,214	\$10,008,774
EFFECTIVENESS						
Total water accounts receivable (\$ unpaid bills)	\$1,193,587	\$1,154,370	\$1,142,624	\$991,121	\$1,114,298	\$1,006,291
Value of water accounts (\$) >120 days delinquent	\$527,515	\$500,674	\$491,686	\$358,892	\$336,148	\$425,001
% of water receivables (\$) > 120 days delinquent	44%	43%	43%	36%	30%	42%
Total sewer accounts receivable (\$ unpaid bills)	\$1,253,172	\$1,257,930	\$1,274,583	\$1,145,169	\$1,327,285	\$1,193,309
Value of sewer accounts (\$) >120 days delinquent	\$607,634	\$592,003	\$599,668	\$453,016	\$432,582	\$534,673
% of sewer accounts (\$) > 120 days delinquent	48.5%	47.1%	47.0%	39.6%	32.6%	44.8%

PERFORMANCE MEASURES: LEISURE SERVICES

SEWER FUND PERFORMANCE MEASURES

EFFLUENT QUALITY MANAGEMENT	FY16 TOTAL	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
WORKLOAD						
Volume treated (MG)	1,821.77	1,733.85	1,532.00	1,897.76	1,657.12	1,721.22
Pounds of cBOD removed	4,883,459	5,654,728	4,178,372	3,965,855	4,666,128	3,396,400
Pounds of TSS removed	5,545,676	6,491,992	4,878,144	4,230,773	6,229,755	7,371,901
Pounds of Nitrogen removed	446,724	544,196	444,435	453,397	472,976	632,785
Pounds of Phosphorus removed	77,176		109,860		59,532	2,645
EFFECTIVENESS						
% cBOD removed	99%	99%	99%	99%	100%	99%
% TSS removed	99%	99%	99%	99%	99%	99%
% Nitrogen removed	88%	89%	87%	79%	84%	88%
% Phosphorus removed	85%	92%	89%	84%	86%	86%

WASTEWATER COLLECTION	FY16 TOTAL	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
WORKLOAD						
Total miles of pipe	167.00					
Feet of pipe cleaned	355,897	386,893	386,519	409,008	433,739	453,242
Miles of pipe cleaned	67.40	73.28	73.20	77.46	82.15	85.84
Number of lateral backups	53	138	89	96	67	91
Number of main backups	9	11	20	9	27	8

PERFORMANCE MEASURES: OTHER FUNDS

INFORMATION SYSTEMS PERFORMANCE MEASURES

TECHNICAL SUPPORT	FY16 TOTAL	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
and reliable operation of Town functions by responding to requests for technology						
<u>WORKLOAD</u>						
Number of computers in Town (average)	629	627	637	641	707	744
Number of users (average)	669	719	672	665	755	763
Number of computers replaced	41	23	50	72	112	84
Number of work orders received - software	614	506	489	448	460	382
Number of work orders received - hardware	175	138	184	152	171	136
Number of work orders received - other	795	691	640	604	697	618
Number of work orders received - TOTAL	1,584	1,335	1,313	1,204	1,328	1,163
<u>EFFICIENCY</u>						
Average initial response time (hours)- high priority	6.21	2.48	4.11	3.01	2.26	2.95
Average initial response time (hours)- medium priority	13.58	10.42	9.78	8.73	7.09	7.55
Average initial response time (hours)- low priority	10.06	7.46	6.89	7.04	6.21	7.26
Number of work orders meeting target response time	816/1024	736/914	672/843	626/762	809/944	982/1084
<u>EFFECTIVENESS</u>						
% of initial responses that met target response time	80%	81%	80%	82%	86%	91%

PERFORMANCE MEASURES: OTHER FUNDS

INFORMATION SYSTEMS PERFORMANCE MEASURES (cont'd)

PUBLIC COMMUNICATION	FY16 TOTAL	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
Mission Statement: To provide Manchester residents access to important information and open government by maintaining a local access channel and a website.						
<u>WORKLOAD</u>						
Number of Channel 16 live broadcasts- Town	46	44	46	44	41	45
Number of Channel 16 live broadcasts- BOE	12	15	15	16	16	23
Number of taped programs	11	5	0	1	1	0
Number of work requests	2	2	0	0	0	29
Number of program uploads from on demand	2,281	2,405	2,528	2,789	10,937	13,120
Number of website hits	980,575	962,036	934,505	894,565	889,739	991,494
<u>EFFICIENCY</u>						
Cost of public communication operations	\$ 21,547	\$ 17,780	\$ 35,382	\$ 81,285	\$ 23,737	\$ 30,997
Hours spent on maintenance	139.25	88.50	120.00	155.25	60.00	162.00
<u>EFFECTIVENESS</u>						
% of broadcasts that meet schedule	100%	100%	100%	100%	100%	100%
Number of interruptions	2	0	0	0	0	0
Total hours of interruptions	3	0	0	0	0	0
Number of web outages	0	2	2	0	0	0

PERFORMANCE MEASURES: OTHER FUNDS

INFORMATION SYSTEMS PERFORMANCE MEASURES (cont'd)

NETWORK TECH SERVICES	FY16 TOTAL	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
Mission Statement: To ensure continuity of Manchester's internet and network connectivity by maintaining the Town's computer network infrastructure and hardware.						
WORKLOAD						
Number of physical servers- Town	67	68	65	68	69	68
Number of virtualized servers- Hosts	21	22	22	27	29	29
Number of virtualized servers- Guests	68	71	67	83	87	89
Total number of servers (physical and virtual)	135	139	132	151	156	157
Number of buildings connected to system-Town	29	29	29	29	30	30
Number of buildings connected to system-BOE	18	18	19	19	18	18
Number of wireless access points- Town	69	69	81	78	81	83
Number of public wi-fi users	21,340	20,801	12,790	7,221	8,997	-
Number of recoveries performed	12	13	13	7	8	6
EFFECTIVENESS						
Number of outages- Threat Related	0	0	0	0	0	0
Number of outages - Internet Service Provider	1	0	1	0	0	0
Number of outages - Fiber Breaks	0	0	0	0	0	0
Number of outages - Equipment Failure	0	0	1	1	0	0
Number of outages - Power	0	0	0	0	1	1
Number of outages- other	2	2	2	1	3	0
Number of outages- TOTAL	3	2	4	2	4	0
Hours of network downtime- threat related	0	0	0	0	0	0
Hours of network downtime - Internet Service f	3.25	0	6	0	0	0
Hours of network downtime - Fiber Breaks	0	0	0	0	0	0
Hours of network downtime - Equipment Failur	0	0	2.5	0	0	0
Hours of network downtime - Power	0	0	0	0	1	1
Hours of network downtime - other	1.5	2	1.25	0.25	7.25	0
Hours of network downtime- TOTAL	4.75	10	9.75	7.25	8.25	0
% of servers virtualized	60%	61%	61%	67%	69%	70%

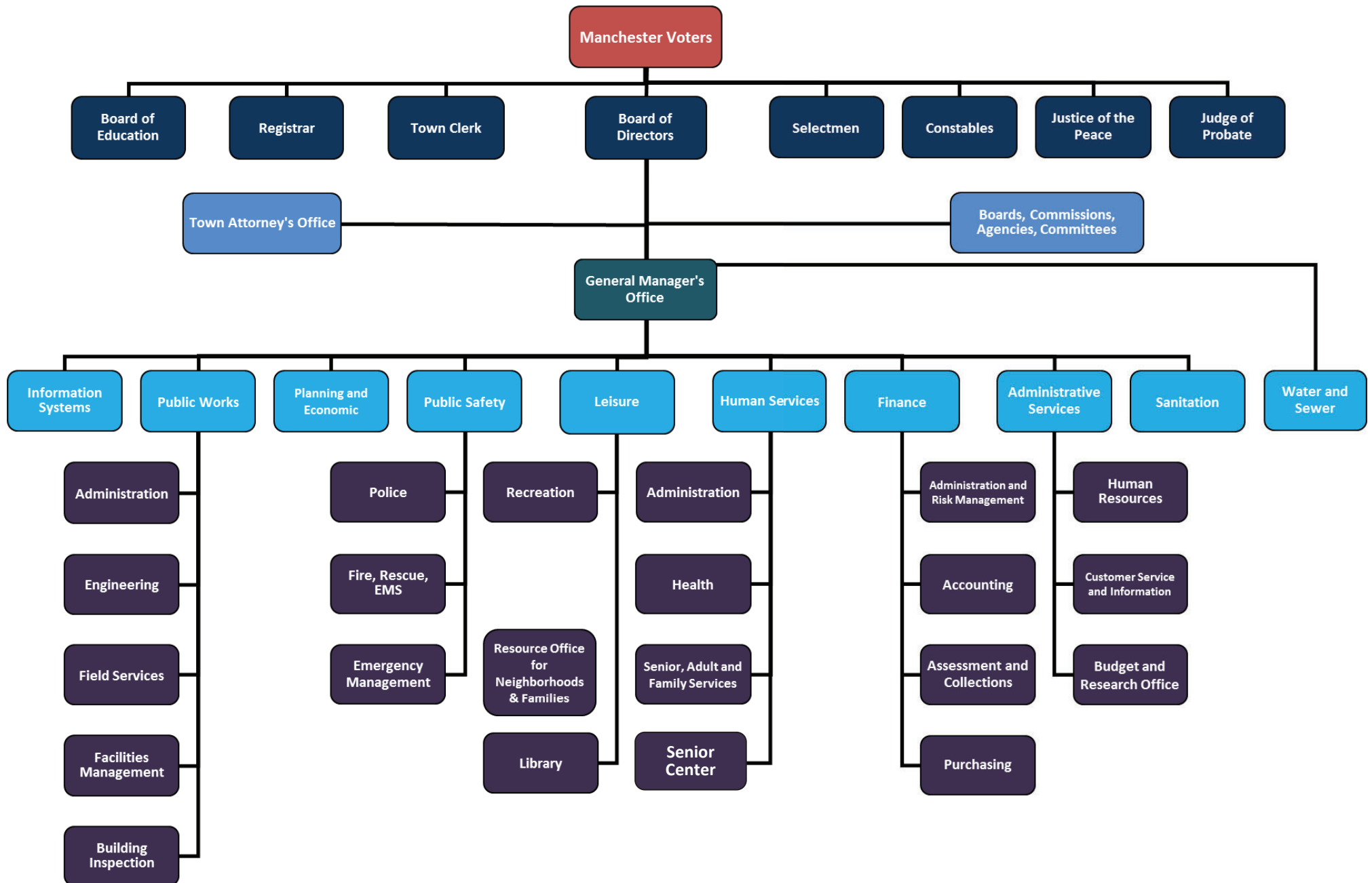
WORK_SPACE PERFORMANCE MEASURES

WORK_SPACE	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
Meeting Center/Coworking Space					
# of members	19	39	47	40	47
# of meeting center events		356	904	782	0
# of visits		4249	10933	8024	0
Total Revenue Generated (SG317, Fund 260, Obj 4430)	\$89,945	\$184,426	\$242,583	\$184,196.88	\$10,016.00
Total Expenditures (SG317, Fund 260, Org 32018100, plus Part-time Personn	\$63,449	\$143,006	\$155,514	\$169,446.55	\$39,855.00
% of operating expenditures recovered	142%	129%	156%	109%	25%

