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The Budget & Research Office is located on the second floor of Town Hall, 41 Center Street. Phone: (860) 647-3010 Office Hours: 8AM to 4:30PM

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

BUDGET & RESEARCH OFFICE

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Specific services and responsibilities include:

- Preparation of the Recommended Budget & Adopted Town Budget
- Preparation of the 6-Year Capital Improvement Plan
- Development of multi-year financial forecasts
- Analysis of the impacts of operations and policy proposals
- Coordination of performance measurement initiatives
- Coordination of special projects and studies
- Monitoring of the operating budget
- Guidance and technical assistance on grant writing and reporting
- Monitoring of grants compliance with State and Federal requirements

In FY11, the Budget & Research Office released the first Performance Measurement report for the Town of Manchester, which was presented to the Board of Directors in October.

The Budget office also coordinated the Town’s energy conservation and green energy efforts, updating its Energy Conservation Initiatives Report in August. Implementation of a majority of the work funded through the $533,700 Energy Efficiency and Conservation Block Grant took place in FY11, which included energy efficiency retrofits for 13 Town & school buildings, as well as lighting upgrades for three facilities.

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

BUDGET & RESEARCH OFFICE

Providing analytical, informational and project management services to the General Manager, Board of Directors, Town departments, and general public

FISCAL YEAR 2010-2011

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

FY11 Budget: $174,751
Full Time Positions: 1.75

WHAT WE DO

Total value of budgeted funds: $199M
Full time budgeted positions: 516.4
# of budgeted town funds: 6
Long term plans created/amended: 3
# of reports completed: 4
# of special projects: 4

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

FY11 Budget: $174,751
Full Time Positions: 1.75

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The Town also received the sixth consecutive GFOA Budget Presentation Award.
The Building Inspection Office is located on the second floor of the Lincoln Center, 494 Main Street.
Phone: (860) 647-3052
Office Hours: 8AM to 4:30PM, Monday through Friday

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

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

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

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

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

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WHAT WE DO

Inspections
Zoning Enforcement
Permit Application Review
Property Code Enforcement

FY11 Budget: $812,482
Full Time Positions: 8
The Customer Services Office is located on
the first floor of Town Hall, 41 Center
Street.
Phone: (860) 647-5235
Office Hours: 8AM to 5PM

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

WHAT WE
DO

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

FY11 Budget: $140,274
Full Time Positions: 1

CUSTOMER SERVICE &
INFORMATION CENTER

Providing a centralized
contact to help better serve
and inform residents and
visitors

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

- Management of the Customer Service
  and Information Center located in
  Town Hall.
- Citizen services such as receipt of
current taxes and water and sewer
bills, recreation program registration,
fee-based notary public services, sale
of leaf bags, recycling bins, t-shirts
and Manchester memorabilia.
- Staffing a help desk phone at 860-647-
5235.
- Management of the web-based citizen
request and response system.
- Development of printed and electronic
materials including 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.
- Support of the General Manager’s
Office and department heads
through internal communications,
and development of information for
and responses to inquiries from the
Board of Directors.

The Center is able to receive citizen
requests on a 24/7 basis. At the
conclusion of normal business hours, it is
equipped with a convenient after-hours
voice-mail system. In addition, staff
administers the Town’s automated
Citizen Request System, which provides
around the clock electronic access to
Town Hall.
The Engineering Office is located on the second floor of the Lincoln Center, 494 Main Street.
Phone: (860) 647-3152
Office Hours: 8AM to 4:30PM, Monday through Friday

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

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

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

During the fiscal year, the Engineering Division designed, permitted and inspected the following projects:
- Sidewalk replacements at various locations, including on Birch St., Bissell St., Fairview St., Crestwood Drive and the Green Manor neighborhood
- Reconstruction of Fern Street
- Scale and Administrative Building Replacement at Manchester Landfill - Site Work
- Charter Oak Greenway extension from Gardner Street to Wyllys Street.
- Design of North Main Street reconstruction
- Birch Mountain sanitary sewer pump station rehabilitation
- Design of water and sanitary sewer replacements in Village Street neighborhood

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

FY11 Budget: $2,281,541
Full Time Positions: 22.5
The Facilities Management office is located at 321 Olcott Street, 2nd floor. Phone: 647-3145

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

During 2010/2011, Facilities Management was involved in the following significant projects:
- Highland Park School renovation project - Final design, state review & bidding phases
- Martin Elementary School Addition - Final design, permitting and construction phases
- Parking Lot, Walks and Entrance Improvements at BOE’s Grange Offices
- Corrosion Control Study and Stray Current Investigation at Bennet Academy
- Water Treatment Project for Bennet Academy - Design and permitting
- Weiss Center Exterior Painting and Cupola Renovations
- Buckland Vault Roof Replacement and Masonry Restoration
- Senior Center Emergency Generator replacement construction
- Eastside Public Safety Youth Center bidding and construction
- Landfill Scale House Building - Design & bidding phases
- Lincoln Center IT Server Room cooling system replacement
- Lincoln Center Automated Building Controls Upgrades
- Energy efficient lighting improvements in Lincoln Center, Town Hall and Police Station
- Building Envelope Improvements at eight municipal and three Board of Education buildings
- Automated Building Controls Upgrades and Demand Control Ventilation at Police Station
- Youth Services Bureau flat roof replacement
- Replacement of concrete stairs at Community Y for safe Boiler Room access

Facilities Manager: Christopher Till

**FACILITIES MAINTENANCE**

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

**WHAT WE DO**

- Building Maintenance
- Architectural Services
- Project Management
- Energy Management

FY11 Budget: $1,747,672
Full Time Positions: 8.5
The Field Services Office is located at 321 Olcott Street.
Phone: (860) 647-3233
Office Hours: 8AM to 4:30PM, Monday through Friday

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

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

The Cemetery Division is responsible for the development and maintenance of municipal cemeteries within the Town. Maintenance operations, such as mowing grass areas, cutting and trimming hedges, and providing services necessary for funerals and interments, are the primary activities of this Division. The Cemetery Division maintains 127 acres of property, has performed 216 funerals and has sold 150 graves spaces in 2010. In 2011 the Cemetery division staff completed the expansion of the Buckland Cemetery.

The Fleet Maintenance Division is responsible for repairing and maintaining the Highway Division’s vehicles, servicing and repairing Town Hall and Lincoln Center vehicles as well as those of the Water Division, Sewer Division, Sanitation Division, Fire Department, and Senior Citizens’ Center. The Fleet Maintenance Division is also responsible for the repair and maintenance of the Parks Division, Police Department and Board of Education vehicles and equipment.

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

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

Fiscal Year 2010-2011

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

FY11 Budget: $7,368,997
Full Time Positions: 55.25
The Finance Administration, Accounting & General Services Offices are located in the Lincoln Center, 494 Main Street. Assessment & Collection is located at the Town Hall, 1st Floor, at 41 Center Street. Office hours are 8:00am - 4:30pm, and 8:30am to 5:00pm for Assessment & Collection.

