AGENDA
REGULAR MEETING OF THE BOARD OF DIRECTORS
JUNE 2, 2020 – 7:00 P.M.
LINCOLN CENTER HEARING ROOM
ONE MEETING AGENDA

1. MEETING CALLED TO ORDER.
2. AWARDS AND PRESENTATIONS.
3. OPENING OF MEETING TO ELECTORS OR TAXPAYERS WHO WISH TO BE HEARD ON ANY SUBJECT WITHIN THE JURISDICTION OF THE BOARD OF DIRECTORS. (Sign-up sheet available 15 minutes prior to the start of the meeting)
4. ADOPTION OF MINUTES OF PREVIOUS MEETING.
   A. Actions, May 5, 2020 – Regular Meeting
   B. Minutes, May 5, 2020 – Regular Meeting
5. COMMUNICATIONS.
6. REPORTS.
   A. Manager’s Report
      1. Communication Strategy and Plan (Brianna Smith)
      2. Discussion: Party affiliations on campaign signs (Ryan Barry).
      3. Fall semester planning (Matt Geary)
      4. Library opening plans (Doug McDonough)
      5. Summer Recreation briefing (Chris Silver)
   B. Other Reports
7. PRESENTATION OF BID WAIVER REQUESTS.
   B. Letter of Intent with CT Green Bank to pursue a Power Purchase Agreement for solar energy program.
8. PUBLIC HEARINGS (formally advertised).
    * A. Appropriations to Education Special Projects as follows:
       1. Increase to Alliance District Grant (FY 19/20)............................................... $327,414
          bringing the total appropriation amount to $5,936,857.
    * B. Approval of revisions to water and sewer rates, charges and fees.
    * C. Water and Sewer Reserve Accounts............................................................ $471,368.45
       to bring the accounts into balance by appropriating revenues received but not appropriated.
   D. 1. Approval of Community Development Block Grant Proposed Annual Action Plan for Year 30 (October 1, 2020 – September 30, 2021)
        2. Approval of Draft 2020-2024 Consolidated Plan
   E. Revenue and Expense Appropriation to WORK_SPACE ........................................ $166,034
      representing the estimated annual revenue and expenses for the facility for FY 20/21.
9. CONSENT CALENDAR.
10. ACTION ON ITEMS OF PUBLIC HEARING.
11. UNFINISHED BUSINESS.
    A. Appointment of a member to the Arts Commission with a term expiring November 2021 to fill the vacancy left by Joyce Hodgson (D).
12. **NEW BUSINESS.**
   * A. Appropriation to Special Projects (under $500) as follows:
     1. Recreation Department - Carl and Sophie Silver Donation Fund ........................................... $50
        to be financed by a donation from Del and Martine Bernais in memory of Carl
        and Sophie Silver to be used for the continued support of Manchester’s youth,
        which donation is gratefully acknowledged and accepted.
     2. Center Springs Sensory Garden (SG335) ............................................................................... $315
        to be financed by a donation from the Community Y Fitness Center in
        memory of Joan Kelsey which is gratefully acknowledged and accepted.
     3. Manchester Animal Control ................................................................................................. $86
        to be financed by donations which are gratefully acknowledged and accepted.
* B. Approval of a full and final settlement in the amount of $48,000 in the claim of Tamara
   Gray v. Town of Manchester.
* C. Approval of the settlement of a claim by Robert Muro in the amount of $62,233.10 for
   damages relating to a sewer back-up on December 6, 2019 at 74 Trebbe Drive.
   D. Ratification of Teamsters Contract.
   E. Approval of a resolution regarding the use of absentee ballots.
   F. Approval of a Resolution authorizing Scott Shanley, General Manager, to enter into,
      execute and amend any and all contracts on behalf of the Town of Manchester with the
      State of Connecticut Department of Transportation with regard to the 5310 grant
      application for the purchase of a 12-seat wheelchair-equipped bus for the Dial-A-Ride
      program.

13. **COMMENT AND DISCUSSION BY BOARD MEMBERS ON ITEMS FOR
    FUTURE AGENDA OR OF GENERAL CONCERN.**

14. **ADJOURNMENT.**

**CONsent CALENDAR**: Items marked by an * which are not subsequently removed from the consent calendar by a Director
are approved under item #9 of this Agenda.
PRESENT: Mayor Moran, Director Dougan and General Manager Shanley.

REMOTE: Deputy Mayor Jones, Secretary Castillo, Directors Bergin, Conyers, Floyd-Cranford, Marois and Schain, and Town Attorney Barry.

1. MEETING CALLED TO ORDER.

The meeting was called to order at 7:05 p.m. All in attendance participated in The Pledge of Allegiance to The Flag, led by Mayor Moran.

4. ADOPTION OF MINUTES OF PREVIOUS MEETING.

#78-20 A. Actions, April 7, 2020 – Regular Meeting

#79-20 B. Minutes, April 7, 2020 – Regular Meeting

#80-20 C. Actions, April 14, 2020 – Budget Adoption

#81-20 D. Minutes, April 14, 2020 – Budget Adoption

Castillo/Dougan 9 Voted in Favor

9. CONSENT CALENDAR.

#82-20 8.A. Appropriations to Special Projects as follows:
   1. Federal Asset Forfeiture Account .............................................................. .................. $16,964
   for continuing narcotics investigations, equipment, and/or training to be financed by proceeds from narcotics investigations.
   2. Police Donations Revenue Account - Manchester Police Explorer Post............ $950
   to be funded by proceeds from a fundraiser held at Red Robin ($907) and donations ($43) which are gratefully acknowledged and accepted.
   3. State Asset Forfeiture Account ................................................................. $8,451
   for continuing narcotics investigations, equipment, and/or training to be financed by proceeds from narcotics investigations.

#83-20 8.B. Appropriations to Education Special Projects as follows:
   1. Increase to MRA Out-of-Town Tuition (FY 19/20) ...................................... $293,860
   to provide services to special needs students ranging in age from 14 to 21 to be financed by anticipated tuition, bringing the total appropriation to $1,093,860.
   2. Manchester Head Start (FY20/21) .......................................................... $1,270,314
   for operation of Head Start program to be financed by a federal grant.
   3. Manchester Head Start (FY20/21) .......................................................... $15,312
   for Training and Technical Assistance to be financed by a federal grant.
   4. Manchester Head Start (FY20/21) .......................................................... $857,746
   for operation of Head Start program to be financed by a federal grant.
for Enfield Head Start.

5. Manchester Head Start (FY20/21) ....................................................................................... $11,137
   for Training and Technical Assistance to be financed by a federal grant
   for Enfield Head Start.

6. Carl D. Perkins Career and Technical Education Secondary
   Supplemental Enhancement Grant (FY 19/21) ............................................................... $48,777

#84-20 C. Transfer from General Fund Designated Reserves ............................................... $600,000
   to the Revaluation Capital Project Account GR127.

#85-20 D. Appropriation to FY 2020-2021 Recreation Special Activities Fund,
   consistent with anticipated programming - Leisure Programs ............................... $342,000
   to be financed by program fees.

#86-20 E. Approval of program proposals submitted by community agencies desiring to
   participate in the 2020 Connecticut Neighborhood Assistance Act program.

#87-20 F. Appropriation to Capital Improvement Reserve – Hartford Road Bridge........ $1,647,032
   to be funded by a State grant under the Local Bridge Program.

#88-20 G. Reduction of Note Funded Sewer and Water Project authorizations .............. $6,248,594

#89-20 H. Transfer from various Water Reserve Accounts ................................................. $55,301
   to WR000 Unallocated Reserves to close out various water capital reserve
   accounts as listed.

#90-20 I. Transfer from various Sewer Reserve Accounts .............................................. $745,016
   to SR000 Unallocated Reserves to close out various sewer capital reserve
   accounts as listed.

#91-20 J. Appropriation to FY 2020-21 Police Special Services Fund ......................... $1,350,000
   to be financed by fees received from outside contractors using officers for
   private duty.

#92-20 K. Appropriation to Public Works Reimbursed Overtime Fund (FY 20-21) .......... $25,000
   to be financed by fees received from outside contractors and private developers
   for inspections and maintenance services performed by Public Works staff
   outside normal business hours.

#93-20 12. A. Appropriation to Special Projects (under $500) as follows:
   1. State Asset Forfeiture Account .............................................................................. $211
      for continuing narcotics investigations, equipment, and/or training to be
      financed by proceeds from narcotics investigations.
   2. Spruce Street Community Garden (SG273) ....................................................... $300
      to be financed by a donation from Linda Smith and Ginny Dunn on behalf of the
      Perennial Planters Garden Club which is gratefully acknowledged and accepted.

#94-20 B. Approval of the 2019-2020 Suspense List.

#95-20 C. Approval of the settlement of a claim by Hubert Dulay in the amount of $85,033.11 for
   damages relating to a sewer back-up on January 23, 2020 at 97 Middle Turnpike East.

#96-20 D. Approval of the settlement of a Workers Compensation claim by Danielle Stone-Hoehn in the
   amount of $100,000.

#97-20 E. Reappointment of Tim Devanney, Jr. (R ) to the Golf Course Lease Oversight
   Committee with a term expiring January 2023.

#98-20 F. Acceptance of the resignation of Joyce Hodgson (D) from the Arts Commission
   with a term expiring November 2021.

Castillo/Floyd-Cranford 9 Voted in Favor
12. NEW BUSINESS.

#99-20 TABLED - G. Appointment of a member to the Arts Commission with a term expiring November 2021 to fill the vacancy left by Joyce Hodgson (D).

Jones/Bergin 9 Voted in Favor

H. Discussion: Long Term Recovery Committee.

#100-20 APPROVED - Motion to empower Mayor Moran to establish a long-term recovery committee and to appoint members to that committee.