Reference Tables & Appendices

- Organization Chart
- Town Statistics & Demographics
- Economic Information
- Budget Policies & Charter Provisions
- Budget Resolution
- Glossary

ORGANIZATION CHART



Manchester, Connecticut

57,805

General

ACS, 2015–2019

	Manchester	State
Land Area <i>mi²</i>	27	4,842
Population Density <i>people per mi²</i>	2,110	738
Number of Households	23,645	1,370,746
Median Age	35.7	41.0
Median Household Income	\$74,503	\$78,444
Poverty Rate	10%	10%

Economy

Top Industries

CT Department of Labor, 2019

	Employment	Employers	Av. Wages
1 Retail Trade	6,089	310	\$33,095
2 Health Care & Social Assistance	5,775	220	\$52,623
3 Accommodation & Food Services	3,299	170	\$20,407
4 Manufacturing	2,891	75	\$74,907
5 Local Government	2,111	19	\$62,511
All Industries	27,731	1,818	\$48,747

SOTS Business Registrations

Secretary of the State, June 2021

Total Active Businesses		4,802	
New Business Registrations by Year			
2001	250	2006	293
2002	261	2007	278
2003	278	2008	244
2004	306	2009	225
2005	339	2010	230
2011	239	2016	304
2012	265	2017	309
2013	224	2018	324
2014	212	2019	397
2015	255	2020	448

Key Employers

Data from municipalities, 2021

- 1 Prospect ECHN
- 2 Allied Printing
- 3 Ahold Delhaize USA
- 4 Manchester Community College
- 5 Paradigm Precision

Schools

CT Department of Education, 2020-21

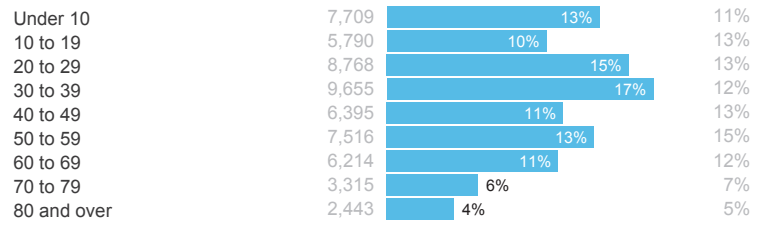
School Districts

	Available Grades	Total Enrollment	Pre-K Enrollment	4-Year Grad Rate (2018-19)
Manchester School District	PK-12	6,091	195	82%
Odyssey Community School District	1-8	328	0	
Statewide	-	513,079	15,300	88%

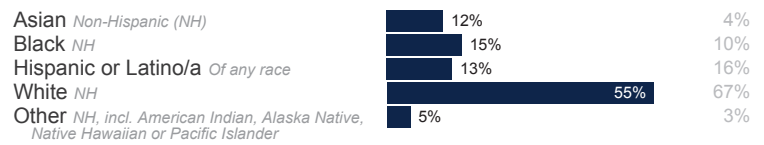
Demographics

ACS, 2015–2019

Age Distribution



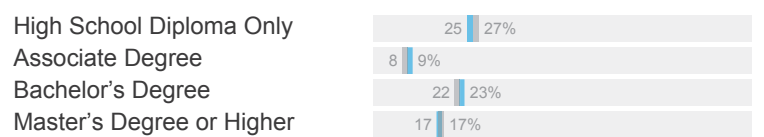
Race and Ethnicity



Language Spoken at Home



Educational Attainment

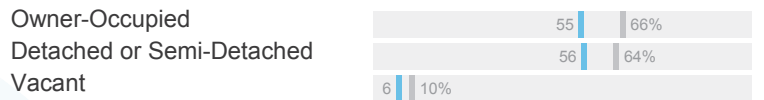


Housing

ACS, 2015–2019

	Manchester	State
Median Home Value	\$184,600	\$275,400
Median Rent	\$1,249	\$1,180
Housing Units	25,182	1,516,629

Owner-Occupied



Smarter Balanced Assessments

Met or exceeded expectations, 2018/19

	Math	ELA
Manchester School District	29%	35%
Odyssey Community School District	46%	56%
Statewide	48%	56%

Manchester, Connecticut

57,805

Labor Force

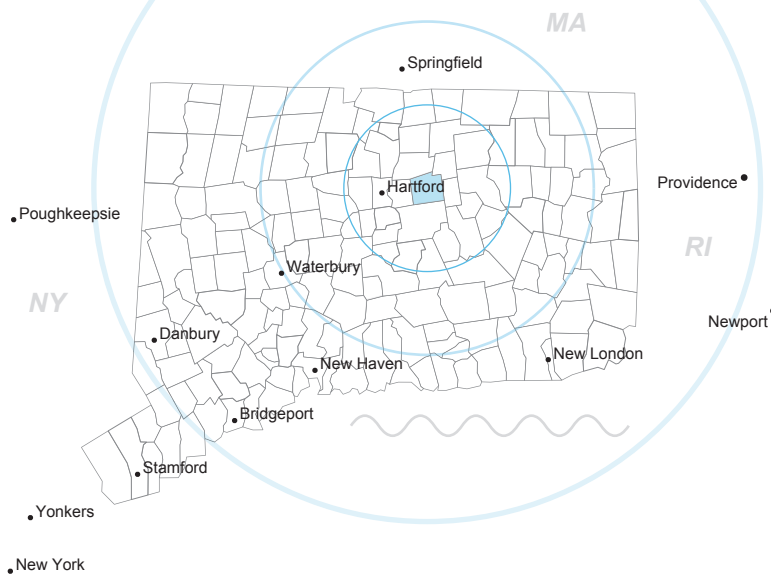
CT Department of Labor, 2020

	Manchester	State
Employed	30,280	1,724,621
Unemployed	2,782	148,010

	Manchester	State
Unemployment Rate	8 8%	
Self-Employment Rate*	7 10%	

*ACS, 2015-2019

Catchment Areas of 15mi, 30mi, and 60mi



Access

ACS, 2015-2019

	Manchester	State
Mean Commute Time <i>Pre-Covid</i>	23 min	26 min
No Access to a Car	9 9%	
No Internet Access	10 12%	

Commute Mode

Public Transport	2 5%
Walking or Cycling	2 3%
Driving	86 93%
Working From Home <i>Pre-Covid</i>	3 5%

Public Transit

CTtransit Service	Local, Express, CTfastrak
Other Public Bus Operations	-
Train Service	-

Fiscal Indicators

CT Office of Policy and Management, SFY 2017-18

Municipal Revenue

Total Revenue	\$205,469,000
Property Tax Revenue	\$141,097,000
<i>per capita</i>	\$2,557
<i>per capita, as % of state av.</i>	84%
Intergovernmental Revenue	\$58,678,000
Revenue to Expenditure Ratio	102%

Municipal Expenditure

Total Expenditure	\$202,357,000
Educational	\$137,030,000
Other	\$65,327,000

Grand List

Equalized Net Grand List	\$5,706,117,120
<i>per capita</i>	\$98,895
<i>per capita, as % of state av.</i>	64%
Comm./Indust. Share of Net Grand List	24%

Actual Mill Rate	34.85
Equalized Mill Rate	25.85

Municipal Debt

Moody's Rating	Aa1
Total Indebtness	\$110,640,000
<i>per capita</i>	\$1,918
<i>per capita, as % of state av.</i>	74%
<i>as percent of expenditures</i>	55%
Annual Debt Service	\$11,940,000
<i>as % of expenditures</i>	6%



Search AdvanceCT's **SiteFinder**, Connecticut's most comprehensive online database of available commercial properties. ctdata.org/sitefinder