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

www.townofmanchester.org/finance/

In fiscal year 2010-2011, the General Services department solicited 94 formal sealed bids for various contracts involving supplies, materials, equipment, services, construction and disposal of surplus equipment.

Significant projects bid during this year were:
- East Side Public Safety and Youth Center Renovation
- Relocation of Administration Building & Truck Scale at Landfill
- RFP Electronics Recycling
- Performing Building Envelope Improvements
- Green Manor Sidewalks, Phase 2
- RFP Landfill Weighing/Accounting System
- RFP for Two Class A Fire Pumpers
- Martin School Swing Space Addition
- Highland Park School Renovations

The Office of Assessment and Collection collects real estate, motor vehicle, motor vehicle supplemental, and personal property taxes, as well as water & sewer payments, parking ticket payments, and miscellaneous revenues. Manchester’s next revaluation date is October 1, 2011, and significant preparation for the revaluation process was conducted during the 2010-2011 fiscal year.

The Finance Administration Office successfully procured banking services for the Town and Board of Education in FY11 which will result in annual savings to the Town.

The Accounting Division’s major accomplishments in 2010/11 include being awarded the Government Finance Officers’ Association Certificate of Achievement for Excellence in Financial Reporting for the 16th consecutive year and continuing to partner with all Town departments and divisions to evaluate and strengthen internal financial controls.

**WHAT WE DO**

**Financial Management & Accounting**

**Purchasing & Procurement**

**Assessment & Tax Collection**

**Insurance Administration**

**FY11 Budget:** $2,230,615

**Full Time Positions:** 19
The SMFD administrative offices and the Office of the Fire Marshal are located at 75 Center Street. For emergencies, residents should dial 911; for non-emergency calls, (860) 647-3266. The Fire Marshal may be reached at (860) 647-3267. Information regarding the Fire District may be found online at www.mfire.us

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

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

In September 2010, a new electronic patient care reporting (PCR) system was implemented replacing the paper system. The electronic PCR system is more efficient in record storage and retrieval, simplifies the quality assurance review process, allows for statistical analysis of the EMS system and is a tool to facilitate identifying and addressing individual and systemic areas for improvement.

In FY 2010/11, the fire prevention program, titled “Smoke Alarms: A Sound You Can Live With,” was delivered to over 2,500 children through Fire Prevention Week school/daycare presentations. Education was also conducted via the annual 4th & 5th grade Fire Prevention Poster Contest, and scheduled class visits to the firehouse.

The Community Emergency Response Team (CERT) has devoted thousands of hours supporting Emergency Management and the community of Manchester. CERT members donated over 7,455 hours to the Manchester community during FY 2010-2011, a total number of hours comparable to the previous year.

As mandated every two years, the Emergency Operations Plan (EOP) was completely updated following a lengthy review and edit.

The Emergency Operations Center (EOC) has been in operation for over one year and has been activated, with one hurricane watch and three major winter snow storms/blizzards. The EOC is host to numerous training exercises and EOC training classes.

**WHAT WE DO**

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

FY11 Budget: $13,156,551
Full Time Positions: 82
The Health Department office is located on the 2nd floor of the Weiss Center, at 479 Main Street. The Health Department can be contacted at (860) 647-3173, by fax at (860) 647-3188, or by email at healthdept@manchesterct.gov.

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

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

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

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

In collaboration with the State Department of Public Health, the Community Health Section provided an educational program on Sexually Transmitted Diseases (STDs) as part of the Health curriculum in schools. This was the first year that confidential, free STD testing, also provided by DPH, was offered for high school age students.

A Family Flu Clinic was held in December and organized as a mass-dispensing vaccination clinic to provide experience working in this setting for our medical volunteers and staff from Manchester and Glastonbury Health Departments. Radios were tested for in-clinic communications during the hours of operation. The most important aspects of this exercise were the lessons learned and improvements integrated in the response plan.

**HEALTH DEPARTMENT**

Addressing the health needs of Manchester residents and ensuring access to the services and protection required to remain healthy

| # of food service inspections: | 904 |
| # of food licenses issued: | 363 |
| # of programs & screenings: | 172 |
| # of program participants: | 5,726 |

**WHAT WE DO**

- Environmental Health Inspections
- Licensing & Permitting
- Community Health Programming
- Disease Surveillance

**FY11 Budget:** $787,053

**Full Time Positions:** 8
Human Resources

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

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

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

Manchester Government Academy was renamed Government 101 and is now a part of Manchester Neighborhood Academy. The 16th session of Government 101 was offered in the fall of 2010. The ten-week course, which offers the public a hands-on learning experience about local government, also includes a session facilitated by the Manchester Public Schools.

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Twenty-five town employees participated in an Employee Mentoring Program in partnership with the Manchester Public Schools. This program which was approved by the Board of Directors in 2007 provides an opportunity for interested employees to mentor a school-aged child. Children who would benefit from mentoring are recommended by teachers in the Manchester Public Schools. All mentoring is conducted within individual schools on a weekly basis from September - June. For some mentors this was the fourth school year they have mentored the same child. Employees receive training from a nationally accredited Mentoring Trainer and refresher training is provided annually.

The Town’s Employee Wellness program continued to reach hundreds of employees. The goal of employee wellness is to sustain a culture of health and wellness and to encourage employees to participate in a variety of programs offered. The highlight this year was a Biometric Screening and Health Risk Assessment program where over 65 employees participated and took an important first step in monitoring their health. For the third year an employee walking program and a fitness program were offered. Monthly Lunch and Learn programs and CIGNA Drop-in sessions remained popular. An increase was also seen in employee participation for monthly blood pressure checks.

Fiscal Year 2010-2011

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

The Town operated two employment and training programs in FY 2010-11, within the Human Services Department. Manchester Community College partnered with the town to provide training classes at the college.

A CDBG-funded Certified Nurse Aide (CNA) program operated from October 18 through December 10, 2010. Key program features included classroom instruction, hands-on skills practice, supervised clinical experience at Woodlake at Tolland nursing home, job readiness instruction, resume writing, and diversity training. Ten students enrolled and graduated; six were placed in jobs.

A Capital Workforce Partners-funded Medical Office Assistant (MOA) program ran from December 27, 2010 through March 11, 2011. Classes included medical terminology, computer literacy, records management, customer service skills, workplace communication basics, an internship in a local medical office, and diversity training. Eighteen students enrolled; sixteen graduated, and six were placed in jobs before the program ended on June 30, 2011.

The Manchester Human Services Department’s mission is to promote the health and well-being of Manchester residents.

Director of Human Services: Mary Roche Cronin
The Information Systems office is located at the Lincoln Center, lower level, 494 Main Street.