Dougan/Bergin 9 Voted in Favor

14. ADJOURNMENT.

The meeting was adjourned until the June 2, 2020 Regular Meeting of the Board of Directors at 7:00 p.m. in the Lincoln Center Hearing Room.

Adjournment: 10:30 p.m.

#101-20 Jones/Dougan 9 Voted in Favor

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APPROVED: ATTEST:

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Secretary, Manchester Board of Directors
MINUTES
REGULAR MEETING OF THE BOARD OF DIRECTORS
May 5, 2020 – 7:00 P.M.
LINCOLN CENTER HEARING ROOM

ONE MEETING AGENDA

PRESENT: Mayor Moran, Director Dougan and General Manager Shanley.

REMOTE: Deputy Mayor Jones, Secretary Castillo, Directors Bergin, Conyers, Floyd-Cranford, Marois and Schain, and Town Attorney Barry.

EXECUTIVE SESSION - The Board went into Executive Session at 6:30 p.m. to discuss Pending Litigation. Present were Mayor Moran, Director Dougan and General Manager Shanley. Present remotely were Deputy Mayor Jones, Secretary Castillo, Directors Bergin, Conyers, Floyd-Cranford, Marois and Schain, Deputy General Manager Stephanou, Director of Finance Kim Lord and Town Attorney Barry. The Executive Session adjourned at 6:55 p.m. No votes were taken.

1. MEETING CALLED TO ORDER.

The meeting was called to order at 7:05 p.m. All in attendance participated in The Pledge of Allegiance to The Flag, led by Mayor Moran.

Mayor Moran explained that due to social distancing guidelines the remaining Board members are connected remotely to this meeting.

2. AWARDS AND PRESENTATIONS.

A. Apraxia Awareness Day (May 14, 2020)

Mayor Moran read a Proclamation recognizing May 14th as Apraxia Awareness Day, in honor of Norah Abrahamson, a Manchester resident who has apraxia. Childhood Apraxia of Speech (CAS) is an extremely challenging speech disorder that affects children. Most children with apraxia of speech will learn to communicate with their own voices only if they receive early intervention, including appropriate, intensive, and frequent speech therapy. Insurance providers, schools and policy makers are encouraged to recognize the critical need to provide adequate speech therapy and other services so that the impact of this disorder is minimized and so that thousands of affected children can grow into productive, contributing adult citizens.

3. OPENING OF MEETING TO ELECTORS OR TAXPAYERS WHO WISH TO BE HEARD ON ANY SUBJECT WITHIN THE JURISDICTION OF THE BOARD OF DIRECTORS. (Sign-up sheet available 15 minutes prior to the start of the meeting)

ALL SPOKE REMOTELY.

Diane Clare-Kearney, 16 Briarwood Drive, has been a Manchester resident for 48 years and is actively involved in the community. She knows and respects many of the police officers within this community, but is saddened and horrified to hear of the tragic killing of Jose Soto. For as long as she can remember, Manchester has had a reputation of being called “Clanchester” but the Town has been living in denial about this title. The Town as a whole does not believe the perception of those who feel marginalized. There has been some change for the better including Superintendent Geary addressing race and equity within the school district. Also, the Board of Directors has made resources available to address equity
including conversations, public forums and meetings to create a more inclusive and supportive community. African American and Black Affairs Council has been meeting with Chief Darby and his staff to address police relations within the community. With these initiatives, we felt that people of color were finally being heard but then this happened. Almost 65% of the children in Manchester public schools are of color, but the police force does not reflect the makeup of our community. It is critical that all police officers have ongoing antiracism training. She doesn’t understand why in the middle of a global pandemic it was necessary for officers to serve a warrant signed in October of 2019. The response to this incident sadly sets us back. Many of us in this community are shocked and outraged, and we are not going to remain silent. We are concerned that the investigations will not be sufficiently transparent and will not consider the racial dynamics of this killing. As with so many police shootings of unarmed people of color around the country, she is concerned there will be no justice for Jose and his family. We have little faith in investigations conducted by detectives or attorneys who have little or no experience living the life of a young Puerto Rican man in the United States. The investigations must be performed by a percentage of individuals with the perspective and personal experience of being Puerto Rican in this case or Black in America.

Teighlor Clare-Kearney, 16 Briarwood Drive, does not want Manchester to be grouped into the same category as other communities that are quick to place blame on an unarmed man of color who was not given the opportunity for due process. Jose clearly had no chance to comply with the terms of negotiations that brought him out of his mother’s home. She does not want Manchester to be the town that blindly defends what occurred without consideration of its citizens. Manchester’s process cannot be a microcosm of our Nation’s broken criminal justice system. The community needs to trust that their voices will always be heard and their interests will always be protected regardless of the color of their skin. She challenged Manchester leadership to make sure that this investigation is done in a way that might push them out of their comfort zone in order to save other black and brown men’s lives.

Laurel LaPorte-Grimes, 25 Jeffrey Alan Drive, is very concerned about the killing of Jose Soto. Jose’s family told officers on the scene that he was unarmed and that he suffers from PTSD. Even though Manchester police are trained in de-escalation techniques, they decided instead to escalate the situation by calling in the regional SWAT team, resulting in Jose being shot and killed. She doesn’t understand why parole officers served a warrant during a pandemic. She doesn’t understand why de-escalation techniques were not fully utilized. Jose was not given time to put his hands up before being shot. These questions need to be answered through the investigation. She doesn’t understand why the State’s attorney is investigating this shooting when they have jurisdiction over towns that provide officers to the regional SWAT team. This has far too much potential for bias. She is full of grief for the Soto family. Jose did not need to die. Unfortunately, 99% of officer involved shootings do not result in officers being charged with a crime. We must do everything we can to ensure that this investigation is conducted independently and with an understanding of race and ethnicity implications on police bias. We must acknowledge the chilling effect this shooting has had on the work we have been attempting to do to engage in honest conversations about race in our community. We claim we want our community to be a place where non-white community members feel heard but the efforts have not yet permeated to the level where our police force uses true de-escalation techniques. She expects the Board of Directors to take this opportunity to insist on better protocols and transparency from the Manchester Police Department, to insist on a truly independent investigation from the State and to work with our Black and Hispanic community members to make them feel safe.

Linda Harris, 60 Brookfield Street, spoke about the killing of Jose Soto, a 27-year old Latino man who was fatally shot on April 2nd by two Manchester police officers who were working as part of CREST. With a stay-at-home order in place during a pandemic, a decision was made to retrieve Jose from his mother’s home in Manchester, the “City of Village Charm.” There are conflicting accounts about what happened that night but we do know from a police officer on the scene that Jose exited the home after
successful negotiations, but with his hands held up, he was fatally shot multiple times by four officers from CREST. She is concerned that there will not be a fair investigation, as it was unveiled during a conversation between Chief Darby, State’s Attorney Gedansky and the African American and Black Affairs Council that Chief Darby oversees both the Manchester Police Department and CREST. We need to be certain that this is a transparent, fully investigated incident. Our officers were out that night as CREST, but they are also Manchester Police officers. There needs to be an independent investigation, with full transparency and accountability at all levels. The Board of Directors needs to take action to ensure that the community feels safe. On another topic, she asked that the Board of Directors require political candidates to display party affiliations on their campaign signs. The Republican Party’s campaign signs do not show which party they are affiliated with. The Board of Directors needs to address both these issues.

David Luchetti, 17 Armory Street, is a Manchester resident and is on the Board for the Unitarian Universalist Society East. He echoes what previous residents have said about the transparency of the investigation into the death of Jose Soto. He wants the investigation to have a specific racial component. He would like to know why CREST was called. He wants to know why guns were drawn and why lethal force was authorized. The family clearly stated Mr. Soto was unarmed. He is horrified that this happened in Manchester.

Angela Bellas, 126 Lakewood Circle North, stands with Jose “Jay” Soto’s family and friends in demanding justice for Jay. Though she didn’t know him personally, she knows that he was a beloved son, brother, friend and member our Manchester community. She is profoundly sad for the Soto family and is deeply concerned that a life has been taken by law enforcement officers whose role is to protect and serve our community. It is clear that Jose was unarmed the night that he was killed, but it is unclear why the parole fugitive unit was serving a warrant in the midst of a global pandemic. It is unclear why four CREST officers, including two Manchester Police officers shot a young man within seconds of when he exited his mother’s home. It is unclear why there were no formally trained mental health professionals involved in negotiations in dealing with a young man whose family had shared that he suffered from PTSD. What is clear is that the current body of research reveals how Black, Latino and other people of color are frequently perceived as dangerous or as a threat, particularly young men of color. The United States suffers from an epidemic of racialized violence against Black, Latino and other people of color that dates back to the colonization of this nation centuries ago. It is all too clear that despite individual officer’s good intentions, white supremacy continues to manifest in the bias both explicit and implicit, both conscious and unconscious, decisions and actions of law enforcement officers who would pull the trigger too quickly when a Jose Soto walks through the door but can peaceably arrest a mass murderer like Dylann Roof. Our elected officials need to demand transparency in a fully independent and actively antiracist investigation into the killing of Jose. We need you to demand and ensure full police accountability. We need you to investigate Manchester Police Department’s policies and protocols through an antiracist lens and to use your power to make necessary changes, with direct input and leadership from grassroots community members and in particular from Blacks, Latinos and other people of color.

Genaro Gonzalez, 4 Pearl Street, is very concerned about the numerous 5G towers being installed throughout Manchester. He has gotten information from many resources about this technology and how dangerous non-ionizing radiation is to children. The community was not informed of how dangerous this technology is. He lives next to a tower and fears for his children. He stated that when an individual is exposed to non-ionizing radiation, it can cause acute respiratory distress syndrome and pulls oxygen from you. He said the information he received is from reliable sources. People have been denying that 5G towers have been installed in Manchester but he has photos of them installing 5G at night throughout Town. He has a cousin that works for Eversource who told him there is harmful 5g technology in Town. He said he was directed on how to find them and has found them all. Locations include Main Street,
Center Street, in the library and Bennet School. We know about nanotechnology and biotechnology. The Corona virus is a sickness but it does not kill children. He would like to know why these towers are being put in at night and the residents are not being informed.