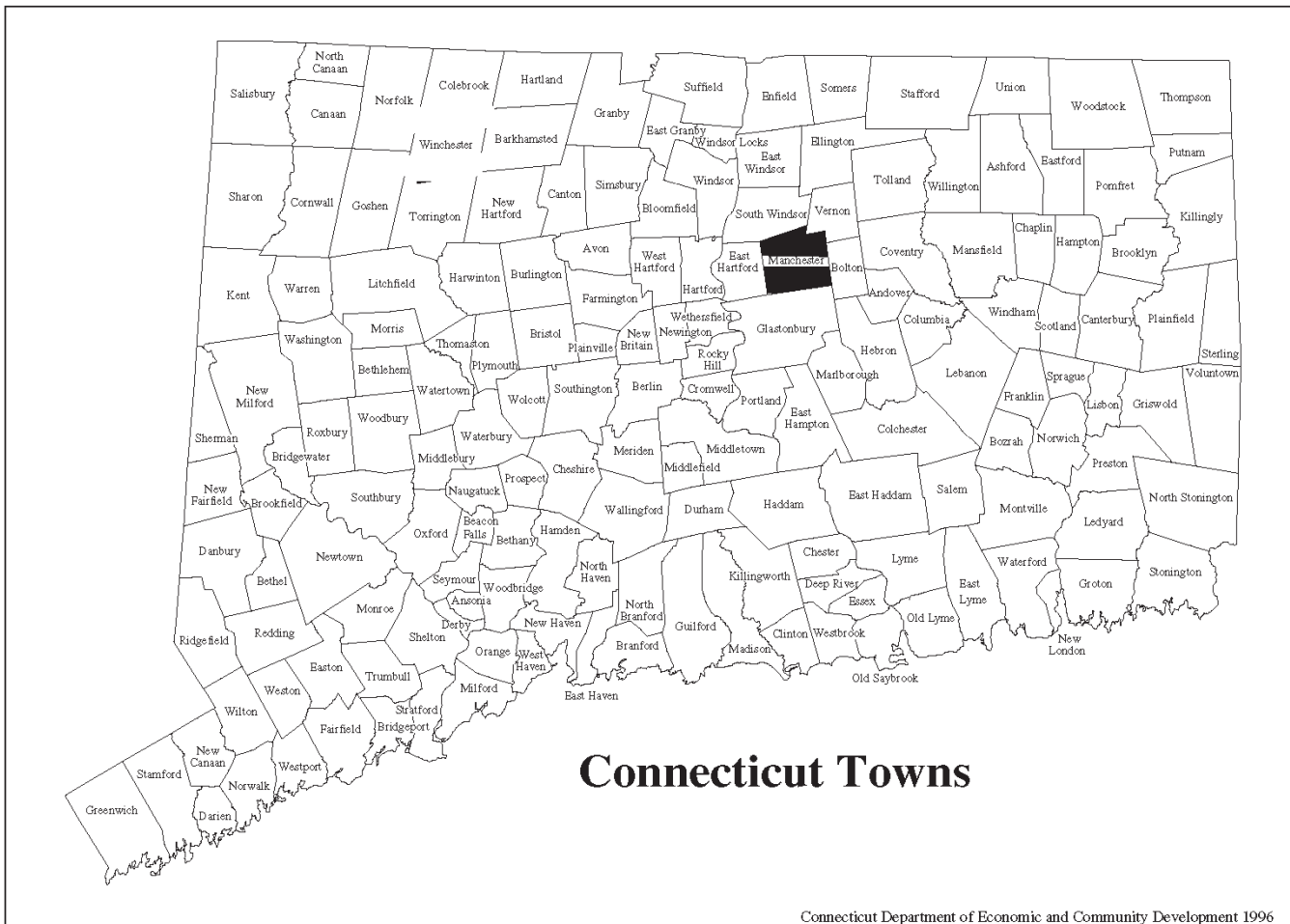
About Town Profiles

The Connecticut Town Profiles are two-page reports of demographic and economic information for each of Connecticut's 169 municipalities. Reports for 2016-2019 are available from profiles.ctdata.org.

Feedback is welcome, and should be directed to info@ctdata.org.

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ECONOMIC INFORMATION



The Town of Manchester covers 27.2 square miles in the Connecticut River Valley nine miles east of Hartford. It was settled in 1672 and incorporated as a town in 1823. It is bordered by Glastonbury on the south, East Hartford on the west, and South Windsor, Vernon, and Bolton on the north and east.

The Town has two major interstate highways that serve the community. Interstate I-84 (New York, Hartford, Boston) and I-384 (Hartford and Providence) join in Manchester and are connected to Interstate I-91 (New Haven, Hartford, Montreal) by the 6.4-mile I-291 connecting expressway. Bradley International Airport is less than a twenty-minute drive from the Town. Direct rail freight service is available via Connecticut Southern Railroad. Commuter bus service provided by Connecticut Transit to Hartford is available along with commuter parking lots.

The Town is a first tier suburban community with a diverse industrial, service and commercial tax base. Manchester continues to maintain a strong and diverse local economy during this period of sluggish state economic growth. The healthcare, aerospace, retail, wholesale trade, finance and insurance industries each have a major regional presence here. Historically an industrial center, Manchester's roughly 100 manufacturing firms include precision machining, plastics molding, metals fabricating and coating, and commercial printing operations. The location of Manchester Memorial Hospital in central Manchester provides a hub for almost 200 of our health care and social service establishments. Because of the Town's exceptional location relative to I-84, I-384, and I-91, all of which converge in the

ECONOMIC INFORMATION

Town, it is a preferred location for warehouse and distribution businesses and for regional retail and service establishments. Manchester's warehouse/ distribution tenants include the J. C. Penney Northeast Warehouse Fulfillment Center, Raymour and Flanigan and Hartford Distributors, as well as many smaller materials handling or freight forwarding businesses. Strong finance, banking, insurance, and real estate sectors anchor the historic downtown and other smaller business districts. The business services sector includes accountants, attorneys and other consulting services. In 2017, Bob's Discount Furniture opened a new, 103,000 sf corporate headquarters in Manchester housing over 200 employees. Lydall Inc., and Fuss & O'Neill are among other companies headquartered in Manchester.

Manchester's major employers include the Town and Board of Education at 1,888 employees; Manchester Memorial Hospital at 1,680 employees; Allied Printing at 357 employees; Paradigm at [350]; J.C. Penney Company at 250 employees; Manchester Community College at 280 employees; Home Depot at 300 employees; and Big Y World Class Market at 300 employees. Overall, approximately 33,062 people are employed in Manchester.

The Buckland Hills area lies at the merge of I-84 and I-291 and is a regional center for retail, service, and industrial business. The Buckland Industrial Park is home to J. C. Penney and other industrial and manufacturing firms. Over 3.7 million square feet of retail space makes Buckland Hills one of the largest retail centers in New England. The area serves a market of approximately 20 miles and a market population of over 300,000 people. Major retailers in the area include the Shoppes at Buckland Hills regional mall, anchored by Macy's, Sears, Dick's Sporting Goods, and Barnes and Noble. Other retailers include Wal-Mart; Home Depot; BJ's Wholesale Club; and Best Buy, to name but a few. Buckland Hills is also home to over 15 full service restaurants, approximately 500 hotel rooms, numerous entertainment venues including a multi-screen movie theater, and roughly 2,000 apartment units.

Manchester is a leader in the region with 8 million square feet of rentable industrial space. The 333 acre Manchester Business Park and 340 acre Buckland Industrial Park anchor a mature and diverse industrial market complimented by continued rehabilitation and reuse of existing spaces. Hydrofera, a medical sponge company, opened a new million-dollar production facility in the Manchester Business Park in 2017. Some industrial land remains available near I-291 and opportunities for building expansion exist as well. Manchester's available land and buildings, highway access, full complement of municipal services and utilities, and availability of public transportation will continue to make us a strong location for new business locations and expansions.

The Town experienced one of its largest periods of growth in the early 19th century industrial age, when the community developed neighborhoods around central business districts and industrial villages. As a result, the Town has a wide variety of housing types and neighborhoods including historic housing built in the Victorian era, streetcar suburban neighborhoods, post-World War II neighborhoods, and suburban developments from the 1960's through today. Single-family homes, condominiums, and market-rate rental apartments are all part of the residential and neighborhood mix. There are approximately 25,290 housing units with an estimated residential population in 2017 of 58,172 people.

Overview of the Budget Process

The Budget is prepared in accordance with Chapter 5 of the Town of Manchester Charter as amended most recently in 2008 and the Special Acts of the Connecticut General Assembly, 1974. The budget process, as guided by the Town Charter is as follows:

1. By February 14 of each year, the Board of Education and all departments must submit their budget requests to the General Manager.
2. The General Manager submits a recommended budget to the Board of Directors by March 13.
3. A public hearing on the budget recommended by the General Manager is held no later than March 23.
4. The Board of Directors adopts a budget no later than April 17.
5. Not later than 10 days following budget adoption, if a petition is signed by over 7% of Manchester registered voters, then a referendum will be held within 35 days of the budget adoption to accept or reject the budget.
6. If a referendum is held and the budget is rejected, with at least 15% voter turnout, then the Board of Directors shall revise the adopted budget.
7. The new fiscal year begins on July 1.

Budget Preparation & Adoption

The Budget is prepared in accordance with sections of Section 3-13 and Chapter 5 of the Town of Manchester Charter and Special Acts of the Connecticut General Assembly, 1974.

Sec. 5-2(a). Preparation.

The General Manager shall prepare and, not less than **one hundred and ten (110)** days prior to the beginning of each fiscal year, shall submit to the Board of Directors a tentative budget for the ensuing fiscal year and an explanatory budget message. Such tentative budget shall, where possible, include a statement of receipts during the last completed fiscal year, the receipts for the first six (6) months of the current fiscal year, an estimation of receipts for the entire fiscal year and an estimation of receipts during the ensuing fiscal year, all itemized in accordance with a classification approved by the Board of Directors. Such budget shall also, where possible, include a statement of the expenditures during the completed fiscal year, the expenditures

during the six (6) months of the current fiscal year, an estimation of the expenditures for the entire current year, the appropriations requested and the recommendations of the General Manager, as itemized by departments and in accordance with a classification by object of expenditure approved by the Board of Directors. Said budget message shall state the reason for any material increase or decrease in the estimate for the coming year of any item of receipts or expenditures from that for the current fiscal year. The Board of Education and each office, department and agency of the Town which requires an appropriation shall, not later than **February 14** of each year, submit to the General Manager a request for an appropriation for the ensuing year in accordance with a form prescribed by the General Manager and shall furnish the General Manager with such further information as to receipts and expenditures as he shall require. The request for an appropriation filed by the Board of Education with the General Manager shall be accompanied by a copy thereof for each member of the Board of Directors, and within fifteen (15) days after said filing, the General Manager shall call and attend a joint meeting of the two (2) Boards for the purpose of discussing the appropriation request of the Board of Education and the recommendations of the General Manager. After such discussion said joint meeting shall adjourn to a date not later than three (3) days before the General Manager submits his tentative budget to the Board of Directors in order to permit further discussion to be had on any decrease proposed or to be proposed by the General Manager in the appropriation request of the Board of Education. The Chairman of the Board of Education may at any time sign and file with the General Manager a written waiver dispensing with said adjourned joint meeting.