Phone: 647-3072

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

Providing quality technical support in a timely manner to all Town of Manchester departments

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

Programming projects in FY11 included:
- Planning and Zoning Application
- Police Alarms database
- Parking Ticket Application
- Fats, Oils and Grease (FOG) Application
- Closings Application for Town Homepage
- Board of Education Inventory Application
- Improvements to the Citizens Request System
- Improvements to the Building Maintenance Work Order System
- New IS Work Order System

Network improvements and additions included:
- Migrated to a new Internet Service Provider (ISP)
- Improved the external DNS servers
- Network upgrades to Botticello, Lincoln Center, Washington Core and MDF, BOE data center, Cheney Library, Spring Street Water Department, Police MDF and rewiring, Illing Middle School.
- Migrated the email system from Groupwise to Microsoft Exchange

Fiber Network Additions and modifications:
- Added 454 Main Street facility
- Added 17 North St. facility
- Added traffic controls on Slater Street at Best Buy

Wireless Access Points added:
- Army Navy Club

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

Phone: (860) 643-2471

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

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

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

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

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

Manchester’s public library is the fifth busiest, out of almost 200 libraries in the state, based on the total number of materials loaned annually, and features the fifth highest number of children’s books and magazines loaned. Almost 847,000 items were borrowed by citizens during the most recent fiscal year, with more than 465,000 of those consisting of books and magazines.

987 library programs were held during the fiscal year with a total attendance of almost 28,000, and ranged from storytimes for newborns and their parents to The Inside Scoop, Breaking Through Employment Barriers, an adult program to aid people in their job searches. Manchester offered the tenth highest number of programs for children and all ages annually, and had the ninth highest total attendance at those programs.

The most popular event continues to be the library’s Summer Reading Program, during which more than 1600 children read almost 32,000 books, and over 2000 books were read by more than nine hundred participating adults.

Library Director: Doug McDonough

| FY11 Budget: $2,899,340 |
| Full Time Positions: 26 |
The Planning Department is Located on the second floor of the Lincoln Center
494 Main Street.
Office Hours: Monday - Friday 8:30 a.m. - 4:30 p.m.
Phone: 647-3044

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

**WHAT WE DO**

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

FY11 Budget: $533,256
Full Time Positions: 7 (1.45 FTE funded by CDBG grant)

Substantial progress was made in carrying out the recommendations of the 2009 Broad Street Redevelopment Plan. The Town acquired the vacant Manchester Parkade properties and began the process that will lead to the demolition and redevelopment of the structures.

The Manchester Conservation Commission has identified the Bigelow Brook Greenway as a new extension of the Town’s linear park system. The Greenway will run from Broad Street west through the redevelopment area, then cross Middle Turnpike and follow the Bigelow Brook to its confluence with the Hockanum River and that linear park.
The Manchester Police Department is located at 239 East Middle Turnpike, and is open 24 hours a day. Records Division is open Monday through Friday 8:30 a.m. to 3:30 p.m.

Phone: 645-5500. Dial 911 for emergencies.

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

In Fiscal Year 2010/2011, the Town of Manchester experienced some of the lowest Part I Crime totals since the department started keeping statistics. Unfortunately the Manchester Police Department also had to respond to and investigate several critical incidents including one of the worst workplace shooting in United States history. The department has received local, state and national praise for their handling of the incident, with many agencies across the country using the Manchester Police Department as a training model for an active shooter response.

Manchester Police Department Detectives were responsible for investigating the tragic shooting at Hartford Distributors, and working with the families of the eight victims in seeking answers as to how and why the shooting occurred. Throughout the investigation, they worked very closely with the victim’s families as well as employees at Hartford Distributors to help provide answers to what transpired on that tragic day.

Ten new officers were hired in FY 2010/2011. Promotions included one Lieutenant, two Sergeants, and three Detectives.

The East Central Narcotics Taskforce investigated 434 cases, made 197 arrests, served 94 search warrants and seized the following assets:
- $473,887 in cash
- 10 Firearms
- 17 Vehicles

The Traffic Services Section is responsible for the investigation of serious and fatal motor vehicle collisions, the enforcement of motor vehicle traffic related statutes and public education as it relates to traffic activities. There were 4999 motor vehicle stops and 2316 citations issued as a result, and 3876 motor vehicle accidents in FY11.

WHAT WE DO

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

FY11 Budget: $17,408,419
Full Time Positions: 154.5
The Center Springs Main Office is located at Center Springs Park, 39 Lodge Drive. Office Hours: Monday-Friday, 8:30 a.m. - 4:30 p.m. Phone: (860) 647-3084.

The Senior Center is located at 549 East Middle Turnpike and is open Monday-Friday, 8:30-4:30.

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

recreation.townofmanchester.org

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

Effective January 1, 2011, the Senior Center became a part of the Recreation Department.

The Summer Camp program served over 1,000 Manchester youth ages 5-15. Summer camp began on July 5 and ended on August 12.

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

The Recreation Leader in Training program provided a six week program to 46 youth ages 14-15. This summer program is designed for training youth to be future leaders and to provide them the opportunity for possible future employment with the Manchester Recreation Department.

The Senior Center once again hosted a series of very successful Manchester history lectures including the history of the Cheney Mills, the Case Brothers and Manchester Arts. A total of one hundred and thirty seven people attended these fun and informative lectures.

Manchester Rebuilding Together program assisted 86 families last year. 1,200 volunteers, 100 businesses and 30 contractors were involved on Rebuilding Day April 30th.

Rebuilding Together completed its first roofing rehabilitation projects. Funding for the program was provided by the Community Development Block Grant program. The goal of this year’s funding was to provide 10 -15 low-income homeowners with roof repair or replacement using the $100,000 grant. Fourteen roofs were replaced throughout the year using funds from the Town’s CDBG program. The roofing rehabilitation project was a new responsibility for the Recreation Department and is staffed in addition to the traditional Rebuilding Together program.

**WHAT WE DO**

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

**FY11 Budget:** $2,368,147
**Full Time Positions:** 14
The Registrars of Voters office is located in the Weiss Center, 479 Main Street, on the first floor. Enter from the parking lot at the ground level. Office hours are Monday through Friday from 8:00 a.m. to 4:30 p.m., telephone number is (860) 647-3025, fax (860) 647-3028, or through the Town website: www.townofmanchester.org/Registrar

**WHAT WE DO**

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

**Registrars of Voters:**

Francis A. Maffe, Jr. (D)

Timothy H. Becker (R)

<table>
<thead>
<tr>
<th>Voter Registration, FY11:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Democrats: 11,025</td>
</tr>
<tr>
<td>Republicans: 4,923</td>
</tr>
<tr>
<td>Unaffiliated: 10,389</td>
</tr>
<tr>
<td>Other: 342</td>
</tr>
<tr>
<td>TOTAL: 26,679</td>
</tr>
</tbody>
</table>

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

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

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

All of Manchester is part of the 1st Congressional District and the 4th State Senatorial District. Manchester consists of 3 State Assembly Districts: 9th Assembly District consists of voting districts 4 and 9; 12th Assembly District consists of voting districts 1, 2, 3, and 7; 13th Assembly District consists of voting districts 5, 6, 8, and 10.