**Nancy Pappas**, 338 Spring Street, is proud to be a Manchester resident since 1983. A lot of the recent work on diversity and equity is something the Town residents should be very proud of, but she joins with so many others to express her disgust at the April 2 killing of Jose Soto by police officers. The officers were trying to serve a six-month old warrant. She wants to call on the Town’s best minds and most caring hearts to ensure that an abhorrent incident like this does not happen again. This is not the Manchester that so many of us believe it can be. We are fortunate to have first responders who have been trained in de-escalation techniques and who have had sensitivity raised in equity and antiracism issues. We are fortunate the Town is trying to take the steps that it has. What can be done as a community to support those changes and band together to ensure that things like this do not happen again?

**Mayor Moran** thanked the residents who called in. We will try to get some experts in for our June Board of Directors meeting to discuss 5G, so that we can fully understand it. He can also have Attorney Barry address the topic of party affiliations on campaign signs at the June meeting.

4. **ADOPTION OF MINUTES OF PREVIOUS MEETING.**

   A. Actions, April 7, 2020 – Regular Meeting
   B. Minutes, April 7, 2020 – Regular Meeting
   C. Actions, April 14, 2020 – Budget Adoption
   D. Minutes, April 14, 2020 – Budget Adoption

   **Castillo/Dougan** 9 Voted in Favor

5. **COMMUNICATIONS.**

   **Director Dougan** stated Kathi Bade, 67 Pilgrim Lane, emailed the Board of Directors with concerns about there being no party affiliation on campaign signs.

   **Mayor Moran** stated he also received some communications from residents on Bigelow Street upset about the refrigeration truck at Holmes Funeral Home. We have responded to those residents. These are unprecedented times and this is a temporary adjustment to get through this period. He also received communications from people concerned about social distancing, including golfers being too close to each other at Manchester Country Club.

6. **REPORTS.**

   A. Manager’s Report

   **General Manager Shanley** stated there are 3 reports listed on the Agenda but he has added an additional item. Cyndy Muldoon, Manchester Country Club President, will review adjustments made to comply with social distancing guidelines. She will be joined by Jordan Gosler, Head Golf Professional.

   **Ms. Muldoon** explained Manchester Country Club has implemented a long list of social distancing guidelines to ensure staff, members and guests are safe during this pandemic. We are very encouraged by
the diligence of everyone in following the new guidelines. Our staff constantly monitors the course to ensure that golfers are socially distancing. We have adapted to these challenging times. We do not allow walkups. Golfers must register and pay in advance. Each golfer has their own cart which has been sanitized at the beginning of their round and then again at the end of their round. There is signage of the social distancing guidelines posted throughout the course. We have removed anything that would be shared along the golf course. Rakes have been removed from all bunkers, flag sticks cannot be removed from the cups. We have put foam in the cups so the balls cannot fall in, so golfers don’t need to reach into the cups to get their balls. Our ball washers have been covered and there are no score cards or pencils available to golfers. Golf staff wear gloves and masks. Our driving range, clubhouse and pro shop are closed. Golfers check in at a window and remain 6 feet from staff. Tee times are staggered 10-12 minutes. We will reopen restrooms in the 9th hole stand this weekend after they have been disinfected with industrial grade chemicals, approved by the CDC, and will be disinfected on a frequent basis.

Mr. Gosler stated the new guidelines are available on Manchester Country Club’s website and on social media platforms, as well as throughout the course. A staff member reviews the rules with every group of golfers before they start their round. Staff monitors the course throughout the day to ensure golfers comply with the new guidelines and he is encouraged to see how well golfers are following the guidelines. Tee times are blocked throughout the day to encourage more social distancing. Golfers are asked to stay in their vehicles until their tee time and are asked to leave as soon as their round is complete. We have had to turn many people away.

Mayor Moran thanked Ms. Muldoon and Mr. Gosler for their update. He received communications from several concerned citizens about social distancing at Manchester Country Club. We need to continually educate and remind each other to follow social distancing guidelines.

Vice Chair Jones also received communications from residents concerned about the country club. It was the perfect storm of beautiful weather and everyone wanting to get out and enjoy it. It is good to see so many new guidelines in place and she would like to continue to be informed of any new procedural changes at the course.


General Manager Shanley stated the next report is the Youth Commission’s annual report to the Board of Directors.

Ms. Wlochowski, Youth Commission Advisor, stated the Youth Commissioners will present their Annual Report.

Kiara Thornton-Bey, Vice Chair, explained the Youth Commission is made up of four committees including Community Outreach, Fundraising, Philanthropy and Social Events. The commission meets twice a month. The commission began the year with 25 members, one of whom resigned, and is ending with 14 seniors graduating and 10 members remaining. We are faced with the challenge of recruiting, which is particularly challenging in light of the quarantine orders.

Olivia McHugh, Chair, stated this was a very challenging year in light of 14 members graduating and social distancing challenges. Another challenge this year was the grant process and reflecting on how efficient this process is. With that being said, we had a successful year funding youth projects and programs within our community. Our Martin Luther King, Jr. ceremony was one of the best ones yet. We did add a new position to the Youth Commission this year to monitor attendance.
Nabiha Tahsin is part of the Social Events Committee. We are proud of the hard work and dedication exemplified by our members this year which resulted in many successes. Some of the most notable successes include the Equity & Inclusion Focus Group in which several commissioners contributed to and were able to highlight the importance of youth in our community. Another great success this year was the implementation of an Attendance Officer, to keep track of attendance and ensure everyone is abiding by our attendance policies. Kate Hedlund was elected to this position and she did a great job of increasing accountability of the commissioners. Another great success this year was our Martin Luther King, Jr. celebration, improved from previous years. A new project we implemented this year was getting the Youth Commission on social media. Gio Martinez and Kely Maloney took the initiative and were able to gain over 100 followers within a few weeks, increasing our outreach to youth in our community.

Zachary DelGaizo explained that each year the Board of Directors provides $5K to fund youth-led projects throughout the community. This is done through an application process where Commissioners determine which grant applicants will receive funding. This year, we received 20 applications for a total of $18K. Five applicants were invited to a public hearing at which the Commissioners ask questions to better understand each applicant’s mission. We provided funding to seven applicants this year. In a typical year, we perform site visits to ensure the money is being spent properly, but we were unable to do that this year in light of the pandemic. We will require final reports from all grantees. Of note is that this year we had internal debates over the grant review procedures. Next year, we will be revamping the grant process.

Tammer Nassiff reviewed the seven grants which were funded this year. MHS GSAFE True Colors were granted $675 to support youth identity. Gearheads of MPS were funded $1K for youth exploration in STEM fields, to build a moving couch for handicapped students. Manchester Ropes Course was granted $750 to provide opportunity to youth who would otherwise not be able to join the course. The MHS Dance Team was provided $216 for entry into a dance competition which they hoped would help them become recognized at the school. Write Out Loud was granted $1K for youth open-mic performances throughout the community. Learning Non-fiction was funded $984 to help elementary school students develop reading, writing and presentational skills. Journey Publications was funded $375 to create a youth-made book on nature based on experiences of group members. The total granted was $5K.

Alyssa Saynganthone, Treasurer, stated numerous activities and trainings were provided to the Commissioners throughout the year to facilitate personal and group development. In September, there is a mandatory boot camp where returning Commissioners guide and teach the new Commissioners the responsibilities and processes of the Manchester Youth Commission. The boot camp promotes bonding and creates connections to each other. Another fundamental event is Government Academy in which representatives from the Youth Commission attend a tour and overview of the Town of Manchester departments. McKenna Piper attended all workshops and received special recognition at the graduation ceremony. This year we brought back our Waffle Off in which committees compete against each other to create the best waffles. A crucial event is the Channel 3 Kids Camp retreat in which we review, evaluate and score grant applications individually. Then, at the end of the retreat we decide which organizations to invite to a public hearing for grant consideration. Members also participate in team building activities. The event she is most proud of is the Martin Luther King, Jr. Celebration. This year, to ensure success of the event, a planning committee was created to manage the logistics of the event and to ensure everything went smoothly. We received a lot of positive feedback from the community on this event.

Kely Maloney, a member of the Community Outreach Committee, reviewed the challenges encountered this year. Attendance was an issue this year for both meetings and outside events, but this should improve with implementation of the Attendance Officer. We also had difficulty this year recruiting new Commissioners at Cheney Tech and East Catholic. We reached out even more than we did in the past but had little response from school officials. This was further complicated when the pandemic hit. Also,
during our retreat this year, there was debate about whether we grade grant applicants based on how well the application is written vs. grant content. We will work on these challenges in the coming year.

Sadie Arbie, Co-secretary, reviewed goals for the coming year which include filling the significant number of open seats on the Commission as well as adjusting after the pandemic. We are looking to recruit a more diverse group of Commissioners, especially those from other schools. Other priorities in the coming year include revising grant questions, having more fundraisers, increasing our presence on social media, and creating more opportunities for Commissioners to participate in community events, especially projects to help people affected by COVID-19.

Olivia McHugh is on her third and final year with the Manchester Youth Commission. She is extremely grateful for all the opportunities it has given her. She is confident that Kiara Thornton-Bey will do a great job as Chair next year, as she will lead with her kind heart and natural-born leadership. She is sure Heather Wlochowski will continue to guide the Youth Commission to do great things. She is confident the other 13 seniors will have a great impact on the communities they are a part of. Thank you for everything the Youth Commission has given to the many members for the past eleven years.

Director Dougan thanked all the Commissioners. It is so important to have youth involved in their communities. She hopes the seniors carry their responsibilities forward in whatever community they are in. She encouraged them to continue to stay connected to each other.