Sec. 5-3. Publication.

The budget and budget message and all supporting data shall be a public record in the office of the General Manager and shall be open to inspection at any reasonable time by any elector or taxpayer. The General Manager shall cause a summary of the tentative budget and budget message to be advertised in the same manner as provided for giving notice of a public hearing in § 3-8 of this Charter. The third such advertisement of the tentative budget and budget message shall appear not less than **one hundred and five (105) days** prior to the beginning of the ensuing fiscal year.

Sec. 5-4. Public hearings.

The Board of Directors shall hold a public hearing not less than **one hundred (100) days** prior to the beginning of the fiscal year at which any elector or taxpayer may have an opportunity to be heard. The Board of Directors shall determine the date of the hearing and shall cause a notice of the hearing to be published in a newspaper having a general circulation in the Town not less than three (3) times and not less than five (5) days prior to the date of the hearing. The hearing may be adjourned from time to time by the Board of Directors as it shall deem necessary.

Sec. 5-5. Consideration by the Board.

After the conclusion of the public hearing the Board of Directors shall continue its consideration of the tentative budget. The Board of Directors may revise any of the estimates of receipts or of expenditures for the ensuing fiscal year except that before inserting any new item of expenditure or increasing any item of expenditure either over the amount requested by any department or recommended by the General Manager, whichever amount shall be greater, it

must call another public hearing, giving notice of such hearing in the same manner as provided for giving notice of a public hearing in § 3-8 of this Charter. The notice of such hearing shall state the nature of the proposed additions or increases.

Sec. 5-6. Adoption.

The final budget shall be adopted by the Board of Directors not less than **seventy-five (75) days** prior to the beginning of the fiscal year. Should the Board of Directors take no final action to adopt the budget on or before the forty-fifth day prior to the beginning of the ensuing fiscal year, the tentative budget submitted by the General Manager shall be deemed to have been finally adopted by the Board of Directors, and it shall be the legal budget of the Town for the fiscal year ensuing, unless a petition for a budget referendum shall be filed and certified in accordance with § 3-13.

Sec. 5-7. Certification.

A copy of the budget as finally adopted shall be certified by the General Manager and recorded in a book kept for that purpose in the office of the Town Clerk. From the date of the beginning of the fiscal year the several amounts stated in the budget as proposed expenditures shall be and become appropriated to the several objects and purposes therein named.

Sec. 5-11. Expenditure prohibited.

No officer, employee, department or agency of the Town shall expend or contract to expend any money in excess of the amount appropriated for that office or department and for that general classification of expenditure. Any contract made in violation of this provision shall be null and void.

Sec. 5-11(a). Appropriation of gifts or other aid.

Any gift, contribution, income from trust funds, or other aid or income from any private source or from the federal or state governments, which is carried upon the records of the Town or is received after July 1, 1968, shall be entered upon the records of the General Fund in a manner recommended by the General Manager and approved by the Board of Directors. When so recorded, such amounts shall be deemed to be appropriated to the purposes of such gift, contribution or other aid or income.

Sec. 5-12. Lapse of appropriation.

All appropriations shall lapse at the end of the fiscal year to the extent that they shall not have been expended or lawfully encumbered excepting any funds appropriated to a reserve fund for capital and nonrecurring expenditures as authorized by Chapter 108 of the General Statutes and excepting any funds appropriated under the provisions of § 5-11(a) of this Charter.

Budget Referendum

Sec. 3-13. Petition for budget referendum.

If, not later than ten days after adoption of the budget in accordance with § 5-6, a petition signed by not less than seven percent of the electors of the Town, as determined from the latest official lists of the Registrars of Voters, is filed with the Town Clerk, to reject the budget adopted by the Board of Directors, the Town Clerk shall, within ten days thereafter, fix the day and place of a special Town election to vote on the petition to reject the adopted budget, and certify the same to the General Manager, and such election shall be called and held in accordance with the provisions of the General Statutes and this Charter for calling and holding a Town election. The day of such special election shall be not more than 35 days after the date of adoption of the budget.

The petition for budget referendum shall be in substantially the following form and shall be approved by the Town Clerk in accordance with section 79 of the General Statutes before circulation:

WARNING: ALL SIGNATURES SHALL BE IN INK OR INDELIBLE PENCIL

We, the undersigned electors of the Town of Manchester, present this petition requesting that the following question be referred to the voters at a referendum: "Shall the annual budget adopted by the Board of Directors on (here insert date of adoption) take effect as adopted?" We certify that we are electors of the Town of Manchester, residing at the addresses set opposite our names, and that we have not signed this petition more than once.

SIGNATURE PRINTED NAME NUMBER STREET

At the referendum, the electors shall choose one of the following three responses to the ballot question:

- Yes.
- No; the adopted budget is too high.
- No; the adopted budget is too low.

If a majority of the votes cast in the referendum are "Yes," or if the total number of votes cast in the referendum is less than 15% of the number of electors of the Town as determined from the latest official lists of the Registrars of Voters, the adopted budget shall take effect in accordance with the provisions of Chapter 5.

Provided that the total number of votes cast in the referendum is 15% or more of the number of electors of the Town, a combined "No" vote by a majority of the electors voting shall reject the adopted budget and require the Board of Directors to adopt a revised budget.

If the adopted budget is rejected, the Board of Directors shall, within seven days after the special election, adopt a revised budget, which may be less or greater than the adopted budget,

BUDGET POLICIES, STATUTES & CHARTER PROVISIONS

as the Board shall deem appropriate based on the results of the referendum. The revised budget shall take effect in accordance with the provisions of Chapter 5.

There shall be no more than one budget referendum in any year.

Balanced Budget Requirement

The Town Charter requires that the adopted budget be in balance. A balanced budget is one in which revenues are equal to expenditures.

Sec. 5-10. Tax rate.

The Board of Directors, at the meeting wherein the final budget is adopted in accordance with §5-6 of this chapter, shall also fix a tax rate which shall be sufficient, together with estimated receipts from other sources, to equal the sum of all appropriations which have been made, including any deficit from the prior year. This section shall not be construed to prevent the issuing of bonds to finance public improvements.

Budget Additions, Amendments & Transfers

The Town Charter provides for additions and amendments to the budget as follows:

Sec. 5-8. Additions.

Whenever the Board of Directors shall deem it necessary and in the best interests of the Town to do so, it may, by majority vote of all its members, make additional appropriations to the Board of Education or to any office, department or agency of the Town government and may make appropriations for purposes not included in the final budget but only after a public hearing to be advertised in the same manner as provided for giving notice of a public hearing in § 3-8 of this Charter. At such hearing any elector or taxpayer of the Town may have an opportunity to be heard. Whenever any such additional or new appropriation increases the total of the expenditure side of the budget, additional means of financing in a like amount shall be provided in such manner as may be determined by the Board of Directors.

Within the offices, departments and agencies, transfers may be made among accounts according to the Administrative Budget Transfers Policy:

Definitions:

Budget transfer: Any transfer of funds between appropriation accounts which results in an increase in the appropriated amount for one account and a decrease in a like amount in another account.

Administrative budget transfer: A budget transfer between appropriation accounts that does not require Board of Directors approval.

Reclassification: A journal entry that changes the account(s) to which a previous revenue or expenditure entry was applied.

Purpose:

The Administrative Budget Transfer Policy is a budget management and internal control tool. The policy and process will ensure that plans for addressing changing financial circumstances or operations are in place in advance of the financial impact of those changes.

Budget transfers may be necessary for any one of several reasons. At times, objectives may be realigned requiring a corresponding realignment of resources. Transfers may also be needed as a result of actual expenditures varying significantly from original estimates.

Required Approvals:

Transfers between classifications specified in the Budget Resolutions adopted by the Board of Directors require Board approval. For example, a transfer from the General Fund Contingency account in Fixed/Miscellaneous to an operating department account requires Board approval.

Administrative budget transfers occur between accounts within an operating department and do not require Board approval. They can be carried out administratively, requiring review and approval by the Budget and Research Office, the Accounting Office and, depending on the dollar amount, the General Manager.

1. Administrative Budget Transfers of less than \$10,000:

Required approvals:

- Department Head – Requesting authority
- Budget and Research Office – Review authority
- Accounting Office – Implementation authority

2. Administrative Budget Transfers of \$10,000 or more:

Required approvals:

- Department Head – Requesting authority
- Budget and Research Office – Review authority
- Accounting Office – Implementation authority
- General Manager – Approval

Requests for Administrative Budget Transfers

Requests for administrative budget transfers are to be made using the Munis Budget Transfers and Amendments function. The approval process will be carried out through the Munis workflow function.

Approval of administrative budget transfers will generally be limited to those that occur within the same category of expenditure accounts (such as transfers between two different supplies accounts). In some cases, transfers between expenditures in different categories may be requested after consultation with the General Manager and/or Budget and Research Officer.

Budget Preparation & Adoption

The Town Charter sets out the process and requirements for capital improvement planning.

Sec. 5-2(b). Submission to Board of Directors.

The Manager shall prepare and submit to the Board of Directors a six-year capital improvement program as part of the tentative budget.

Sec. 5-2(c). Contents.

The capital improvement program shall include:

- (1) A clear general summary of its contents;
- (2) A list of all capital improvements for the Town including capital improvements of the Board of Education which are proposed to be undertaken during the six (6) fiscal years next ensuing with appropriate supporting information as to the necessity for such improvements;
- (3) Cost estimates, methods of financing, and recommended time schedules for each such improvement; and
- (4) The estimated annual cost of operating and maintaining the facilities to be constructed or acquired.

The above information shall be revised and extended each year with regard to capital improvements still pending or in process of construction or acquisition.

Sec. 5-2(d). Definition.