The Voting District Polling Places are as follows:

**District 1:** Robertson School, 45 North School St.

**District 2:** Manchester High School, Brookfield Street Entrance

**District 3:** Buckley School, 250 Vernon Street

**District 4:** Martin School, 140 Dartmouth Road

**District 5:** Senior Citizens Center, 549 Middle Turnpike East

**District 6:** Nathan Hale School, 160 Spruce Street

**District 7:** Waddell School, 163 Broad Street

**District 8:** Verplanck School, 126 Olcott Street

**District 9:** Keeney Street School, 179 Keeney St.

**District 10:** Mahoney Recreation Center, 110 Cedar Street

**FISCAL YEAR 2010-2011**

| Overseeing elections & voter registration in the Town of Manchester |

<table>
<thead>
<tr>
<th>Registrars of Voters: Francis A. Maffe, Jr. (D)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timothy H. Becker (R)</td>
</tr>
</tbody>
</table>

**FY11 Budget:** $225,165

**Full Time Positions:** 4
The Senior, Adult & Family Services office is located on the 1st floor of the Weiss Center, at 479 Main Street. The SAF Department can be contacted at (860) 647-3096, by fax at (860) 647-3063.

More information is available on the website:

humanservices.townofmanchester.org/Elderly/

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

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

Highlights:

Conservator Program
100% of conserved clients (59) maintained stable housing and 98% of conserved clients (58) received a level of care that met their unique needs and capabilities.

Relocation
100% of dislocated residents (11 families consisting of 36 persons) were contacted by SAFS within 1.5 days of the dislocating event (fire or building code violation) and were successfully re-housed in comparable or improved units within 16 days of the event.

Dial-A-Ride
96% of rider survey respondents rated the Dial-A-Ride program as Excellent or Good. 470 residents received 11,218 rides during the year.

Financial Rebate Assistance
1,899 low-income Manchester residents were enrolled in Renters’ Rebate and Energy Assistance programs and received a total of $1,786,634 in cash rebates.
The Manchester Sanitation Division administrative offices are located at 321 Olcott Street. The Town Landfill is located at 1 Landfill Way.

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

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

publicworks.townofmanchester.org/Sanitation

The Sanitation Division operates the Town’s landfill and composting facilities, oversees the curbside collection of refuse, recycling and yard waste and administers the Regional Household Hazardous Waste Collection Facility. The Sanitation Division is an enterprise fund and finances all activities through user fees, the largest source of which is tipping fees charged to commercial haulers. The revenues generated by the landfill operation pay for the residential curbside collection program. Approximately 150,000 tons of material, including bulky waste, leaves and yard waste, and various special materials were received at the landfill in FY 2010/2011. In addition to regular household refuse (municipal solid waste) and recyclables, virtually any material that is accepted at the landfill is currently collected from residential properties through the curbside collection program.

Single Stream Recycling, which commenced on July 1, 2009, continues to result in an increase in residential recycling rates. This past fiscal year, the town recycled 5,133 tons of recyclables at the Connecticut Resources Recovery Authority’s Hartford recycling plant. This is an increase of 130 tons over fiscal year 2009/2010. Compared to the manual recycling collection method in existence until June of 2009, the Town has increased its tonnage by 1,350 tons, a 35.6% increase by weight. The combined collection cost savings, avoided disposal costs and increased rebate revenue from the Single Stream recycling program for FY2010/11 was approximately $277,400.

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

WHAT WE DO

Residential Collection
Curbside Compliance & Enforcement
Landfill Management
Leaf Composting

FY11 Budget: $7,065,534
Full Time Positions: 12.1
The Town Clerk’s Office is located on the first floor of Town Hall, 41 Center Street. Office Hours: Monday - Friday 8:30 a.m. - 5:00 p.m. Phone: 647-3037

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

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

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

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

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

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

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

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

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**Town Clerk: Joseph Camposeo**

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**WHAT WE DO**

- Land Records & Vital Records
- Licenses & Passports
- Minutes and Other Town Records
- Absentee Ballots

**FY11 Budget:** $419,245

**Full Time Positions:** 5

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**FISCAL YEAR 2010-2011**

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**Transaction Total** 44,873

- **Land Recordings** 8,009
- **Dog Licenses** 3,956
- **Marriage Licenses** 357
- **Deaths** 1,166
- **Births** 564
The Manchester Water & Sewer administrative offices are located at 125 Spring Street. The wastewater treatment facility is located at 120 Thrall Road.

Phone: 647-5250
Billing Inquiries: 647-3135

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

The Manchester Water and Sewer Department operates the water and wastewater treatment facilities for the citizens of Manchester, Connecticut.

In FY11, the Water Department completed a $12.5M upgrade of Globe Hollow Water Treatment Plant. The upgrade consisted of:
- Addition of an Ozonation process to improve aesthetic quality of water & provide an extra barrier of protection against viruses & cysts
- Switched from gaseous to liquid chlorine (environmentally safer)
- Filters upgraded to Granulated Activated Carbon
- All new chemical tanks & pumps

- Enhanced security & safety improvements
- Improvements to administration area
- Replaced roof and other general equipment
- Structural repairs and heating/cooling improvements

The Water Department also completed construction of Water Pump Station on Hercules Drive, which utilized a grant of $377,000 through the ARRA program for construction. The station is now capable of pumping up to 2 million gallons per day, and will provide redundant supply of water to customers in high zone, yielding enhanced water pressure and fire suppression capabilities.

The Sewer Department completed a study and design of the upcoming Wastewater Treatment Plant Improvement Project. The project has been designed and will be bid in August 2011. The project will provide for the removal of nitrogen & phosphorus to reduce the impact of these nutrients on the receiving stream. New solids thickening & dewatering equipment will be included. A comprehensive upgrade to all sections of the facility will be accomplished under this project. The expected duration of the construction project will be 3 years. The Town secured a 21.54% grant under the State of Connecticut’s Clean Water Fund (CWF) program to partially fund the project study, design and construction costs.

WHAT WE DO
Water Purification & Distribution
Infrastructure Maintenance
Wastewater Collection & Treatment
Reservoir Maintenance

FY11 Budget: $14,174,901
Full Time Positions: 52.3

FISCAL YEAR 2010-2011

Water & Sewer Administrator: Ed Soper

Providing the highest possible water quality and customer service at the lowest possible cost

Millions of gal. of water distributed: 1,583
MG of wastewater treated: 2,245
Miles of water mains repaired: 2.21
Metered water sales: $6.022M
Metered sewer sales: $6.351M
The Youth Services Bureau is located at 63 Linden Street. Administrative office hours are 8:00 a.m.-4:30 p.m. Monday - Friday. Teen Center hours are 2:30 p.m.-6:30 p.m. Monday - Friday. The YSB telephone number is (860) 647-5213.

More information is available on the website:

humanservices.townofmanchester.org/YSB/

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

The Youth Services Bureau is a town agency devoted to providing a variety of programs and services to Manchester youth. YSB programming provides opportunities for personal growth. The YSB also runs a variety of teen activities throughout the year, and youth are referred to other resources for additional support when necessary.

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

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

This year, the Neighbors for Kids Program at Nathan Hale School served 67 students in grades 1-5. The program, funded over a 5 year period by the CT Health Foundation, provides programs, services, and referrals to students and families who are assessed as being at-risk and in need of additional support.
The following programs and initiatives took place in Manchester Public Schools for the 2010-2011 academic year. The Manchester Board of Education operated ten elementary schools, a sixth grade academy, one middle school, one high school, an alternative secondary school, a special education/alternative secondary school, Head Start Preschool Program and began the design of the new Manchester Adult Education program. Additionally, a coordinated response at Manchester High School was ongoing to address accreditation through the New England Association of Schools and Colleges (NEASC).