Mayor Moran thanked Ms. McHugh for the leadership she has given to the Manchester Youth Commission. He thanked all the seniors and wished them well in their futures. He is confident these are our leaders of the future. He appreciates all the Youth Commission does for the community and appreciates the fact that they recognize their challenges and has created a plan to address them. He offered to help in any way he can to get more involvement from students at Cheney Tech and East Catholic. He is pleased to see that the diversity of the Youth Commission reflects the diversity of the community, which is so important as they move into leadership roles in this and other communities. You make us proud.


General Manager Shanley thanked the Youth Commission for its hard work. Our next report is from Heather Guerette, Community Development Program Manager, who will review the Community Development Block Grant (CDBG) program and General Manager’s recommended action plan for October 1, 2020-September 30, 2021.

Ms. Guerette explained that CDBG funds come from the Department of Housing and Urban Development (HUD). Manchester receives its funding directly from HUD because we are an entitled community. In order to be eligible for CDBG funding, a project has to meet one of three national objectives. The first, most commonly used, is to be of benefit to low and moderate income residents. Second is to aid in the prevention or elimination of slum or blight, and the third, not typically used, is to meet an urgent community development need for which there is no other funding. While talking about urgent community development needs, she explained that the federal government is going to be using CDBG as a means to distribute Coronavirus Aid, Relief and Economic Security (CARES) Act funds to municipalities. Manchester will be receiving an additional $337K in CARES Act funds. We are awaiting more guidance from HUD this. Once we get more information, we will provide the Board of Directors with recommendations for this funding.
The general goals of CDBG are to develop viable and healthy communities by providing decent housing, suitable living environments and expanded economic opportunities. It is important to keep in mind the intent is to benefit low and moderate income residents. We are working on a 5-year consolidated plan (Con Plan) and for this report we gathered data about the Town including census data. We talk to regional planning organizations, social service agencies, Town departments, the Housing Authority and a variety of other organizations to gather data. We then analyze the data to come up with housing community development needs for Manchester and then prioritize our goals and objectives for that five year period. We then determine how we are going to use the CDBG funds to address those needs. Every 5 years we submit a business report and annually submit an action plan to HUD. The report will describe how funds will be spent during the course of the year, which projects will be funded and include individual project goals. We also identify which community organizations or Town departments will be running the program. For the upcoming program year, we are going to receive approximately $10K more than what we have in the current program year.

In addition, we also have the option to reprogram $121K in funds, which brings our total budget to $695K. We had an open application period in February and March and received 11 applications, 5 for projects that had been funded in the past and 5 for new projects.

We cannot spend more than 15% of our total budget on public service projects. The 4 applications we received in this category were all for projects we had funded in the past. Bright Start Workshops, run by Building Healthy Families, Inc., requested $8K. MACC Charities requested $23,920 for their Community Outreach program. Manchester PAL requested $9,654 for their East Side After School Program and Interval House East requested $12,500 to continue their domestic violence programs for domestic violence survivors. The General Manager recommended funding all these programs at the amount they requested.

In terms of Capital Projects, there is no spending cap on this category. We received 7 applications including Manchester Housing Authority requesting $56,761 for energy efficiency upgrades in their family scattered site units. Public Works submitted three applications, including $100K for Tolland Turnpike sidewalks, $125K for flashing crosswalk signs and $80K for LED streetlight retrofits in the neighborhoods around Union Pond and Manchester High School. The flashing crosswalk signs were for many different locations, so this allows us to scale back the amount because we can select certain locations to install them. The Housing Rehab Program requested $200K, Rebuilding Together requested $120K and the Department of Leisure, Families and Recreation requested $21,200 for replacement of the gardens at their Spruce Street location. The General Manager’s recommendation includes full funding of all projects except for the Tolland Turnpike Sidewalks’ project which he recommended not funding, and the Flashing Crosswalk signs budget was reduced to $48,498 to focus on the two priority locations identified by Public Works. The two priority locations are East Center Street/Benton Street and East Center Street/Hall Street.

At the June 2nd Board of Directors meeting, the Board needs to decide whether to proceed with the General Manager’s recommendations or make changes to them, and whether or not to reprogram the $121K for use. A public hearing will be held on the Proposed Action Plan, and the Proposed Action Plan and Draft Consolidated Plan should be approved at the June meeting.

**Director Dougan** asked for clarification on the $121K.

**General Manager Shanley** explained that the $121K is funding from other programs that hasn’t been used. The federal government monitors very carefully how much municipalities spend and when it is spent. The funding does have to be spent within a certain timeframe or it will need to be returned.
1. Pedestrian Safety Report (Public Works)

General Manager Shanley stated some Board members requested a Pedestrian Safety Report in light of a few accidents that have happened within the last year. This will be presented by Public Works Director Tim Bockus.

Mr. Bockus stated that at the end of last year there were a series of pedestrian accidents, including fatalities, in Manchester which prompted concerns about what can be done to prevent further pedestrians being hit. This report outlines some of the measures Manchester is taking to combat this problem. Within our Complete Streets Policy, we highlight the importance of the multimodal ability to operate safely within our transportation network. This includes pedestrians, cyclists, motorists, public transit, emergency responders and all other users. This policy challenges us to consider all users when designing and implementing infrastructure improvements. When we talk about safety, there are three recognized elements (the 3 E’s) that we consider. The 3 E’s include engineering, education and enforcement. These are the main aspects of what we can do to ensure safety for all users.

Engineering is the infrastructure and systems specifically designed to improve safety and improve mobility of all users efficiently. Education is how we provide information to users on how to safely use those systems. Enforcement helps to correct improper use and behavior to ensure safety for all users. Target improvement areas have been identified as pedestrian crossings, traffic control signals, signage and lighting. We currently have three operating Rapid Rectangular Flashing Beacons (RRFB’s) in Manchester and hope to install several more. RRFB’s are installed at midblock crosswalks where visibility is difficult, in order to draw more attention to the crosswalk and ensure pedestrian safety. Traffic Control Signals are installed to help control conflicts between users (vehicles/pedestrians/bicyclists). Leading Pedestrian Indicators (LPI’s) are currently being installed at Buckland Drive/Buckland Hills Drive/Pleasant Valley intersections, funded by the Department of Transportation. LPI’s shorten the distance for the pedestrian to cross and stop vehicles from making right hand turns when pedestrians are in crosswalks. They provide an added precaution for pedestrians.

We have also been working to install sign upgrades throughout Town. These enhanced signs are bright green to draw more attention to them, and are fully funded by the DOT. We have planned installation of “Share the Road” signage to accommodate bicyclists on roads that do not accommodate full bike lanes. Street lighting is a big part of safety, particularly at intersections. We have been working to convert our streetlights to LED, beginning in the center of Town and radiating outward. We also updated the lumen output on these lights to increase the brightness. Our goal is to convert all our streetlights to LED. We are working on adding bicycle lanes on Adams Street and other locations, looking for connectivity for bicycle lanes. We are installing four new bus shelters along Tolland Turnpike. We are also looking at the downtown area to encourage more pedestrian and bicycle use.

We have several sidewalk and trail improvements and extensions planned, including the last section of Charter Oak greenway. Last year, Town Engineer Jeff LaMalva put out a survey to residents seeking input on what they saw as the gaps in connectivity of our sidewalk network throughout Town. Parker Street, Lydall Street, Wyllys Street, Porter Street and Middle Turnpike East were mentioned the most by residents, which we will put forward for funding opportunities as they present themselves.

In an effort to increase community outreach and education on safety in our community, we contacted Watch for Me CT, an organization which was spearheaded by the Connecticut Department of Transportation (CT DOT) and Connecticut Children’s Injury Prevention Center. The program began in 2017 in response to a one-week period in December 2016 in Connecticut with 9 serious crashes, with 8 fatalities, involving pedestrians. Watch for Me CT increases the overall visibility of pedestrians/bicyclists within a community through public service messages and community engagement efforts. We will
include the Manchester Police Department in discussions, as community education and enforcement go hand in hand. Watch for Me CT Services are provided at no cost to municipalities and include walk audits, educational materials, assistance in public service messaging and community outreach. Outreach will include digital marketing, formal press releases, signage/banners and pop-up events (following social distancing guidelines as required).

Mayor Moran thanked Mr. Bockus for his presentation. Often times, when drivers turn right they often times don’t look to their left for walkers/joggers crossing streets. He noted that the incidents in Manchester were when pedestrians did not cross at crosswalks or disregarded walk signals.

Mr. Bockus stated we can put safety measures in place, but most often it comes down to behavior. Communication and outreach to our residents is an integral part of improving the safety in our community. Of the fatalities, only one happened at an intersection. The accidents are caused by both drivers and pedestrians.

Vice Chair Jones asked if the bike lane on Adams Street will be striped or have a curb installed. She asked if curbed bike lanes are being considered in any other location. She appreciates that Public Works has reached out to residents to ask for feedback on sidewalk connections.

Mr. Bockus stated the Adams Street bike path will be striped, as there is not enough right of way to put a separated bike lane in. Separated bike lanes may be appropriate in more dense locations. Plowing can be difficult with curbed bike lanes, but when we do a mill and pave job, we are looking into ways to implement either bike amenities or accommodations as part of the project. The multiuse trails are not plowed, as people can cross-country ski or snowshoe on them.

Mr. LaMalva indicated there are certain restrictions with dedicated bike lanes, including a width of 5 feet and no parallel parking next to it. We are looking at that option as we resurface roads and most roads identified are in the mall area (Adams Street and Tolland Turnpike).

Director Dougan asked how much police involvement there is when planning a crosswalk project, specifically if traffic patterns and violations in the area are considered.