For the purpose of this chapter, “capital improvement program” means a priority schedule of any and all necessary municipal capital improvements projected for a period of not less than six (6) years and so prepared as to show the general description, location and estimated cost of each individual capital improvement and including the proposed method of financing; “capital improvement” means a major improvement or betterment of a nonrecurring nature to the physical plant of the municipality as differentiated from ordinary repairs or maintenance of a recurring nature or the acquisition of any specific item of capital equipment.

Debt Policy

Bond Authorization

Bond authorization requires approval by a majority vote of all members of the Board of Directors. The Town Charter provides that all capital projects that are financed by the issuance

of bonds or notes in anticipation of bonds must be approved by the voters of the Town at a regular or special election.

Sec. 5-25. Borrowing for capital improvements.

To finance all or any part of the expense of any capital project which the Town may lawfully construct or acquire, the Town may incur indebtedness by issuing its negotiable bonds, or notes in anticipation of bonds, subject to the limitations of the General Statutes. Such bonds shall be authorized by a majority vote of all the members of the Board of Directors. No bonds or notes in anticipation of bonds shall be issued, however, until the project for which the bonds or notes are to be issued has been favorably acted upon by the voters of the Town at any regular or special election duly warned for that purpose. The question to be voted upon at such election shall include a statement of the project and the estimated amount of expenditure, and no bonds or notes shall be issued for any project in excess of said estimate of expenditure. Whenever the actual cost of such a project is determined to be less than the amount derived from the sale of bonds approved for that purpose, all excess moneys remaining therefrom shall be applied to the retirement of said bonds, either to principal or interest or both. Whenever such a project has been approved and undertaken, all expenditures of funds and all purchases and contracts shall be accounted for and made in accordance with the provisions of this Charter pertaining to the accounting for and expenditure of budgeted funds. Nothing in this section shall be construed to limit or restrict the powers of the Town conferred under Chapter 38 of the General Statutes, entitled "Municipal Reserve Fund."

Maturities

General obligation bonds (serial and term) are required to be payable in maturities wherein a succeeding maturity may not exceed any prior maturity by more than fifty percent or aggregate annual principal and interest payments must be substantially equal, except for refunding bonds that result in net present value savings. The term of the issue may not exceed twenty years, except in the case of sewer bonds which may mature in up to thirty years.

Temporary Financing

When general obligation bonds have been authorized, bond anticipation notes may be issued maturing in not more than two years (CGS Sec. 7-378). Bond anticipation notes may be renewed up to eight years from their original date of issue as long as all project grant payments are applied toward payment of temporary notes when they become due and payable and the legislative body schedules principal reductions by the end of the third and each subsequent year thereafter in an amount equal to a minimum of 1/20th (1/30th for water and sewer projects) of the estimated net project cost (CGS Sec. 7-378a). The term of the bond issue is reduced by the amount of time temporary financing exceeds two years, or, for sewer projects, by the amount of time temporary financing has been outstanding.

Bond anticipation notes must be permanently funded no later than eight years from the initial borrowing date except for sewer notes issued in anticipation of State and/or Federal grants. If a written commitment exists, the municipality may renew the notes from time to time in terms

not to exceed six months until such time that the final grant payments are received (CGS Sec. 7-378b).

Temporary notes may also be issued for up to fifteen years for certain capital projects associated with the operation of a waterworks system (CGS Sec. 7-244a) or a sewage system (CGS Sec. 7-264a). In the first year following the completion of the project(s), or in the sixth year (whichever is sooner), and in each year thereafter, the notes must be reduced by at least 1/15 of the total amount of the notes issued by funds derived from certain sources of payment. Temporary notes may be issued in one year maturities for up to fifteen years in anticipation of sewer assessments receivable, such notes to be reduced annually by the amount of assessments received during the preceding year (CGS Sec. 7-269a).

Limitation of Indebtedness

State statutes also limit the total amount of indebtedness municipalities may incur in various categories of debt (CGS Sec. 7-374). Municipalities shall not incur indebtedness through the issuance of bonds which will cause aggregate indebtedness by class to exceed the following:

- General Purposes: 2.25 times the annual receipts from taxation
- School Purposes: 4.50 times the annual receipts from taxation
- Sewer Purposes: 3.75 times the annual receipts from taxation
- Urban Renewal Purposes: 3.25 times the annual receipts from taxation
- Pension Obligation Purposes: 3.00 times the annual receipts from taxation

In no case however, shall total indebtedness exceed seven times the base (annual receipts from taxation).

Investment of Town Funds

Investment of Town funds are made pursuant to Connecticut General Statutes Section 7-400.

Sec. 7-400. Investment of funds. The treasurer of any municipality, as defined in section 7-359, upon approval by the budget-making authority, as defined in said section, of any metropolitan district, of any regional school district, of any district as defined in section 7-324, and of any other municipal corporation or authority authorized to issue bonds, notes or other obligations under the provisions of the general statutes or any special act may invest the proceeds received from the sale of bonds, notes or other obligations, or other funds, including the general fund, as hereinafter provided:

(1) In (A) the obligations of the United States of America, including the joint and several obligations of the Federal Home Loan Mortgage Corporation, the Federal National Mortgage Association, the Government National Mortgage Association, the Federal Savings and Loan Insurance Corporation, obligations of the United States Postal Service, all the federal home loan banks, all the federal land banks, all the federal intermediate credit banks, the Central Bank for

BUDGET POLICIES, STATUTES & CHARTER PROVISIONS

Cooperatives, The Tennessee Valley Authority, or any other agency of the United States government, or (B) shares or other interests in any custodial arrangement, pool or no-load, open-end management-type investment company or investment trust registered or exempt under the Investment Company Act of 1940, 15 USC Section 80a-1 et seq. as from time to time amended, provided (i) the portfolio of such custodial arrangement, pool, investment company or investment trust is limited to obligations described in subparagraph (A) of this subdivision and repurchase agreements fully collateralized by any such obligations; (ii) such custodial arrangement, pool, investment company or investment trust takes delivery of such collateral either directly or through an authorized custodian; (iii) such custodial arrangement or pool is managed to maintain its shares at a constant net asset value or such investment company or investment trust is rated within one of the top two credit rating categories and, for any investment company or investment trust not managed to maintain its shares at a constant net asset value, within one of the top two risk rating categories of any nationally recognized rating service or of any rating service recognized by the Banking Commissioner; and (iv) the municipal corporation or authority only purchases and redeems shares or other interests in such investment company or investment trust through the use of, or the custodian of such custodial arrangement or pool is, a bank, as defined in section 36a-2, or an out-of-state bank, as defined in said section, having one or more branches in this state.

(2) In the obligations of any state of the United States or of any political subdivision, authority or agency thereof, provided that at the time of investment such obligations are rated within one of the top two rating categories of any nationally recognized rating service or of any rating service recognized by the Banking Commissioner.

(3) In the obligations of the state of Connecticut, or any regional school district, town, city, borough or metropolitan district in the state of Connecticut, provided that at the time of investment the obligations of such government entity are rated within one of the top three rating categories of any nationally recognized rating service or of any rating service recognized by the Banking Commissioner.

Description of Funds Subject to Appropriation

General Fund – The primary operating fund of the Town. This fund is used to account for all financial transactions and resources except those required to be accounted for in another fund. Revenues are derived primarily from property taxes, state and federal grants, licenses, permits, charges for service, and interest income. The operations and expense centers included in the General Fund are:

BUDGET POLICIES & CHARTER PROVISIONS

- 1) General Government
 - a) Board of Directors
 - b) General Manager
 - c) Budget & Research
 - d) Human Resources
 - e) Customer Service & Information
 - f) Finance
 - g) Accounting
 - h) Assessment/Collection
 - i) General Services
 - j) Planning and Economic Development
 - k) Town Clerk
 - l) Treasurer
 - m) Registrar of Voters
 - n) Town Attorney
 - o) Probate Court
- 2) Public Works
 - a) Administration
- b) Engineering
- c) Field Services
- d) Facilities Management
- e) Building Inspection
- 3) Public Safety
 - a) Police
 - b) Emergency Management
- 4) Human Services
 - a) Administration
 - b) Health
 - c) Senior, Adult and Family Services
 - d) Senior Center
- 5) Leisure, Families and Recreation
 - a) Recreation
 - b) Youth Service Bureau
 - c) Neighborhoods and Families
- 6) Library
- 7) Education
- 8) Fixed Costs, Miscellaneous, and Debt Service

Fire District Fund – Accounts for the financial activity of the South Manchester Fire District. Revenues are derived primarily from property taxes, state and federal grants, permits, charges for service, and interest income.

Enterprise Funds – Account for operations that are financed in a manner similar to private business enterprises, where the intent is that costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The three enterprise funds in the Town of Manchester are the Water, Sewer, and Sanitation funds.

Information Systems Fund – Accounts for the financial operations of the central information systems facility. Information Systems provides services to other departments on a cost-reimbursement basis.

Special Services District Fund – Accounts for the financial operations of the special downtown business district. The District adopts its own budget and the Board of Directors sets the mill rate for the Special Services District Fund.

The Town's audited financial statements include the Town's self-insurance funds, special revenue funds, and other un-appropriated funds not included in the budget document.

Basis of Budgeting

All budgets are prepared on the modified accrual basis. Under this basis of budgeting, revenues are only included if they will be measurable and available during the fiscal period. Expenditures are included if the obligation to pay will occur during the fiscal period, even if the actual cash outlay does not occur within the fiscal period. For debt service and certain other long-term liabilities, only the portion that is due within the fiscal period is included.

The basis of accounting used for budgetary purposes differs from that which is used in the audited financial statements. The audited financial statements are reported in accordance with generally accepted accounting principles (GAAP). Therefore, government-wide financial statements, proprietary fund and pension fund financial statements are reported using the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Governmental fund financial statements are reported using the modified accrual basis of accounting. This basis recognizes revenues as soon as they are both measurable and available (defined as being collected within 60 days of the end of the fiscal year). Most expenditures are recognized when a liability is incurred; however certain specific expenditures (debt service, compensated absences and claims/judgments) are recorded only when payment is due.