**School Budget**

<table>
<thead>
<tr>
<th>Year</th>
<th>Budget</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-2011</td>
<td>$97,784,441</td>
<td>1.78%</td>
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<tr>
<td>2009-2010</td>
<td>$96,071,237</td>
<td>0.78%</td>
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<tr>
<td>2008-2009</td>
<td>$95,326,178</td>
<td>2.9%</td>
</tr>
<tr>
<td>2007-2008</td>
<td>$92,582,680</td>
<td>4.79%</td>
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</tbody>
</table>

The School Board’s approved FY2010-2011 Operating Budget was prepared using the actual October 1, 2009 enrollment figure of 6889. Actual enrollment as of October 1, 2010 was 6834 students, which was a decrease of 55 students from the October 1, 2009 enrollment figure of 6889 students.

**Student Performance**

Manchester Public School’s 2008-2012 Strategic Plan is designed to engage all students in the highest quality 21st century education preschool through graduation. Through an interactive partnership of students, school personnel, families and community members, the Manchester Public Schools strives to create safe and inclusive schools defined as places where equity is the norm, excellence is the goal, and achievement cannot be predicted by race or other demographics. The district’s mission statement guides the District Improvement and the District Equity Plan, both of which outline the district’s goals and objectives for the year.

Manchester’s accounting for the achievement scores continues to be influenced by a significant number of transfers from some title schools to non-title schools. In spite of the changing student body within several schools due to transfers, we have shown signs of improvement in our non-title schools for math; holding our own according to the majority of the statistical reports as the student population shifts throughout the town. Specific detail with respect to the 2011 analysis, when compared to last year is reflected below:

- Upon review it is too early to determine AYP or Safe Harbor status due to anticipated confidence intervals.
- Overall, title schools shined in grade 3 for reading and math collectively, showing a significant lift; which supports the intensive work done in grades K-3.
- The math and reading scores for 3rd and 4th graders, students of color, specifically black and Hispanic, have shown upwards of 6 to 10 point gains.
District reading scores show nice gains in the 3rd and 4th grades, with some increase in both title and non-title 4th and 5th grades.

For the upcoming school year, reading will continue to remain our primary focus.

District writing scores show gains in the 4th grade along with some lift in grades 3 and 5; however overall, the report is flat with some decline.

There is some disappointment in the 5th grade math scores, because for the most part, the title schools show a decline.

The CAPT scores indicate a lift in in math, reading, science and writing. More students are moving into the goal and advanced stage across the board.

Manchester Public Schools are seeing significant achievement gains within many of the demographic areas. Our strong point this year’s analysis shows continued significant achievement gains in math and reading for our students of color and with disabilities. As you examine these gains, it is important to note that both title and non-title schools are achieving in a comparable manner.

For the second year, the title schools are competitive with the non-title schools in some areas, as noted in Verplanck’s 3rd grade math (93.5% proficient and above) and Nathan Hale’s 3rd grade writing (88.9% proficient and above).

**Top Performing Title Schools Exceeding the State Targets (Math = 91%, Reading = 89%)**
- Verplanck’s 3rd graders with 93.5% math proficient or above.
- Nathan Hale’s 3rd graders with 88.9% writing proficient or above.
- Robertson’s 4th graders with 90.3% writing proficient or above.
- Roberson’s and Waddell’s 5th graders, both with 89.5% writing proficient or above.

**Top Performing Non-Title Schools Exceeding the State Targets (Math = 91%, Reading = 89%)**
- Buckley’s 3rd and 5th graders are the top performers in math, at 94.6% and 97.6% proficient or above respectively.
- Highland Park’s 4th graders with 94.9% math proficient or above.
- Martin’s 4th grade’s with 93.3% reading proficient or above.
- Buckley’s 5th graders with 92.9% reading proficient or above.
- Martin’s 4th and 5th grade’s are the top performing writers with scores at 93.3% and 100% proficient or above.

**Highlights listed below depict remarkable gains in the level of proficient or above category:**
- Bowers’ 3rd graders (91% proficient or above) demonstrated a 5.8 point gain in math.
- Buckley’s 5th graders (97.6% proficient or above) demonstrated a 10.3 point gain in math; 3rd graders (91.0% proficient or above) demonstrated a 8.3 point gain in math, and (86.1% proficient or above) demonstrated a 5.7 point gain in reading; 4th graders (93.3% proficient or above) demonstrated a 6.9 point gain in math; and 5th graders (82.1% proficient or above) showed a 8.9 point gain in reading.
- Highland Park’s 3rd graders (87.5% proficient or above) demonstrated a 9.5 point gain in math and 4th graders (86.1% proficient or above demonstrated a 15.4 point gain in reading.
- Keeney’s 4th graders (82.5% proficient or above) demonstrated a 12.5 point gain in reading.
- Martin’s 4th graders (80%, 93.3%, 93.3% proficient or above, respectively) demonstrated point gains of 6.5, 37.4 and 10 math, reading and writing.
- Nathan Hale’s 3rd graders (72.0% proficient or above) demonstrated a 16.9 point gain in reading and (88.9% proficient or above) demonstrated a 15.4 point gain in writing.
- Robertson’s 3rd graders (74.1% proficient or above) demonstrated a 7.3 point gain in reading and 5th graders (67.6% proficient or above) demonstrated a 7.1 point gain in reading.
- Verplanck’s 3rd graders (93.5% proficient or above) demonstrated a 12.8 point gain in math and (75.0% proficient or above) a 24.1 point gain in reading; and 4th graders (69.6% proficient or above) showed a 5.6 point gain in math.
- Waddell’s 3rd graders (76.9% proficient or above) demonstrated a 8.6 point gain in reading; and 4th graders (87.5% proficient or above) demonstrated a 19.8 point gain in math and (75.0% proficient or above) showed a 13.7 point gain in reading.
- Bennet’s 6th Grade Academy reports all scores are 80% or higher in the proficiency levels in all areas with a 2.9 gain in reading (86.8% proficient and above).
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### Manchester District Scores