Mr. Bockus stated that every time they look at traffic improvement, the first thing the traffic engineer does is look at accident records from that location. Chief Darby is the Town’s leading traffic authority (LTA) so any changes to traffic patterns are authorized by him. We also discuss enforcement challenges they have when considering infrastructure improvements.

Director Conyers asked for a timetable for the LPI’s by Buckland Hills Mall.

Mr. LaMalva stated the project is in process now and completion is expected by the end of the summer.

B. Other Reports. None.

7. PRESENTATION OF BID WAIVER REQUESTS. None.

8. PUBLIC HEARINGS (formally advertised).
   A. Appropriations to Special Projects as follows:
      1. Federal Asset Forfeiture Account ................................................................. $16,964
         for continuing narcotics investigations, equipment, and/or training to be
         financed by proceeds from narcotics investigations.
2. Police Donations Revenue Account - Manchester Police Explorer Post............... $950 to be funded by proceeds from a fundraiser held at Red Robin ($907) and donations ($43) which are gratefully acknowledged and accepted.

3. State Asset Forfeiture Account ........................................................................ $8,451 for continuing narcotics investigations, equipment, and/or training to be financed by proceeds from narcotics investigations.

Mayor Moran opened the floor for public comment at this time.

Genaro Gonzalez, 4 Pearl Street, disagrees with any funding for the Manchester Police Department.

There being no further public comments, Mayor Moran opened the floor for Board Members’ comments. There being no comments, Mayor Moran closed the public hearing on the above items.

B. Appropriations to Education Special Projects as follows:
   1. Increase to MRA Out-of-Town Tuition (FY 19/20)................................. $293,860 to provide services to special needs students ranging in age from 14 to 21 to be financed by anticipated tuition, bringing the total appropriation to $1,093,860.
   2. Manchester Head Start (FY20/21)...................................................... $1,270,314 for operation of Head Start program to be financed by a federal grant.
   3. Manchester Head Start (FY20/21)...................................................... $15,312 for Training and Technical Assistance to be financed by a federal grant.
   4. Manchester Head Start (FY20/21)...................................................... $857,746 for operation of Head Start program to be financed by a federal grant for Enfield Head Start.
   5. Manchester Head Start (FY20/21)...................................................... $11,137 for Training and Technical Assistance to be financed by a federal grant for Enfield Head Start.

Mayor Moran opened the floor for public comment at this time. There being no public comments, Mayor Moran opened the floor for Board Members’ comments. There being no comments, Mayor Moran closed the public hearing on the above items.

C. Transfer from General Fund Designated Reserves to the ......................... $600,000 Revaluation Capital Project Account GR127.

Mayor Moran opened the floor for public comment at this time. There being no public comment, Mayor Moran opened the floor for Board Members’ comments.

Director Bergin asked for clarification on the amount of item 8C, which differs from the backup documentation that shows a figure of $548K.

General Manager Shanley explained the amount is to ensure that the Capital Project Account has enough money in it to complete the project. There are usually other costs associated with the revaluation. If there is any money left over, it stays in the account.

Ms. Lord, Director of Finance, explained that after the last revaluation, some of the excess funds were used to pay for appraisals if there are appeals for revaluations.
There being no further comments, Mayor Moran closed the public hearing on the above items.

D. Appropriation to FY 2020-2021 Recreation Special Activities Fund, consistent with anticipated programming - Leisure Programs $342,000 to be financed by program fees.

Mayor Moran opened the floor for public comment at this time. There being no public comments, Mayor Moran opened the floor for Board Members’ comments.

Director Bergin asked if the anticipated revenue for recreation was adjusted downward for the cancellation of camps due to the pandemic.

General Manager Shanley explained that we couldn’t anticipate what the revenue would be, so we kept it at the same amount as last year. We can only spend the revenue that we receive, so $342K can only be spent if that amount of revenue is received.

Director Dougan asked where the money goes if it is not used.

General Manager Shanley explained this is a revolving account. There is approximately $100K in the account. It could be a potential source for possible organized recreational programs this summer because we are not having camps.

There being no comments, Mayor Moran closed the public hearing on the above items.

E. Approval of program proposals submitted by community agencies desiring to participate in the 2020 Connecticut Neighborhood Assistance Act program.

General Manager Shanley explained that this is a program the Board of Directors has been working with for many years. It is a Federal tax program that when the Board of Directors approves certain non-profits that have applied, the corporate entities that make financial contributions to those non-profits are able to get some form of a tax break.

Mayor Moran opened the floor for public comment at this time.

Genaro Gonzalez, 4 Pearl Street, asked for clarification of this item.

General Manager Shanley explained that the IRS allows corporations to make certain deductions and take certain tax credits when they contribute to non-profit organizations that are approved by the local Board of Directors. Each year, the Board of Directors solicits for non-profits who may wish to take advantage of this program. We receive applications and confirm the legitimacy of their non-profits and the IRS recognizes it should a corporation make a contribution to that non-profit.

There being no further public comments, Mayor Moran opened the floor for Board Members’ comments. There being no comments, Mayor Moran closed the public hearing on the above items.

F. Appropriation to Capital Improvement Reserve – Hartford Road Bridge $1,647,032 to be funded by a State grant under the Local Bridge Program.

General Manager Shanley explained this is the State project that is going on now. Through our very strong engineering group in Manchester, we have been able to take advantage of this type of funding throughout the years because we are able to provide the planning and support that is required.
Mayor Moran opened the floor for public comment at this time. There being no public comments, Mayor Moran opened the floor for Board Members’ comments. There being no comments, Mayor Moran closed the public hearing on the above items.

G. Reduction of Note Funded Sewer and Water Project authorizations ............... $6,248,594

General Manager Shanley explained that the wastewater treatment plant project is complete and we came in under budget and do not need this money. We are asking the Board of Directors to de-authorize it. There were a couple other projects similar to this, where the funding is no longer necessary. During this project, we kept the plant running effectively and properly while it was being rebuilt.

Mayor Moran explained this is another great example of our staff working hard to save taxpayers’ money.

Mayor Moran opened the floor for public comment at this time. There being no public comments, Mayor Moran opened the floor for Board Members’ comments. There being no comments, Mayor Moran closed the public hearing on the above items.

H. Transfer from various Water Reserve Accounts.................................................... $55,301 to WR000 Unallocated Reserves to close out various water capital reserve accounts as listed.

General Manager Shanley stated these are completed projects so we are moving the authorization funds to an unallocated reserve account.

Mayor Moran opened the floor for public comment at this time. There being no public comments, Mayor Moran opened the floor for Board Members’ comments. There being no comments, Mayor Moran closed the public hearing on the above items.

I. Transfer from various Sewer Reserve Accounts .................................................. $745,016 to SR000 Unallocated Reserves to close out various sewer capital reserve accounts as listed.

General Manager Shanley explained that this is the same situation in the Sewer Fund as done in item 8H for the Water Fund.

Mayor Moran opened the floor for public comment at this time.

Genaro Gonzalez, 4 Pearl Street, asked for clarification of this item.

General Manager Shanley explained they are leftover funds from projects. This simply moves the money to an unallocated account so that the Board of Directors can utilize these funds at a future time.

There being no further public comments, Mayor Moran opened the floor for Board Members’ comments. There being no comments, Mayor Moran closed the public hearing on the above items.

J. Appropriation to FY 2020-21 Police Special Services Fund.............................. $1,350,000 to be financed by fees received from outside contractors using officers for private duty.
General Manger Shanley explained that when officers work on outside projects for outside companies (Cox Cable or Eversource) they continue to be paid by the Town of Manchester but they are paid through funds paid directly by the companies that hire them. They are still on-duty.

Mayor Moran opened the floor for public comment at this time.

Genaro Gonzalez, 4 Pearl Street, asked if this means they are being paid by the Town in addition to being paid by another company. He doesn’t feel they should be paid twice. He also asked if the officers are using police vehicles or their own vehicles.

General Manager Shanley explained that they are hours that they work above and beyond their normal schedule. They are getting paid through funds paid by other companies. Typically when an officer works on an outside project, they are using a police vehicle because the contractor wants the police car there for the flashing lights and intimidation factor. The outside contractor is charged a fee for the vehicle to be on site.

There being no further public comments, Mayor Moran opened the floor for Board Members’ comments.

Director Bergin asked if the fees paid by outside contractors cover the entire cost of their wages.

General Manager Shanley stated it covers their wages completely.

Vice Chair Jones asked if we anticipate this figure will remain steady during this pandemic or will it be less.

General Manager Shanley stated the possibility was discussed but it is unclear if this will decrease for outside projects.

There being no further comments, Mayor Moran closed the public hearing on the above items.

K. Appropriation to Public Works Reimbursed Overtime Fund (FY 20-21) $25,000 to be financed by fees received from outside contractors and private developers for inspections and maintenance services performed by Public Works staff outside normal business hours.

Mayor Moran opened the floor for public comment at this time. There being no public comments, Mayor Moran opened the floor for Board Members’ comments. There being no comments, Mayor Moran closed the public hearing on the above items.

9. CONSENT CALENDAR.

8.A. Appropriations to Special Projects as follows:
   1. Federal Asset Forfeiture Account $16,964 for continuing narcotics investigations, equipment, and/or training to be financed by proceeds from narcotics investigations.
   2. Police Donations Revenue Account - Manchester Police Explorer Post $950 to be funded by proceeds from a fundraiser held at Red Robin ($907) and donations ($43) which are gratefully acknowledged and accepted.
3. State Asset Forfeiture Account ................................................................. $8,451
   for continuing narcotics investigations, equipment, and/or training to be
   financed by proceeds from narcotics investigations.