For the Town of Manchester, the specific differences between the modified accrual/accrual basis used in the financial statements and the budgetary basis of accounting are as follows:

- State of Connecticut “on-behalf” contributions are made to the Connecticut Teachers’ Retirement System for Town teachers. These contributions are not included in the budget; however, they are included in both revenue and expenditures on a GAAP basis.
- For budgetary purposes, encumbered amounts are treated as expenditures (i.e. purchases and commitments are reported as expenditures when ordered). The GAAP basis of accounting does not recognize encumbrances as expenditures until the items purchased are actually received.

A formal Budget-to-GAAP reconciliation is included in the Town’s comprehensive annual financial report

**BUDGET RESOLUTION
MAY 11, 2022**

GENERAL FUND

BE IT RESOLVED, by the Board of Directors of the Town of Manchester, Connecticut that the following be and hereby is adopted as the General Fund Budget of the Town of Manchester for the fiscal year commencing July 1, 2022, and ending June 30, 2023.

EXPENDITURES

General Government		\$6,675,684
Public Works		\$13,982,515
Public Safety		\$26,516,377
Human Services		\$3,420,419
Leisure Services		\$6,632,529
Education		
Board of Education	\$119,689,163	
Health-Welfare Private Schools	\$434,928	
Transitional Living Center	\$68,622	
Total Education		\$120,192,713
Fixed Costs & Miscellaneous		\$24,157,898
TOTAL GENERAL FUND EXPENDITURES		\$201,578,135

**BUDGET RESOLUTION
MAY 11, 2022**

GENERAL FUND

REVENUES

General Related

Property Taxes, Interest and Lien Fees	\$155,334,821
Permits, Charges for Services and Other Income	\$4,174,700
State and Federal Sources	\$37,646,606
Interfund Transfers	\$1,922,008
Appropriation of Designated Fund Balance	\$2,500,000
TOTAL GENERAL FUND REVENUES	\$201,578,135

BE IT FURTHER RESOLVED that the performance-based merit increases for unaffiliated employees are authorized between 0% and 2% effective July 1, 2022, and where salary compression or structural issues are identified, the General Manager has discretion to address these issues within budgetary resources, including adjusting relevant salary ranges of the unaffiliated schedule.

**BUDGET RESOLUTION
MAY 11, 2022**

SANITATION FUND

BE IT FURTHER RESOLVED that the following be and hereby is adopted as the budget for the Sanitation Fund for the fiscal year commencing July 1, 2022, and ending June 30, 2023.

EXPENDITURES

Operating Expenses	\$7,618,931
Interfund Transfers	\$430,612
Total Sanitation Fund Expenses	\$8,049,543

REVENUES

Tipping Fees	\$8,000,000
Other Revenue	\$731,100
Appropriation from Net Assets	\$0
Total Sanitation Fund Revenue and Use of Net Assets	\$8,731,100

**BUDGET RESOLUTION
MAY 11, 2022**

WATER FUND

BE IT FURTHER RESOLVED that the following be and hereby is adopted as the budget for the Water Fund for the fiscal year commencing July 1, 2022, and ending June 30, 2023.

EXPENDITURES

Operating Expenses	\$6,705,091
Debt Service	\$264,904
Interfund Transfers	\$2,035,833
Total Water Fund Expenses	\$9,005,828

REVENUES

Sale of Water	\$9,403,890
Other Revenue	\$645,000
Appropriation from Net Assets	\$0
Total Water Fund Revenue and Use of Net Assets	\$10,048,890

**BUDGET RESOLUTION
MAY 11, 2022**

SEWER FUND

BE IT FURTHER RESOLVED that the following be and hereby is adopted as the budget for the Sewer Fund for the fiscal year commencing July 1, 2022, and ending June 30, 2023.

EXPENDITURES

Operating Expenses	\$5,515,037
Debt Service	\$3,074,705
Interfund Transfers	\$1,595,272
Total Sewer Fund Expenses	\$10,185,014

REVENUES

Sewer Service	\$10,077,452
Other Revenue	\$104,300
Appropriation from Net Assets	\$3,262
Total Sewer Fund Revenue and Use of Net Assets	\$10,185,014

**BUDGET RESOLUTION
MAY 11, 2022**

FIRE DISTRICT SPECIAL FUND

BE IT FURTHER RESOLVED that the following be and hereby is adopted as the budget for the Fire District Special Fund for the fiscal year commencing July 1, 2022, and ending June 30, 2023.

EXPENDITURES

Operating Expenses	\$18,347,407
Debt Service	\$0
Interfund Transfers	\$1,123,456
Total Fire Fund Expenditures	\$19,470,863

REVENUES

Property Taxes, Interest and Lien Fees	\$14,317,025
State and Federal Sources	\$1,603,009
Other Revenue	\$3,440,829
Appropriation of Fund Balance	\$110,000
Total Fire Fund Revenue and Use of Fund Balance	\$19,470,863

**BUDGET RESOLUTION
MAY 11, 2022**

INFORMATION SYSTEMS FUND

BE IT FURTHER RESOLVED that the following be and hereby is adopted as the budget for the Information Systems Fund for the fiscal year commencing July 1, 2022, and ending June 30, 2023.

EXPENDITURES

Operating Expenses	\$2,046,267
Transfer to Capital Improvement Reserve Fund	\$220,000
Total Information Systems Fund Expenditures	\$2,266,267

REVENUES

User Charges	\$2,141,955
Interest on Investments	\$5,000
Use of Net Assets	\$119,312
Total Information Systems Fund Revenue and Use of Fund Balance	\$2,266,267

**MILL RATE CALCULATIONS
FY 2022/23**

GENERAL FUND

A. Adjusted Net Taxable Assessment \$4,871,667,730

THEREFORE, 1 MILL = \$4,871,668

B. Tax Dollars Required \$149,700,321

C. To allow for approximately 97.8% collection rate, mill rate should be calculated on a higher requirement; divide Item B by 97.8% \$153,067,813

D. Item C Amount, \$153,067,813, divided by \$4,871,668 31.42 mills

FIRE DISTRICT SPECIAL FUND

A. Statutory Motor Vehicle Mill Rate Cap 32.46 mills

B. Allowable Fire District Motor Vehicle Mill Rate 1.04 mills
Mill rate cap, 32.46, minus General Fund Mill Rate, 31.42

C. Fire District Motor Vehicle Net Taxable Assessment \$326,479,060

THEREFORE, 1 MILL (Motor Vehicles) = \$326,479

D. Motor Vehicle Tax Revenue \$339,538
Item B, 1.04 mills, multiplied by \$326,479

E. Non-Motor Vehicle Net Taxable Assessment \$2,975,493,750

THEREFORE, 1 MILL (non- Motor Vehicles) = \$2,975,494

F. Tax Dollars Required (net of motor vehicle tax revenue) \$13,977,487

G. Item F Amount, \$13,977,487, divided by mill value, 4.70 mills
\$2,975,494, equals mill rate (non motor vehicles)

SPECIAL TAXING DISTRICT

A. Net Taxable Assessment \$29,053,610

THEREFORE, 1 MILL = \$29,054

B. Tax Dollars Required \$83,674

C. Item B Amount, \$83,674, divided by \$29,054 2.88 mills

BUDGET RESOLUTION

MAY 11, 2022

RESOLVED, that in accordance with the applicable provisions of State Statutes, 1958 Revision, and amendments thereto, the Town Charter as amended, and the Town Ordinances establishing a Fire Department Taxing District and a Special Services District, a rate of 31.42 mills on the dollar is hereby levied on the ratable estate of the Town of Manchester, as of October 1, 2021, according to the respective assessments thereon last made and completed, for maintenance and support of school, principal and interest on outstanding indebtedness and current expenses of the Town, excluding those for the two Special Districts, for the fiscal year commencing July 1, 2022, and ending on June 30, 2023; an additional tax rate of 4.70 mills on the dollar is hereby levied on the ratable real estate and personal property, excluding motor vehicles, of the Fire Department Taxing District of the Town of Manchester, as of October 1, 2021 according to the respective assessments thereon last made and completed, for payment of current expenses of the Town Fire Department for the fiscal year commencing July 1, 2022, and ending on June 30, 2023; an additional tax rate of 1.04 mills on the dollar is hereby levied on the ratable motor vehicles, of the Fire Department Taxing District of the Town of Manchester, as of October 1, 2021 according to the respective assessments thereon last made and completed, for payment of current expenses of the Town Fire Department for the fiscal year commencing July 1, 2022, and ending on June 30, 2023; and an additional tax rate of 2.88 mills on the dollar is hereby levied on the ratable estate of the Special Services District of the Town of Manchester as of October 1, 2021, according to the respective assessments thereon last made and completed, for payment of current expenses of the District for the fiscal year commencing July 1, 2022, and ending on June 30, 2023; each of such taxes to be due and payable, one-half on the first day of July 2022, and one-half on the first day of January 2023, provided, however, that any tax on real estate amounting to not more than four hundred dollars (\$400.00) shall be due and payable in one (1) installment on July 1, 2022; further provided that any personal property tax amounting to not more than four hundred dollars (\$400.00) and any motor vehicle tax of any amount shall also be due and payable in one (1) installment on July 1, 2022.