<table>
<thead>
<tr>
<th>Grade</th>
<th>CMT Subject Area</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
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<td></td>
<td>Manchester District State</td>
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<td>Manchester District State</td>
<td>Manchester District State</td>
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<tr>
<td>Grade 3</td>
<td>Reading</td>
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<td>69.2</td>
<td>72.3</td>
<td>72.3</td>
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<tr>
<td></td>
<td>Writing</td>
<td>79</td>
<td>81.7</td>
<td>85.8</td>
<td>82.4</td>
<td>86.8</td>
<td>81.6</td>
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<td></td>
<td>Math</td>
<td>74.5</td>
<td>78.3</td>
<td>79.2</td>
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<td>80.3</td>
<td>83.5</td>
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<td>Grade 4</td>
<td>Reading</td>
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<td>71.8</td>
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<tr>
<td></td>
<td>Writing</td>
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<td>90</td>
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<td>83.8</td>
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<tr>
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<td>Math</td>
<td>70.4</td>
<td>79.8</td>
<td>81.2</td>
<td>82.7</td>
<td>83.3</td>
<td>84.2</td>
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<tr>
<td>Grade 7</td>
<td>Reading</td>
<td>68.5</td>
<td>76.4</td>
<td>67.7</td>
<td>75.5</td>
<td>73.2</td>
<td>81.9</td>
</tr>
<tr>
<td></td>
<td>Writing</td>
<td>76.8</td>
<td>80.9</td>
<td>69.7</td>
<td>81.1</td>
<td>75</td>
<td>75.2</td>
</tr>
<tr>
<td></td>
<td>Math</td>
<td>67.8</td>
<td>77.8</td>
<td>66.3</td>
<td>80.2</td>
<td>76.5</td>
<td>79.5</td>
</tr>
<tr>
<td>Grade 8</td>
<td>Reading</td>
<td>66.5</td>
<td>76.6</td>
<td>67.8</td>
<td>76.4</td>
<td>70</td>
<td>79.3</td>
</tr>
<tr>
<td></td>
<td>Writing</td>
<td>72</td>
<td>81.9</td>
<td>72.7</td>
<td>82.5</td>
<td>73.5</td>
<td>76</td>
</tr>
<tr>
<td></td>
<td>Math</td>
<td>67.6</td>
<td>78.9</td>
<td>68.4</td>
<td>80.8</td>
<td>72.8</td>
<td>79.4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Grade</th>
<th>CPT Subject Area</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Manchester District State</td>
<td>Manchester District State</td>
<td>Manchester District State</td>
<td>Manchester District State</td>
<td>Manchester District State</td>
<td></td>
</tr>
<tr>
<td>Grade 1</td>
<td>Reading</td>
<td>76.8</td>
<td>79.7</td>
<td>80.7</td>
<td>82.7</td>
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<tr>
<td></td>
<td>Writing</td>
<td>78.2</td>
<td>82.3</td>
<td>85.5</td>
<td>88.2</td>
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</tr>
<tr>
<td></td>
<td>Math</td>
<td>68.1</td>
<td>77.3</td>
<td>74.3</td>
<td>79.7</td>
<td>73</td>
</tr>
<tr>
<td>Grade 10</td>
<td>Science</td>
<td>77.3</td>
<td>81.4</td>
<td>75.2</td>
<td>80.5</td>
<td>74</td>
</tr>
</tbody>
</table>
Additionally, Manchester High School moves forward with a focus on developing programmatic and instructional initiatives to raise student achievement for all students in all subjects. Efforts to improve student performance on the CAPT, continues to be a focus for instruction in light of No Child Left Behind mandates and rigorous graduation requirements in reading, writing, mathematics, and science. In addition, programmatic initiatives have been developed to address the continuing concerns over achievement gaps in performance of students on the CAPT.

Consistent with increasing expectations for student performance, Manchester High School has begun to decrease the number of instructional levels for course offerings. In the 2010 - 2011 school year, the elimination of the General Studies level of instruction was extended to Grades 9 through 11 students, in the core academic subjects. To accommodate the learning needs of grade 9 and 10 students who moved into more challenging coursework, additional intensive instruction was provided in the areas of English and mathematics.

Improvement in student performance at the high school on the CAPT is an essential programmatic goal. This year, the use of data teams will be a focus to best analyze department student achievement data. Students will be provided with direct classroom instruction on the performance expectations for each section of the CAPT. In both Grades 9 and 10, students continue to complete multiple CAPT style assessments, and teachers and administrators will use these data points to determine instructional needs and to identify students who need additional support and services.

College Enrollment for MHS Class of 2011
This past year, 90 percent of the Manchester High School Class of 2011 enrolled in two or four year colleges. For the class of 2011, 46 percent are attending four year colleges; while 44 percent are attending two year colleges. This level of college enrollment among our graduates is evidence of the importance placed on the pursuit of continuing education beyond high school. We continue to encourage students to aspire to higher education by funding participation in the PSAT for both our sophomores and juniors.

Curriculum and Instruction
Manchester Public Schools develops curricula for students in kindergarten through grade 12 in every content area. These curricula are generated from Common Core State Standards and state standards such as The Connecticut Framework: K-12 Curricular Goals and Standards. Similarly, the Connecticut State Department of Education’s Common Core of Teaching provides guidance to administrators and teachers regarding expectations for instruction at all levels. It is important that the school system maintain rigor to ready students for 21st century learning. This year, we have paid particular interest to writing new curricula in math and English language arts; which embeds the changes dictated by the new test, which will be administered in 2015. Student programs must grow to empower and academically engage both students of color and at risk, in order to complete the cycle for Manchester to boast that we are increasing student achievement. Furthermore, after school programs must be increased to improve and support academic success. These programs help students appreciate the value of education, understand the power of studying, realize the importance of reaching maximum academic success, and develop a stronger sense of community.

The FY 2010-11 budget profiles continue to support level funding for professional development to ensure continued success in closing the achievement gap for all students. The district will continue its work in developing proficiencies, enrichment programming, engaging in data review teams, nurturing effective learning communities, and continuing to create culturally relevant classrooms.

Within our equity department, State data has indicated that for the past four years the achievement gap is closing in Manchester. The Manchester Public Schools system maintains the philosophy of celebrating its diverse population through implementing strong curricula, establishing high expectations for student achievement, and maintaining a tradition of a comprehensive professional development programs. Evidence is the number of equity programs, equity trainer positions (one added this year supporting the bilingual population) and the race relations mandatory program at the high school.
Furthermore, a number of funded programs and materials related to improving all students’ academic skills, as well as specifically focusing on the achievement gap between white students, students of color, English Language Learners and students experiencing low economic status have been provided to our schools. Additionally, trainers facilitate the development of several professional learning communities throughout the district. The integration of technology is a major focus in all of these areas to ensure academic achievement for all students. Every year our students of color continue to show signs of improved achievement in math, reading and writing on the statewide CMT/CAPT tests.

The District uses an Equity Plan designed to raise awareness among all staff within the Manchester Public Schools. This plan highlights three goals: Leadership, Cultural Competence, and Family/Community Empowerment. We believe that all leaders practice the tenets of equity, all teachers create a student-centered learning and teaching environment for all students, and that a partnership between families and the community must be developed and fostered. All Manchester schools have equity plans and teams to ensure that conversations about race continue. This provides staff with an opportunity to personalize the impact of race on students, as well as to strengthen their role as instructional facilitators in and out of the classroom. In addition, all staff discuss race and culture to better understand their students and the differences within each classroom.

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

Manchester Preschool Center
Manchester’s new early childhood facility opened its doors for the second year of operation on September 1, 2010. The center houses the Head Start program, as well as two integrated early childhood classes for children with and without disabilities. The total enrollment as school opens will be 197 students.