B. Appropriations to Education Special Projects as follows:
   1. Increase to MRA Out-of-Town Tuition (FY 19/20) ......................... $293,860
      to provide services to special needs students ranging in age from
      14 to 21 to be financed by anticipated tuition, bringing the total
      appropriation to $1,093,860.
   2. Manchester Head Start (FY20/21) ...................................................... $1,270,314
      for operation of Head Start program to be financed by a federal grant.
   3. Manchester Head Start (FY20/21) ...................................................... $15,312
      for Training and Technical Assistance to be financed by a federal grant.
   4. Manchester Head Start (FY20/21) ...................................................... $857,746
      for operation of Head Start program to be financed by a federal grant
      for Enfield Head Start.
   5. Manchester Head Start (FY20/21) ...................................................... $11,137
      for Training and Technical Assistance to be financed by a federal grant
      for Enfield Head Start.
   6. Carl D. Perkins Career and Technical Education Secondary
      Supplemental Enhancement Grant (FY 19/21) .................................. $48,777

C. Transfer from General Fund Designated Reserves ............................ $600,000
   to the Revaluation Capital Project Account GR127.

D. Appropriation to FY 2020-2021 Recreation Special Activities Fund,
   consistent with anticipated programming - Leisure Programs ................ $342,000
   to be financed by program fees.

E. Approval of program proposals submitted by community agencies desiring to
   participate in the 2020 Connecticut Neighborhood Assistance Act program.

F. Appropriation to Capital Improvement Reserve – Hartford Road Bridge....... $1,647,032
   to be funded by a State grant under the Local Bridge Program.

G. Reduction of Note Funded Sewer and Water Project authorizations ........ $6,248,594

H. Transfer from various Water Reserve Accounts ...................................... $55,301
   to WR000 Unallocated Reserves to close out various water capital reserve
   accounts as listed.

I. Transfer from various Sewer Reserve Accounts ...................................... $745,016
   to SR000 Unallocated Reserves to close out various sewer capital reserve
   accounts as listed.

J. Appropriation to FY 2020-21 Police Special Services Fund .................... $1,350,000
   to be financed by fees received from outside contractors using officers for
   private duty.

K. Appropriation to Public Works Reimbursed Overtime Fund (FY 20-21) ........ $25,000
   to be financed by fees received from outside contractors and private developers
   for inspections and maintenance services performed by Public Works staff
   outside normal business hours.

12. A. Appropriation to Special Projects (under $500) as follows:
   1. State Asset Forfeiture Account ............................................................... $211
      for continuing narcotics investigations, equipment, and/or training to be
      financed by proceeds from narcotics investigations.
   2. Spruce Street Community Garden (SG273) .......................................... $300
      to be financed by a donation from Linda Smith and Ginny Dunn on behalf of the
      Perennial Planters Garden Club which is gratefully acknowledged and accepted.
B. Approval of the 2019-2020 Suspense List.
C. Approval of the settlement of a claim by Hubert Dulay in the amount of $85,033.11 for damages relating to a sewer back-up on January 23, 2020 at 97 Middle Turnpike East.
D. Approval of the settlement of a Workers Compensation claim by Danielle Stone-Hoehn in the amount of $100,000.
E. Reappointment of Tim Devanney, Jr. (R) to the Golf Course Lease Oversight Committee with a term expiring January 2023.
F. Acceptance of the resignation of Joyce Hodgson (D) from the Arts Commission with a term expiring November 2021.

Castillo/Floyd-Cranford

10. ACTION ON ITEMS OF PUBLIC HEARING. None.

11. UNFINISHED BUSINESS. None.

12. NEW BUSINESS.

TABLED - G. Appointment of a member to the Arts Commission with a term expiring November 2021 to fill the vacancy left by Joyce Hodgson (D).

Jones/Bergin

H. Discussion: Long Term Recovery Committee.

Mayor Moran asked that this item be added to the Agenda in response to Governor Lamont’s recommendation that every municipality have a Long Term Recovery Committee in place.

General Manager Shanley stated there is some debate about whether this should be local, regional or state. The State is looking for long-term recovery community planning to include economic development, health and social services, mental health, housing, infrastructure systems, natural and cultural resources and education. The committee would require a recovery coordinator that cannot be anyone associated with emergency management planning. We do have an internal team of staff and community members working on this. There have been discussions on the reality of the impacts of the pandemic and unemployment as a result of the pandemic. Right now there is a lot of relief available but they are looking at the impact after the 3-months of relief has ended. We are discussing a number of other topics, including how to reenergize downtown once we reopen restaurants. A long term committee should include local government, volunteer, philanthropic, community and faith-based agencies and the private sector. A report will be provided to the Board of Directors from the internal committee within the next two weeks. If the Board of Directors would like to act tonight, you can authorize Mayor Moran to adopt and appoint members to the Long Term Recovery Committee once we have more clarity from the State.

Director Dougan asked if there is a timeline from the State to get this done. She also asked if there has been consideration given to working with adjacent towns.

General Manager Shanley stated he has not seen a timeline. The idea is to encourage municipalities to start thinking about long term recovery.

Mayor Moran stated we will consider working with adjacent towns pending recommendations from the State.
Vice Chair Jones would like to have a more comprehensive update on the work the Town has been doing in response to the pandemic. This would give us a clearer picture of direction the Long Term Recovery Committee needs to take.

Director Dougan feels it is important to be ready for possible action from the State and it is important that the Board of Directors be involved in some of the decision-making. Decisions may need to be made before the June meeting so action should be taken tonight.

**APPROVED** - Motion to empower Mayor Moran to establish a long-term recovery committee and to appoint members to that committee.

**Dougan/Bergin**  
9 Voted in Favor

13. **COMMENT AND DISCUSSION BY BOARD MEMBERS ON ITEMS FOR FUTURE AGENDA OR OF GENERAL CONCERN.**

**General Manager Shanley** stated the Planning and Zoning Commission (PZC) will be having a public hearing on May 18th to discuss zoning Ordinances in effect that would prevent some restaurants to expand to outdoor seating. With social distancing guidelines inside restaurants, it significantly reduces the number of tables available for use. We want to work as flexibly as we can with restaurants, so the PZC will be discussing temporary waivers of some current Ordinances. We would like to be in a position to act relatively quickly to get some of our businesses open once allowed by Governor Lamont.

**Mayor Moran** said seating is tight at some of the restaurants that already have outdoor seating.

**General Manager Shanley** stated that discussions have taken place around the State about the number of parking places necessary for establishments. If that is waived for a few months, restaurants can potentially put tables in the parking area. We are looking at ways to help keep our restaurant industry alive. We will also be discussing changes in traffic flow, possibly temporarily restricting traffic on some streets to pedestrian only in order to accommodate additional outdoor seating.

**Director Dougan** would like an update from the Board of Education on what is planned for the schools over the next several months. Manchester Pride sends out notices but not everyone gets these.

**Director Schain** stated the Board of Directors received a communication about whether there could be an extra bulky waste pick up or extra container given to residents temporarily. Many residents are home and cleaning out basements and garages, and are creating more waste.

**General Manager Shanley** stated this would not require a public hearing. One of the reasons the Board of Directors changed to two free bulky waste pick-ups was because less than 10% of residents requested a third bulky waste pick-up. This was a sustainability issue to get people thinking about recycling, not just throwing bulk items out. The Board of Directors could make a determination if they wanted to add another free pick-up. He reminded residents that anyone with a vehicle can bring a fully packed car of bulky waste items to the landfill for only $2.00 and a pick-up truck full for only $4.00.

**Director Schain** asked if we would need to work with our contractor to add another trash container for residents.

**General Manager Shanley** stated we would have to work with our contactor to make any changes.
Mr. Bockus, Director of Public Works, explained that to get an additional trash container to residents would not be just a matter of taking the annual fee and dividing it by 12 because there is a fixed cost of purchasing the container and delivering it.

Secretary Castillo thanked the many residents who have completed their census. Approximately 58% of residents have completed the census, but we need to get to 100%. She asked those who haven’t completed the census to please do so by mail, phone or electronically. If we get 100% response, we will get the funding that we need to continue services Manchester residents need.

Mayor Moran thanked our essential staff for all their work. He noted that this is Teacher Appreciation Week and thanked the teachers who are going above and beyond to continue to educate our children. Remote teaching adds challenges. He also thanked the moms, our unsung heroes, and wished all moms a Happy Mother’s Day. Please remember to adhere to social distancing guidelines. We need to continue to flatten the curve and scare this virus away.

14. ADJOURNMENT.

The meeting was adjourned until the June 2, 2020 Regular Meeting of the Board of Directors at 7:00 p.m. in the Lincoln Center Hearing Room.

Adjournment: 10:30 p.m.

Jones/Dougan

9 Voted in Favor

Adjournment: 10:30 p.m.

Jones/Dougan

9 Voted in Favor

Approved: ATTEST:

Secretary, Manchester Board of Directors
Communications Strategy

Created by: Brianna Smith, Communications Manager for the Town of Manchester, CT

Introduction:

We are living in an era where we collectively fear misinformation shared by leaders and are in constant search for the truth. The bad news, trust in government remains at a historic low. The good news, according to the 2020 Census, the local government level is one of the most trusted by the public.

Communities are now looking towards their local governments to champion the sharing of accurate information, counter false information, and most importantly foster a trusted relationship.

However, building this trust isn’t easy, especially in an age of growing technological communications affecting how we connect with one another. We share and receive information in a much faster, more integrated, and complex way. The rise of the internet, social media, digital platforms, and devices have changed all of our behaviors.