**ADOPTED SCHEDULE OF ALLOCATIONS TO CAPITAL ACCOUNTS
AND TRANSFERS TO NON-LAPSING ACCOUNTS AND SOURCES
OF ALLOCATIONS AND TRANSFERS FOR FY 2022/23**

Capital Improvement Reserve Fund

Uses	Amount
Public Infrastructure	
RR 010-7000 Bridge & Safety Repair	\$50,000
GR 144-7000 Enhanced Pedestrian Crossings	\$25,000
GR 148-7000 Bus Shelter Replacement	\$20,000
GR 197-7000 Light Pole Replacement	\$50,000
GR 205-7000 Traffic Signal Vehicle Detection	\$50,000
GR NEW Flood Hazard Mitigation	\$100,000
 Facilities	
RR 004-7601 Life Safety- Sprinklers & Alarms	\$35,000
RR 004-7602 Exterior- Roofs & Windows	\$120,000
RR 004-7603 Mechanical-HVAC	\$160,000
RR 004-7604 Electrical- Generators, Power	\$40,000
RR 004-7605 Interior- Floor, Paint, Ceiling	\$40,000
GR 112-6450 Probate Capital Reserve	\$15,000
GR 171-7000 Cheney Hall Maintenance	\$25,000
GR 203-7000 Town Offices	\$70,000
 Parks & Recreation	
RR 002-7000 Outdoor Court Surface & Swimming Pool Repairs	\$45,000
RR 009-7000 Park Upgrades	\$60,000
GR 170-7000 Passive Recreation Oversight	\$35,000
GR 172-7000 YWCA Equipment Replacement	\$35,000
GR 173-7000 Artificial Turf Field	\$12,000
GR 193-7000 Case Cabin Dam & Vista Landscaping	\$25,000
GR NEW Trail Fence & Wood Rail Replacement	\$25,000
 Equipment & Vehicles	
RR 005-7000 Public Works Equipment	\$600,000
GR NEW Washbay Equipment Replacement & Upgrades	\$51,000
 Other Projects	
GR 133-63150 Relocation Assistance	\$10,000
GR 199-7000 Sustainability & Green Energy Committee	\$30,000
 Source	
General Fund- Fixed/Miscellaneous	\$1,728,000
<i>Appropriate transfers-in to object code 45100, Transfer from General Fund</i>	

**ADOPTED SCHEDULE OF ALLOCATIONS TO CAPITAL ACCOUNTS
AND TRANSFERS TO NON-LAPSING ACCOUNTS AND SOURCES
OF ALLOCATIONS AND TRANSFERS FOR FY 2022/23**

Local Capital Improvement Program (LoCIP)

Uses	Amount
RR 002-7001 Outdoor Hard Court Construction	\$90,000
RR 008-7001 Sidewalk Extensions	\$75,000
GR 165-7001 Center Springs/ Center Memorial Park Connection	\$125,000
GR 198-7001 Athletic Field Lighting	\$25,000
GR 210-7001 Lincoln Center Windows	\$250,000
GR 213-7001 Elevator Replacement & Overhauls	\$75,000
GR 214-7001 Town Hall/ Fire Department Parking Lot	\$150,000
GR 215-7001 Mahoney Leisure Labs	\$65,000

Source

Local Capital Improvement Program (LoCIP) Grant \$855,000
Appropriate transfers-in to object code 4300, State and Federal Grants, and appropriate expenditures to object code 7001, "Capital Outlay-State," to keep LoCIP allocations and expenditures separated for reporting purposes

Use of General Fund Designated Fund Balance for Capital Projects

Uses	Amount
RR 005-7000 Public Works Equipment	\$250,000

Source

Fund 100 General Fund Designated Reserves \$250,000
Appropriate transfers-in to object code 45100, Transfer from General Fund

**ADOPTED SCHEDULE OF ALLOCATIONS TO CAPITAL ACCOUNTS
AND TRANSFERS TO NON-LAPSING ACCOUNTS AND SOURCES
OF ALLOCATIONS AND TRANSFERS FOR FY 2022/23**

Special Grant Fund

Uses	Amount
GR 170-70586 Hockanum River Trail	\$7,500
SG 081-6800 Channel 16	\$20,000
SG 101-68800 Arts Commission	\$3,000
SG 313-68800 Downtown Arts & Culture Grant	\$30,000
SG 342-68440 Student Loan Program	\$50,000
SG NEW-6312 Dial-a-Ride Operations 2022/23	\$148,815
Fund 216 Work_Space Gallery*	\$15,000

Sources

General Fund- Fixed/Miscellaneous \$274,315

Appropriate transfers-in to object code 45100, Transfer from General Fund.

**For Work_Space, appropriate revenue to 216-2163605-45100 and spending authorization to 216-16000220-68806*

Fire Fund

Uses	Amount
FR 449 Fire Apparatus Replacement Fund*	\$550,000
FR 456-7000 Fire Department Roof Replacements	\$140,000
FR 457-7000 Staff Vehicle Replacements	\$50,000

Source

Fire Fund Transfer to Fire Reserve \$740,000

Appropriate transfers-in to object code 45210, Transfer from Fire Fund.

**For Fund 449, transfer is cash only, as payment towards prior existing authorizations, and does not increase spending authorization.*

**ADOPTED SCHEDULE OF ALLOCATIONS TO CAPITAL ACCOUNTS
AND TRANSFERS TO NON-LAPSING ACCOUNTS AND SOURCES
OF ALLOCATIONS AND TRANSFERS FOR FY 2022/23**

Water Reserve Fund

Uses	Amount
WR 329-7000 Vehicle Replacement- Transmission & Distribution	\$65,000
WR 388-7000 Tank Painting	\$200,000
WR 392-7000 Water Pump Replacement/Well Redevelopment	\$50,000
WR 427-7000 Replace Broken Butterfly Valves	\$150,000
WR NEW-7000 Fall Protection- Sedimentation Basin	\$90,000
WR NEW-7000 New State Road Chlorine Gas Rehabilitation	\$100,000
WR NEW-7000 Laboratory Cabinetry	\$100,000
WR NEW-7000 Billing Data & Operational Improvements	\$150,000

Source

Water Fund Transfer to Water Reserve	\$905,000
<i>Appropriate transfers-in to object code 45520, Transfer from Water Fund</i>	

Sewer Reserve Fund

Uses	Amount
SR 374-7000 Vehicle Replacement- Wastewater Treatment	\$50,000
SR 432-7000 Aeration Blower Service Plan	\$75,000
SR NEW-7000 Odor Control Media Replacement	\$60,000
SR NEW-7000 Fall Protection & Tank Access	\$175,000
SR NEW-7000 Influent Bypass Grinder Swap	\$75,000
SR NEW-7000 Dewatering Manholes	\$60,000

Source

Sewer Fund Transfer to Sewer Reserve	\$495,000
<i>Appropriate transfers-in to object code 45530, Transfer from Sewer Fund</i>	

Uses

WR NEW-7000 Laboratory Cabinetry	\$100,000
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Source

Sewer Fund Transfer to Water Reserves	\$100,000
<i>Appropriate transfers-in to object code 45530, Transfer from Sewer Fund</i>	

**ADOPTED SCHEDULE OF ALLOCATIONS TO CAPITAL ACCOUNTS
AND TRANSFERS TO NON-LAPSING ACCOUNTS AND SOURCES
OF ALLOCATIONS AND TRANSFERS FOR FY 2022/23**

Sewer Reserve Fund (continued)

Uses	Amount
SR NEW Generator PLC Upgrade	\$200,000
SR NEW Dewatering Centrifuge Bowl	\$300,000
SR NEW Sludge Processing Replacement Parts	\$40,000
SR NEW Wash Press Auger	\$10,000
SR NEW Spare Influent & Return Pump Seals	\$9,000

Source

SR 000 Unallocated Reserves	\$559,000
<i>Appropriate transfers-in to object code 45531, Transfer from Sewer Reserves</i>	

Information Systems Reserve Fund

Uses	Amount
IR 619-7000 Information Tech. Replacement/Upgrades Program	\$110,000
IR 625-7000 Camera System Upgrades	\$10,000
IR 626-7000 Major Upgrades & Software Reserve	\$100,000

Source

Information Systems Fund Transfer to Reserve	\$220,000
<i>Appropriate transfers-in to object code 45610, Transfer from Information Systems Fund</i>	

**ADOPTED SCHEDULE OF ALLOCATIONS TO NONMAJOR OPERATIONAL
ACCOUNTS FOR FY 2022/23**

Downtown Special Services District

Uses

Operating Expenses	\$183,750
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Sources

Property Taxes	\$83,674
Rents, Fees & Charges for Service	\$87,900
Use of Reserves	\$12,176

Work Space Fund

Uses

Operating Expenses	\$219,211
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Sources

Rents, Fees & Charges for Service	\$140,000
Miscellaneous	\$6,000
Interfund Transfers	\$15,000
Use of Reserves	\$58,211

Police Private Duty Fund

Uses

Operating Expenses	\$1,350,000
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Sources

Charges for Service	\$1,350,000
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Recreation Activities Fund

Uses

Operating Expenses	\$310,000
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Sources

Fees & Charges for Service	\$310,000
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**ADOPTED SCHEDULE OF ALLOCATIONS TO NONMAJOR OPERATIONAL
ACCOUNTS FOR FY 2022/23**

Public Works Overtime Fund

Uses

Operating Expenses	\$25,000
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Sources

Fees & Charges for Service	\$25,000
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Budgets for nonmajor funds will be posted to the General Ledger via the Munis Budget Entry module by the Office of Budget & Research

GLOSSARY OF TERMS

A

Account: a term used to describe an accounting code within any given organizational unit that is designated for specific types of expenses or revenues (e.g. “Regular Employee Salary,” “Professional Development,” “Equipment,” etc.). Referred to as an Object Code in Manchester’s accounting system.

Accounting System: Records and procedures which record, classify, and report information on the financial position and operation of the Town of Manchester. (See also: Munis)

Action Plan: A strategy or set of strategies that are applied towards meeting performance measurement targets.

Appropriation: An authorization made by the legislative body of a government that permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

Assessed Valuation: A valuation of real estate and certain personal property by the Town Assessor as a basis for levying property taxes. The assessed value of any property is set at 70% of its market value. The 70% assessment ratio is the same throughout Connecticut and is required by state law.

Asset: Resource held by the Town which has a monetary value.

Audit: A comprehensive investigation of the manner in which the government’s resources were actually utilized; conducted by an independent accounting firm on an annual basis.

B

Balanced Budget: A budget in which revenues are equal to expenditures.

Board of Directors: The nine-person elected legislative body of the Town, which includes the Mayor.

Bond: A written promise to pay a specified sum of money (called principal or face value) at a specified future date (called the maturity date[s]) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt.