In May of 2010, the federal Head Start bureau awarded Manchester an expansion grant that increased total Head Start enrollment in Manchester from 132 to 162 students. Manchester was one of 20 programs nationwide, and the only Connecticut program, to receive this award which was based on past performance and a documented capacity to provide high quality early childhood, family-focused services. The 162 enrolled students represent over 30% of the students who enter kindergarten each year. This means that a significant number of Manchester’s most vulnerable children will enter kindergarten each year, prepared for the rigors of our formal education system.

The relationship forged between Head Start and the Department of Pupil Personnel Services brings together an array of direct and support services to best meet the needs of families with young children, as they begin their journey towards lifelong learning.

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

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

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

Analysis of Special Education Data Application and Collection (SEDAC) for the last several years shows that the district consistently places a lower percentage of special education students out-of-district than our District Reference Groups (DRG) or the State, this is due to the innovative programming by the department of pupil personnel services. Likewise, others (DCF, courts) placed 60% of Manchester students who are enrolled in specialized private programs. Since Manchester maintains more children in district; there is a greater need for teachers, paraprofessional support, and specialized consultants to meet the needs of our learners. Additionally, there are numerous group and foster homes in Manchester that house students requiring specially designed instruction, related services, and transportation. The public and private tuition lines are budgeted based on expected reimbursement from Excess Cost Grants (State), Medicaid (State/Federal), and tuition billed to other districts.

The expiration of the American Recovery and Reinvestment Act of 2009 resulted in the loss of 21 paraprofessionals, 5 tutors, 2 special education teachers, 1 behavior manager, 1 school social workers, and 1 interventionist. The premise of this initiative was to provide opportunity to improve student outcomes through teacher quality, standards of assessment, implementation of data systems, and promote school improvement. The accountability of these funds were for supplementary services in the form of new programming. With the drying up of these funds some positions were absorbed through the Board of Education’s budget; while others are temporarily reinstated through the Education Jobs Sharing Funds. These funds are able to sustain 15 paraprofessionals, 5 tutors, 1 interventionist and 2 special education teacher positions.

**Alternative Education Program**

The New Horizons program continues to show measures of extraordinary success. The alternative program is an opportunity to provide appropriate education for children with behavior concerns. Students express a connection to the school and the attendance and achievement rates support this. Regardless of the potential success of the New Horizons program, Manchester Public Schools remains concerned about the representation of students of color in alternative education. Discipline, including suspensions and expulsions, continues to show disproportionate numbers of African American and Hispanic males. Therefore, Manchester Public Schools is focused on maintaining an effective alternative education program to address this issue. Diversity training, positive behavioral environments, and sound instruction and practices emphasizing authentic hands-on applications and embedded critical thinking skills instruction are initiatives that need to be continually fostered in both the regular and alternative educational settings. Alternative educational programming is one more step on the continuum to address the needs of all children, Grades 7 through 12.
Racial Balance
During this year, Manchester has been working with the State Department of Education to resolving the racial imbalance and impending racial imbalance in the ten elementary schools. Over time the data reported by the State Department has fluctuated resulting in different schools showing racial impending or imbalance.

The Manchester Board of Education is committed to addressing this issue so that the elementary schools will be racially balanced, thereby ensuring that the imbalance does not reoccur or develop in different schools in the future. For this reason, the staff has been closely monitoring enrollment patterns and racial balance issues making the necessary corrections and working with consultants to strengthen our practices. The results of this guidance places a focus on student achievement as it relates to the demographic distribution of students, thereby giving all students the best opportunity for a quality education.

ARRA Title I - Stimulus (2009-2010 & 2010-2011)

<table>
<thead>
<tr>
<th>Type of job</th>
<th>Number of Years</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head Start Bus</td>
<td>two years</td>
<td>2.0</td>
</tr>
<tr>
<td>PK ELL Teachers</td>
<td>two years</td>
<td></td>
</tr>
<tr>
<td>PK ELL Paraprofessionals</td>
<td>two years</td>
<td>2.0 - 80.33%</td>
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<tr>
<td>New ELL Trainer</td>
<td>two years</td>
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<tr>
<td>Technical Specialist</td>
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<td>0.5</td>
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<tr>
<td>Program Development Specialist</td>
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</tr>
<tr>
<td>DSAC/ SRBI - Support</td>
<td>two years</td>
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</tr>
<tr>
<td>NH high needs teacher (Eagle Nest)</td>
<td>one year</td>
<td>1.0</td>
</tr>
<tr>
<td>NH - paraprofessional</td>
<td>one year</td>
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TOWN OF MANCHESTER, CONNECTICUT SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE BUDGET AND ACTUAL (BUDGETARY BASIS) - GENERAL FUND AND FIRE DISTRICT FUND FOR THE YEAR ENDED JUNE 30, 2011

(Thousands)

<table>
<thead>
<tr>
<th></th>
<th>GENERAL FUND</th>
<th>VARIANCE FAVORABLE (UNFAVORABLE)</th>
<th>FIRE DISTRICT FUND</th>
<th>VARIANCE FAVORABLE (UNFAVORABLE)</th>
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<tbody>
<tr>
<td></td>
<td>ORIGINAL BUDGET</td>
<td>REVISED BUDGET</td>
<td>ACTUAL</td>
<td>ORIGINAL BUDGET</td>
</tr>
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<td>Revenues:</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Property taxes, interest and lien fees</td>
<td>$118,014</td>
<td>$118,014</td>
<td>$118,721</td>
<td>$707</td>
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<td>36,379</td>
<td>31,286</td>
<td>(5,093)</td>
</tr>
<tr>
<td>Investment and interest income</td>
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<td>323</td>
<td>115</td>
<td>(208)</td>
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<tr>
<td>Licenses, permits and fines</td>
<td>1,793</td>
<td>1,793</td>
<td>1,637</td>
<td>(156)</td>
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<tr>
<td>Charges for goods &amp; services</td>
<td>1,563</td>
<td>1,721</td>
<td>1,831</td>
<td>110</td>
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<tr>
<td>Other</td>
<td>469</td>
<td>469</td>
<td>806</td>
<td>337</td>
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<tr>
<td>Total revenues</td>
<td>158,534</td>
<td>158,699</td>
<td>154,396</td>
<td>(4,303)</td>
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<tr>
<td>Expenditures:</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current:</td>
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<td></td>
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<tr>
<td>General government</td>
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<td>5,352</td>
<td>5,118</td>
<td>234</td>
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<td>Public works</td>
<td>12,917</td>
<td>13,091</td>
<td>12,897</td>
<td>194</td>
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<td>Public safety</td>
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<td>17,402</td>
<td>17,111</td>
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<td>Human services</td>
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<td>3,333</td>
<td>3,165</td>
<td>168</td>
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<td>Leisure services</td>
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<td>5,235</td>
<td>5,052</td>
<td>183</td>
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<tr>
<td>Employee benefits</td>
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<td>2,793</td>
<td>2,775</td>
<td>18</td>
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<tr>
<td>Other</td>
<td>232</td>
<td>218</td>
<td>202</td>
<td>16</td>
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<tr>
<td>Education</td>
<td>99,011</td>
<td>99,011</td>
<td>94,750</td>
<td>4,261</td>
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<td>Internal service fund charges</td>
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<td>2,883</td>
<td>493</td>
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<td>Debt service</td>
<td>8,980</td>
<td>8,921</td>
<td>8,920</td>
<td>43</td>
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<tr>
<td>Capital outlay</td>
<td>43</td>
<td>43</td>
<td>37</td>
<td>6</td>
</tr>
<tr>
<td>Total expenditures</td>
<td>158,339</td>
<td>158,239</td>
<td>152,873</td>
<td>5,366</td>
</tr>
<tr>
<td>Excess (deficiency) of revenues over expenditures</td>
<td>195</td>
<td>460</td>
<td>1,523</td>
<td>1,063</td>
</tr>
<tr>
<td>Other financing sources (uses)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfers in</td>
<td>1,683</td>
<td>1,683</td>
<td>1,551</td>
<td>(132)</td>
</tr>
<tr>
<td>Transfers out</td>
<td>(2,630)</td>
<td>(2,956)</td>
<td>(2,998)</td>
<td>(3)</td>
</tr>
<tr>
<td>Total other financing sources (uses)</td>
<td>(947)</td>
<td>(1,121)</td>
<td>(1,347)</td>
<td>(135)</td>
</tr>
<tr>
<td>Net change in fund balances</td>
<td>(752)</td>
<td>(752)</td>
<td>176</td>
<td>928</td>
</tr>
<tr>
<td>Fund balance, beginning of year</td>
<td>13,096</td>
<td>13,096</td>
<td>13,096</td>
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<tr>
<td>Fund balance, end of year</td>
<td>13,272</td>
<td>13,272</td>
<td>13,272</td>
<td>2,724</td>
</tr>
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</table>