We are constantly "plugged in," never not seen without some type of device in our hand or pocket. A recent Statistica Study reported that in 2019, **96% of Americans own a cellphone** and approximately **69.6% of them own a smartphone**. Cited (Smartphones in the U.S, Statistica)

What are we doing on our phones, laptops, and tablets? For one, we are searching for answers. According to a recent Google Trends report, **2 trillion Google searches are made per year, 5.6 billion per day, and 3.8 million searches per minute.** Cited (Google Search Statistics, Bluelist.co)

And our addiction to social media continues to grow, **79% of the U.S population has a social media profile**, according to a 2019 Statistica report, and **social media usage averages at about 2 hours and 22 minutes per day.** Cited (Social Media Usage, Statistica)

While generations like Older Millennials, Younger Millennials, and Generation Z grew up with technology, data proves that older generations are just as likely to use technology in their daily lives. **85% of Baby Boomers use the internet** cited (Generations Technology Use, Pew Research), and when it comes to social media **57% of Boomers and 50% of Gen Xers say**
they use social networks to share pictures, updates, and read the news. Cited (Social Media Generations, MarketingCharts)

Manchester residents will soon expect interactions with their local community to mirror the way they now connect in their day to day. Other municipalities are beginning to evolve their communications to meet this need and are leveraging the internet, digital tools, and modern marketing tactics to better engage with their citizens.

New York City implemented a mobile texting (SMS) system which sends a text reminder to residents who have upcoming court dates. This communication’s implementation yielded a 26% decrease in the number of failure-to-appear warrants being issued. Cited (Digital Trends, StateScoop)

In an effort to increase citizen engagement in city project decision making, the City of Fayetteville implemented a community engagement platform called Engagement HQ. This allowed a more diverse group of residents to share their feedback in a way that was accommodating, accessible, and familiar to them. The city was able to garner insights on implications of the project that they would have never initially considered. Through this platform residents felt that their voices were heard and when the city project underwent they shared positive feedback, resulting in positive media coverage and a more trusted community. Cited (Bang the Table)

City of Allis WI took an investment risk to change the perception of residents and attract new business to their community. The city of Allis put money and resources into a rebrand campaign helping to evolve the city’s visual identity, establish a city story, and position the city in a way that creates excitement about living, working, and playing there. “People have a very dated perception of West Allis, and our new brand matches the energy and vitality this community exhibits every day,” says Mayor Dan Devine. Cited (West Allis Market)

These case studies are just a few of many more examples for how implementing new ways of connecting can make a larger impact on the way in which local government grows trust and builds relationships with the community.

Over the past several years we’ve seen glimpses of our success in building relationships with residents by evolving the way we connect. Departments who have taken the initiative to start investing in adapting to new ways of communicating have seen great results.

For example, our Police Department has invested resources into building their social media presence. Their efforts in sharing more content and increasing their engagement on Twitter and Facebook have resulted in a much more informed community. Residents now have access to a
reliable source of information and have the ability to engage with local leaders in a more convenient way.

Another example is from the Leisure, Families, and Recreation Department who have invested in building a more cohesive identity in an effort to grow awareness and build stronger relationships with residents. Through creativity and collaboration, the Department created a logo and story through which they rolled out in a robust marketing plan. This plan included growing their social media presence, building out an OurParks campaign, and rolling out the new visual identity now seen in every park and marketing material. Because of these efforts, residents now identify a symbol and story with the Department resulting in a more trusted and positive resident perception.

It’s clear there are a variety of ways to communicate both online and offline. It’s important that as an organization we are prioritizing and cohesively establishing the way in which we communicate both internally with each other and externally with the community.

The purpose of this communication’s strategy is to provide a standard for how we inform, engage, and listen both externally amongst residents and internally throughout the organization. Establishing a standard and plan for how we communicate will allow us to collectively and confidently grow our relationships with each other and the community.

Table of Contents:

1. Insights and Themes
2. Communications Goals
3. Communications Positioning
4. Communications Do’s & Don'ts
5. *Recommended Plan: please refer to Communications Strategy Presentation*
Insights and Themes:

Introduction: Over the past few months the Communications Manager has connected with key stakeholders and Department heads, observed the current state of the Town’s community engagement, and has evaluated current communication tools, platforms, and efforts. The following insights and themes identify areas of opportunity and areas of success which will help establish goals, and fuel recommendations for the overall strategy.

- The absence of a cohesive Town identity. Who are we?
  - We currently lack a cohesive visual Town “brand” or identity.
  - There is a desire from leadership to establish a visual identity, some type of symbol and story that distinguishes their own departments while tying back to a larger Town brand.
  - Public facing Departments such as Leisure, Families, and Recreation have created and established a visual identity (look and feel) that encapsulates who their department is and communicates to residents visually what their department does. However, this visual identity is not currently tied to the Town’s or other Departments. There is a clear need to establish some type of standard in our “brand” so that we collectively share an identity that is both cohesive yet distinguishable to each Department.
  - The Manchester community has evolved over the years. While we have honored our history, we have new people, places, experiences continuing to grow in Manchester and have a new story.

Takeaway: We need to incorporate a “branding” initiative into our communication’s strategy. One that focuses on putting Manchester on the map, building up pride, and changing perceptions of this Town.

- A want to increase social presence. Can we exist on social?
  - There are a handful of Departments that don’t currently exist on social media but want to have a social presence.
  - There are a handful of Departments that do have a social presence and have a desire to grow but need the support to do so.
  - There are a couple public facing Departments (MFRE, Police, Planning and Economic Development, Leisure Families, and Recreation to name a few) that are successfully engaging with the community on social media.
  - There are currently no standards established for how to create, build, and grow a social media presence.
  - The Town’s social media lacks an overall strategy and process for curating and sharing content to engage with the community.
○ The Town does not have the infrastructure to host every Department and Division’s social platform, and does not have the bandwidth to manage each group’s social.

**Takeaway:** We need a plan to support Departments and Divisions who are public facing and want a social presence. This communication's strategy needs to recommend establishing a standard that helps to educate and inspire specific Departments/Divisions equipping them with the tools they need to manage and grow their own social presence.

**● Negative stories gain attention online. How will we manage our reputation?**
○ Our Facebook community engages with pages such as CT Crime Watch, Manchester CT, and more add to the spread of misinformation around Manchester happenings and news.
○ Local media outlets are quick to cover negative stories, enticing our community to engage and ultimately gain a negative perception of the Town.
○ Social platforms such as Facebook and Twitter have become breeding grounds for negative conversations and the sharing of fake news.

**Takeaway:** We need to establish stronger allied relationships with our local media outlets so that we can share accurate information and prepare for negative engagement. We need to establish standards to effectively manage negative comments and misinformation. Lastly, we need to define the Town’s communication’s position so that we find the balance between sharing news and not adding more fuel to the fire.

**● A resistance to changing technologies. How do we better evolve?**
○ Many Town employees have created long standing processes that work for them. While new technology may play a role in helping their work, employees who have found comfort in their current process don’t see the benefits.
○ Those who are resistant to implementing technologies find it difficult to understand, and unnecessary to use.
○ There are a handful of employees who are ready to learn and engage with changing technologies but need the support and education to feel confident doing so.

**Takeaway:** We need to rethink how we prioritize existing staff positions to evolve with the change in technology. We need to focus on educating and empowering staff who are willing to learn, adapt, and adopt technologies so that their role stays relevant to our modern ways of communicating.
● Siloed Messages. How do we create continuity?
  ○ We have many different communications channels handled by a variety of different people. When information is shared out we want to be sure it’s consistent no matter which channel.
  ○ Each Department has their own ways of communicating, we want to be sure that the community still understands where the information is coming from and who’s associated with it.
  ○ Sometimes we’ll share out the same message but with different language and visuals, this can be confusing to the consumer.

Takeaway: We need to ensure our messaging is consistent and aligned so that we are providing cohesive communications.

● Lacking reach. How might we connect with all of the community?
  ○ The population of Manchester CT is over 60K and growing. Our town’s social media platforms only account for a little over 4% of this population.
  ○ The town of Manchester CT is one of the most diverse socio-economically, ethnically, racially, demographically, etc. However, our current ways of communications are not reaching enough breadth of this diverse population.
  ○ We lack consistent and accurate measurements of our communication’s efforts. Meaning, we don’t currently track and understand through data who we are or aren’t reaching and engaging with.
  ○ Our current communications doesn’t fully consider the implementation of DEI initiatives.
    ■ We need to understand how our community actually wants to receive information.
    ■ We need to create new ways to access a wider reach that better represents the Manchester community.
    ■ We need to integrate DEI goals into our overall communication’s strategy.

Takeaway: Our communications must aim to be inclusive of all age groups, ethnicities, races, genders, etc. and encompass goal setting, measurements, and trackable ways to reach broader and more representative groups in the community.

● We are missing the foundation. How might we develop building blocks?
  ○ We have basic communications tools established (i.e we have a website, email newsletter, basic social media accounts), however, there’s a strong need to upgrade and modernize these tools so that they can be easily accessible and used in a way that’s actually effective.
We lack the assistance of platforms and tools that would help make processes faster, more efficient, and easier to use.

**Takeaway:** We need to establish a healthy foundation in order to support anything we do communication wise and help to sustain us in the long run.

**Communication’s Goals:**

**Goal #1: Change the perception of Manchester**
Our Town communications must play a role in helping to create a more positive perception for Manchester. Our communications strategy must address ways in which we can cultivate a town identity that gets prideful residents excited, out of town people intrigued, and puts Manchester on the map.

**Goal #2: Grow a broader reach in our community**
Our communications needs to focus on listening, understanding, and actioning the needs of the entire community. Our communications efforts will focus on expanding our reach by engaging in a more diverse and equitable way so that we can connect with untapped groups in our community.

**Goal #3: Increase our engagement with the community**
Our communications strategy must encompass finding new ways to connect and engage with people. We want to build up trust in our community relations by amplifying the dialogue between the Town and residents. By increasing our engagement we will enable our residents to be “in the know” and feel safe to connect with us in a way that’s accessible for them.

**Goal #4: Better the flow of information internally and externally**
We need to ensure that the flow of information is consistent, timely, and relevant. Our processes for sharing information need to be modernized and optimized so that we are meeting the needs in a way that’s evolved and efficient.