Budget Document: The official written statement prepared by the budget office and supporting staff which presents the proposed budget to the legislative body. Following adoption, the proposed budget is revised to reflect changes made by the legislative body and is published as the Adopted Budget.

Budget Message: A general discussion of the proposed budget presented in writing as a part of or supplemental to the budget document. The budget message explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the chief executive.

C

Capital Asset: A physical asset that has useful life of more than one year and a value of \$5,000 or more.

Capital Expenditure: An expenditure that acquires, improves, expands, replaces or extends the life of a capital asset.

Capital Improvement: A major improvement or betterment of a nonrecurring nature to the physical plant of the town as differentiated by ordinary repairs or maintenance of a recurring nature or the acquisition of any specific item of capital equipment.

Capital Improvement Plan: A multi-year plan used to coordinate the financing and timing of capital asset replacements and improvements, usually covering a six-year period.

CCM: Connecticut Conference of Municipalities. A state-wide association of towns and cities, which provides a variety of services to its member municipalities including research, training, lobbying, and labor relations.

CDBG: Community Development Block Grant. A federal grant program administered by the Department of Housing and Urban Development (HUD).

Character: A grouping of accounts used to report budget allocations in the department detail sections of the budget book. The most common characters used are Personal Services, Employee Benefits, Purchased Services, and Supplies. Each of these consists of several accounts (e.g. Personal Services consists of Regular Salaries, Part Time Salaries, Overtime, etc.).

CHEFA: Connecticut Health and Educational Facilities Authority; a quasi-public entity which provides low-cost

GLOSSARY OF TERMS

financing to nonprofit entities, primarily for the rehabilitation or construction of health or educational facilities.

COLA: Cost of living adjustment; an adjustment which is applied annually to salaries and certain other contractual reimbursements in order to approximate the impact of inflation year to year.

Contingency Account: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

CRCOG: Capitol Region Council of Governments; a voluntary association of 29 municipal governments in central Connecticut which oversees regionalization of services, including procurement, planning, and advocacy.

CRRA: Connecticut Resource Recovery Authority; a quasi-public agency that oversees a number of regional trash-to-energy facilities, landfills, recycling centers, and transfer stations which serve over 110 Connecticut cities and towns.

Current Tax Levy: The total amount of revenues to be raised through property taxes at the current mill rate. The current tax levy is the central figure used to calculate the mill rate. It is distinct from non-current levy taxes which consist primarily of taxes and interest owed from prior years.

D

Debt Service: Payment of interest and repayment of principal on debt that the Town has issued, typically for large capital projects.

Deficit: (1) The excess of an entity's liabilities over its assets. (See Fund Balance). (2) The excess of expenditures or expenses over revenues during a single accounting period.

Delinquent Taxes: Taxes which remain unpaid on and after the date on which a penalty for non-payment is assessed.

Department: A major administrative section of the Town which indicates overall management responsibility for an operation or a group of related operations within a functional area (sometimes comprised of one or more divisions)

Division: An organizational subsection of a department.

E

ECS: Education Cost Share. The Education Cost Sharing (ECS) grant has been in existence since 1989-90. It continues to be Connecticut's primary education equalization aid program and accounts for well over 50 percent of the total state contribution to public elementary and secondary education.

Effectiveness: The degree to which outcomes measure up to the stated goals and objectives of a program.

Efficiency: The amount of input required to generate some fixed unit of output.

EMS: Emergency Medical Services; includes paramedic services, Emergency Medical Technicians (EMT's), first aid, basic and advanced life support, etc.

Encumbrance: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specific future expense.

Enterprise Fund: A fund established to account for operations financed in a manner similar to a private business enterprise; i.e., where the costs of providing goods and services to the public are financed or recovered through user charges.

Equity: The degree to which services benefit a set of constituents that accurately reflects the composition of the target population.

Expenditures: Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes are made.

F

Fiscal Year: An accounting period of 12 months, which in Connecticut begins on July 1 and ends on June 30. In Manchester, the fiscal year is typically named for the two calendar years it spans. For example, the fiscal year that begins on July 1, 2007 and ends on June 30, 2008 will be referred to as Fiscal Year (FY) 2007/08.

Fixed Asset: Assets of long-term character which are intended to be held or used, such as land, capital improvements, buildings, machinery, furniture and other equipment.

FTE: Full time equivalent; the equivalent of one full-time employee.

GLOSSARY OF TERMS

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

Fund Balance: The difference between assets and liabilities in a governmental fund at a particular point in time (such as the end of the fiscal year). A negative fund balance is sometimes referred to as a fund deficit. See Unreserved, Undesignated Fund Balance.

G

GAAP: Generally Accepted Accounting Principles; accounting rules used to prepare, present, and report financial statements for a wide variety of entities, including publicly-traded and privately-held companies, non-profit organizations, and governments.

General Fund: The fund that accounts for most municipal operations, including education, police, public works, human services, general government, recreation, library services, and most debt service.

General Manager: The Chief Executive Officer of the Town, not including the public education functions which are overseen by the Board of Education

General Obligation (GO) Bonds: When a government pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds. Sometimes the term is also used to refer to bonds that are to be repaid from taxes and other general revenues.

GIS (Geographic Information Systems): The use of computer software to produce detailed and interactive maps using aerial and/or satellite images.

Goals: Specific measurable results that a program is attempting to attain within some given timeframe

Grand List: 1) A valuation of real estate and certain personal property by the Town Assessor as a basis for levying property taxes. 2) The total of all Personal and Real Property on which taxes are based and levied.

Grant: A contribution of assets (usually cash) from one governmental unit or other organization to another unit or organization. Typically, these contributions are made to local

governments from the state and federal governments. Grants are usually made for specified purposes.

H

HUD: The U.S. Department of Housing and Urban Development.

I

Indicators: measurable characteristics or changes that represent achievement of an outcome

Information Services/ Information Technology (IS/IT): Services provided to develop and maintain computer hardware, software, applications, and infrastructure

Interfund Transfer: The shifting of dollars between government funds, often as reimbursement for shared resources or services provided by another Town government entity.

Inputs: Resources that are applied towards doing a specific job.

L

LoCIP: Local Capital Improvement Program. Used in reference to a State grant to municipalities for non-education related capital projects.

M

Mayor: The member of the Board of Directors who received the most votes and functions as the chairman of the board.

Mill: One tenth of one percent of the taxable Grand List

Mill Rate: The property tax rate that is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of property valuation.

GLOSSARY OF TERMS

Mission: the statement of purpose for a program or department.

Modified Accrual Basis: The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or available revenues, which should be accrued to reflect properly the taxes levied and revenue earned.

MSIP: Manchester Self Insurance Program; a fund that sets aside resources for the payment of insurance claims for which the Town is liable.

Munis: A software program that serves as Manchester's primary accounting system. All expenses, revenues, employee data, and budget information is entered into this system.

N

Non-Current Levy Taxes: Property tax revenues that consist primarily of taxes and interest owed from prior years. Non-current levy taxes are not included in the Current Tax Levy which is the central figure used to calculate the mill rate.

O

Object Code: *see Account.*

Objectives: general results that a program or department intends to achieve

Operating Budget: A plan of financial operation embodying an estimate of proposed expenditures for the calendar year and the proposed means of financing them (revenue estimates).

Outcomes: the broader implications of work efforts as they relate to the fundamental goals and objectives of said work. For example, the outcome of a road paving program could be measured in improved road quality rating, or reduction in the number of complaints received regarding poor road quality.

Outputs: The direct results of work efforts from any Town program or department, typically expressed in quantified units of measure. For example, the output of a road paving program could be measured in miles of roads paved.

P

Principal: the portion of debt payments put towards paying off the original amount financed, as opposed to interest which is charged over and above the amount borrowed.

PT: part time, referring to employees working fewer than the threshold number of hours per week to be considered full time.

R

Reserve: An account used to indicate that a portion of a fund balance is restricted for a specific purpose, typically spanning across fiscal years, and is therefore not available for general appropriation. An example would be a repairs and replacement reserve, in which funds are set aside for inevitable maintenance and replacement of a fixed asset.

Revaluation: the process through which the taxable value of real estate is re-assessed based on current market values, improvements and additions.

Revenue: The term designates an increase to a fund's assets which:

- does not increase a liability (e.g., proceeds from a loan);
- does not represent a repayment of an expenditure already made;
- does not represent a cancellation of certain liabilities; and
- does not represent an increase in contributed capital.

Revenue Estimate: A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.

RFP: Request for Proposals. This involves advertising in a publication and/or on the Town website that the Town is seeking some form of services from outside contractors. An RFP document is distributed to interested parties and defines the exact scope of work and specifications requested, as well as provides instructions for how proposals are to be submitted.

S

SMARTR: School Modernization and Reinvestment Team Revisited; refers to two sets of efforts to plan and fund a series

GLOSSARY OF TERMS

of school renovations & reorganizations (SMARTR 1 & 2) which were both approved for bond funding by the Manchester voters.

Special Assessment: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

STIF: State of Connecticut Treasurer's Short-Term Investment Fund.

Subsidy: Funding provided to an agency or organization to assist with operating expenses.

Surplus: The amount by which revenues exceed expenditures in a given year.

T

Tax Levy: The total amount to be raised by general property taxes.

Tax Rate: The amount of taxes (mills) levied for each \$1,000 of assessed valuation.

TOMMIF: Town of Manchester Medical Insurance Fund.

U

Unreserved, Undesignated Fund Balance: The portion of fund balance which has not been reserved or designated for a specified purpose. Can be considered the Town's available reserves or "rainy day" fund.

V

Vacancy Savings: Budgeted expenditures in a department's budget that remain unspent as a result of retirements and resignations, due to the gap in time between separation and recruitment of a new hire, and as a result of the wage differential between new employees and their predecessors.

Valuation: The official value established for various properties, within set State guidelines, for taxation purposes. The assessed valuation of property is that portion of the property's value against which taxes may be levied, which is 70% of the market value.

Y

YSB: Youth Services Bureau; a division of the Leisure, Families & Recreation department which oversees youth programming.