GENERAL FUND

COMPARATIVE BALANCE SHEET JUNE 30, 2011 & 2010

(Thousands)

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
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<td>$2,760</td>
</tr>
<tr>
<td>Investments</td>
<td>10,850</td>
<td>11,316</td>
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<tr>
<td>Property taxes receivable, net</td>
<td>3,160</td>
<td>3,537</td>
</tr>
<tr>
<td>Accrued interest on taxes</td>
<td>985</td>
<td>1,073</td>
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<tr>
<td>Accounts receivable, net</td>
<td>215</td>
<td>17</td>
</tr>
<tr>
<td>Intergovernmental receivables</td>
<td>431</td>
<td>530</td>
</tr>
<tr>
<td>Due from Special Services District</td>
<td>40</td>
<td>47</td>
</tr>
<tr>
<td>Interfund receivables</td>
<td>14,946</td>
<td>9,524</td>
</tr>
<tr>
<td>Other assets</td>
<td>39</td>
<td>13</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$34,566</td>
<td>$28,817</td>
</tr>
</tbody>
</table>

LIABILITIES & FUND BALANCE

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts and other payables</td>
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<td>$3,028</td>
</tr>
<tr>
<td>Accrued liabilities</td>
<td>1,423</td>
<td>1,085</td>
</tr>
<tr>
<td>Intergovernmental payables</td>
<td>56</td>
<td>61</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>13,323</td>
<td>9,143</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>$18,919</td>
<td>$13,317</td>
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<tr>
<td>Fund balance:</td>
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<tr>
<td>Nonspendable</td>
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<td>13</td>
</tr>
<tr>
<td>Committed</td>
<td>40</td>
<td>47</td>
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<tr>
<td>Assigned</td>
<td>5,515</td>
<td>5,394</td>
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<tr>
<td>Unassigned</td>
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<td>10,046</td>
</tr>
<tr>
<td>Total fund balance</td>
<td>15,647</td>
<td>15,500</td>
</tr>
<tr>
<td>Total Liabilities and Fund Balance</td>
<td>$34,566</td>
<td>$28,817</td>
</tr>
<tr>
<td>Department</td>
<td>Official</td>
<td>Phone</td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>--------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>Administrative Services</td>
<td>Dede Moore</td>
<td>647-3126</td>
</tr>
<tr>
<td>Animal Control</td>
<td>Eleace McConnell</td>
<td>645-5516</td>
</tr>
<tr>
<td>Assessor</td>
<td>John Rainaldi</td>
<td>647-3016</td>
</tr>
<tr>
<td>Board of Directors</td>
<td>Leo Diana</td>
<td>647-3130</td>
</tr>
<tr>
<td>Budget</td>
<td>Julian Friend</td>
<td>647-3121</td>
</tr>
<tr>
<td>Building</td>
<td>Greg Smith</td>
<td>647-3052</td>
</tr>
<tr>
<td>Cemetery</td>
<td>Chris Passera</td>
<td>647-3081</td>
</tr>
<tr>
<td>Customer Service</td>
<td>Doreen Petrozza</td>
<td>647-5235</td>
</tr>
<tr>
<td>Facilities Management</td>
<td>Christopher Till</td>
<td>647-3145</td>
</tr>
<tr>
<td>Finance</td>
<td>Gregory Simmons</td>
<td>647-3121</td>
</tr>
<tr>
<td>Fire</td>
<td>Robert Bycholski</td>
<td>647-3266</td>
</tr>
<tr>
<td>General Manager</td>
<td>Scott Shanley</td>
<td>647-3123</td>
</tr>
<tr>
<td>General Services</td>
<td>Gerald Dupont</td>
<td>647-3031</td>
</tr>
<tr>
<td>Health</td>
<td>Maryann Cherniak-Lexius</td>
<td>647-3173</td>
</tr>
<tr>
<td>Highway</td>
<td>Kenneth Longo</td>
<td>647-3244</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Dede Moore</td>
<td>647-3126</td>
</tr>
<tr>
<td>Human Services</td>
<td>Mary Roche Cronin</td>
<td>647-3092</td>
</tr>
<tr>
<td>Information Systems</td>
<td>Jack McCoy</td>
<td>647-3072</td>
</tr>
<tr>
<td>Library</td>
<td>Douglas McDonough</td>
<td>643-2471</td>
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<tr>
<td>Parks</td>
<td>Kenneth Longo</td>
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<td>Probate</td>
<td>Judge Michael Darby</td>
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<td>Public Schools</td>
<td>Dr. Richard Kisiel (interim)</td>
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<td>Public Works</td>
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<td>Scott Sprague</td>
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<td>Registrar</td>
<td>Timothy Becker/Francis Maffe</td>
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<td>Sanitation</td>
<td>Mark Carlino</td>
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<td>Beth Jacobs</td>
<td>647-3018</td>
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<td>Town Attorney</td>
<td>Ryan Barry</td>
<td>647-3132</td>
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<tr>
<td>Town Clerk</td>
<td>Joseph Camposeo</td>
<td>647-3037</td>
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<tr>
<td>Water &amp; Sewer Department</td>
<td>Ed Soper</td>
<td>647-3115</td>
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<td>Youth Services</td>
<td>Erica Bromley</td>
<td>647-5213</td>
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<td>Zoning Enforcement</td>
<td>Jim Davis</td>
<td>647-3057</td>
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Website: Visit the Town of Manchester’s official online website at [www.townofmanchester.org](http://www.townofmanchester.org)

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

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

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