**Goal #5: Listen and learn to increase our perspective on all groups in our community**
Our communications strategy must identify ways to inclusively allow all groups in our community to be heard. The diversity in perspectives and feedback must be incorporated and considered into communications decision making and initiatives so that we are executing on meeting the needs of everyone in the community.
Town’s Communications Positioning:

The Town’s communications will act as the hub, setting the tone and standard for all of our overarching communications. The hub will be responsible for creating, leading, and supporting overall communications initiatives, as well as equip and support Departments and Divisions with the tools they need to confidently manage their own communications.

DOs:

- Create town-wide standards for communicating effectively.
  - Collaborate with key stakeholders on emergency communications plans.
  - Share and present communication standards to Town employees.
- Create the guidebook and set the tone for the Town’s identity.
- Provide training, guidebooks, and overall support to individual Departments/Divisions related to their communications needs/initiatives.
- Act as a communications resource to Town employees.
- Manage overall Town’s social media accounts, website, and other related channels.

DON’TS:

- We are not a news or media outlet.
- We are not a PR agency.
- We don’t manage every Department/Division’s social media accounts, marketing efforts, etc.
- We don’t manage or heavily engage in Manchester related social media pages.

Recommended Plan

*Please refer to “Communications Strategy Presentation” for the recommended plan.*
What’s Inside?

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Town of Manchester Communications Role

Brianna Smith
Education
B.S in Marketing
MBA in Strategic Innovation

Past Work Experience
Digital Marketing Strategist
Consumer Insights Manager

Responsibilities

• Manage the Town’s communications
  • Tactically: social media, website, press releases, storytelling content etc.
  • Support, educate, and energize other departments/divisions on their communications initiatives.
• Set the tone and strategy for our overall communications.
• Establish & share the guidelines for communicating, i.e. social playbook, brandbook.

Vision

To support the growth of an open, honest, and authentic relationship between our city government and the community. Through communications initiatives we will strive to put Manchester on the map and gain a reputation of being the ideal city to work, play, and live in.

Goals

• To help build better relationships with our community.
• To improve the way we connect both internally and externally.
• To support in the adoption to new ways of connecting and communicating.
• To ensure consistent messaging of our Town’s identity.
• To inform in a timely & accurate way.
Over the past few months...

- Connected with Key Stakeholders, Department Heads, & Supervisors.
- Observed current communications processes.
- Assessment and inventory of current organization communications.
- Evaluated current organization communications tools.
- Researched successful municipal communications case studies, engagement tools, and platforms.
- Researched municipal communications best practices.

...and gained some insights.
Insights & Themes
INSIGHTS & THEMES

Absence of a cohesive Town identity.
We need to incorporate a re-brand initiative into our plans that focuses on changing perceptions and putting Manchester on the map.

Resistance to Changing Technological Communications Tools
We need to equip and educate those who are willing to learn, adapt, and grow with the changing technologies and support those who might be resistant.

A want to increase social presence.
We need a plan to equip Departments/Divisions that want a social presence and give them the support they need to grow.

Siloed Messages
We need to ensure our messaging is consistent and aligned so that we are providing cohesive communications.

Missing a Foundation
We need to establish a healthy foundation in order to support communications initiatives moving forward to sustain us in the long run.

Negative stories gain attention online.
We need to establish stronger allied relationships with media outlets to combat negative news and define the Town’s position in handling negative stories.

Lacking Reach
Our communications must aim at being inclusive and more representative of the Town’s community. We need to position the town as an inclusive safe space for our residents.
Goals
GOAL #1
Establish a perception and identity for Manchester
Our Town communications must play a role in understanding the community’s perception of Manchester, and working towards growing it. Our communications strategy must address ways in which we can cultivate a town identity that gets pridelful residents excited, out of town people intrigued, and puts Manchester on the map.

GOAL #2
Grow a broader reach in our community
Our communications needs to focus on listening, understanding, and actioning the needs of our entire community. Our communications efforts will focus on expanding our reach by engaging in a more diverse and equitable way so that we can connect with untapped groups in our community.

GOAL #3
Increase our engagement with the community
Our communications strategy must encompass finding new ways to connect and engage with people. We want to build up trust in our community relations by amplifying the dialogue between the Town and residents. By increasing our engagement we will enable our residents to be “in the know” and feel secure in connecting with us at their own leisure.
GOAL #4
Better the flow of information internally and externally
We need to ensure that the flow of information is consistent, timely, and relevant. Our processes for sharing information need to be modernized and optimized so that we are meeting the needs in a way that’s evolved and efficient.

GOAL #5
Listen & learn to increase our perspective on all groups in our community
Our communications strategy must identify ways to inclusively allow all groups in our community to be heard. The diversity in perspectives and feedback must be incorporated and considered into communications decision making and initiatives so that we are executing on meeting the needs of everyone in the community.
Town Communications Positioning
Why do we need a positioning statement for the Town?

Establishing the position for which the Town sits in the larger ecosystem is crucial. Understanding the role of the Town Communications and their relationships with the Town itself, community, and beyond will allow for better clarity and accountability.
**The Hub:**

A catalyst for communications, setting the tone, standards, and guidelines for how we communicate. Responsible for leading and managing brand reputation, community engagement, and funneling of information flows. Also, responsible for equipping and supporting departments and divisions in their communications needs.
The Ambassadors

Leaders in creating and informing accurate information to the community. With the help and guidance from the Town Communications, Ambassadors are accountable for the execution of communications initiatives pertaining to their Department/Division.
The Community

Those who work, live, and play in Manchester and want to feel and be part of a community that is inclusive, safe, and thriving. We need to instill processes that allow for their voices to be heard and for the Hub and Ambassadors to access two-way communication.
And Beyond

Those looking to live somewhere else, work somewhere else, visit somewhere new, start a business etc. We need to put Manchester on the map to attract and retain talent, growing families, businesses, and more.
Relationship of Communication

Town of Manchester
- Sets the tone
- Supports
- Educates
- Guides

Town Department/Divisions
- Informs
- Connects
- Engages
- Create

Community
- Shares
- Inquires
- Informs
Relationship of Communication

Town of Manchester
- Informs
- Shares
- Connects

Community
- Inquires
- Connect
- Share

Town Department/Divisions
- Informs
- Inquire
- Educate
Communications Framework
Communications Framework Funnel

Awareness

Consideration

Conversion

Loyalty

Advocacy

**Traditional Funnel:** A tool that helps to visualize the customer's journey and path they take to building a relationship with your "brand" or organization. From initial introduction to a loyalist customer and beyond.
Our Framework Funnel

Our Funnel: a tool that helps to visualize the customer's journey, and path they take to building a relationship with your "brand" or organization. From initial introduction to a loyalist customer and beyond.

Goal: to develop and grow community advocates that celebrate their experiences working, living, and playing in the Town of Manchester.
**Awareness**

Create awareness of our Town by informing, educating, and celebrating our “brand” through storytelling and communications tactics.

**Examples of what this might look like:**
- Branding Initiatives
- Social Media Marketing
- Word of Mouth
**Consideration:** Connect consistently with the community in a way that resonates and reminds people about who we are, what we do, and the resources we offer.

**Examples of what this might look like:**
- Website Re-Development
- Email Newsletters
- Social Advertisements
**Connection:** Building stronger relationships with the community by instilling two-way inclusive communication tactics.

**Example of what this might look like:**
- Engagement HQ
- DEI Brand related marketing
- Social Media Management
Retention: Honor and celebrate the relationships we built so that the community is comfortable connecting and sharing with us.

Examples of what this might look like:
- Customer Service Initiatives
- UGC Content on Social Media
- Personalized/Customized Email Notifications
Advocacy: Grow and nurture relationships to create community advocates that positively engage, celebrate, and share their experiences and perception of the Town of Manchester.

Examples of what this might look like:
- Positive Reviews & Feedback
- Sharing community stories
Recommended Plan
RECOMMENDED PLAN

2020 Focus: Building the Foundation Pt.1

2021 Focus: Building the Foundation Pt.2

2022 Focus: Preparing for Growth

2023 Focus: Nurturing Growth and Optimizations
Digital Transformation
- Website Redesign
- Optimizing Town Social Media Channels

Community Engagement Tools
- Engagement HQ, Your Voice Matters Community Engagement Tool

Communications Standards & Resources
- Communications 101 Session
- Social Media 101 Session
- Social Media Guidelines
- Crisis Communications Guide

Supporting Key Department Communications
- 1x1 Working Sessions
  - Internal Communications Eval. & Support
  - External Communications Eval. & Support
Digital Transformation
- Website Redesign
- Optimizing Town Social Media Channels

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- 1x1 Working Sessions
  - Internal Communications Eval. & Support
  - External Communications Eval. & Support

2020 Focus: Building the Foundation Pt. 1

In-progress

PRIORITIES
<table>
<thead>
<tr>
<th>Social Media Optimizations</th>
<th>COVID-19 Efforts</th>
<th>Supporting Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What’s been accomplished</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Gained momentum on Twitter &amp; Facebook</td>
<td>- COVID-19 specific webpage(s)</td>
<td>- BMM online transition</td>
</tr>
<tr>
<td>- Added an Instagram</td>
<td>- COVID-19 PSA &amp; educational content sharing</td>
<td>- MFRE recruitment effort</td>
</tr>
<tr>
<td>- Re-vamped our LinkedIn</td>
<td>- Flyers &amp; posters distribution</td>
<td>- HR new job posting reach</td>
</tr>
<tr>
<td>- Re-organized Department Facebooks</td>
<td>- Your Voice Matters engagement platform COVID-19 feature</td>
<td>- WatchForMe CT initiative</td>
</tr>
<tr>
<td>- Increase in the number of followers, likes, reach, and engagement.</td>
<td>- Increase in reach.</td>
<td>- Departmental social media establishment</td>
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<tr>
<td>- Increase in frequency of information sharing.</td>
<td>- Increase in awareness.</td>
<td></td>
</tr>
<tr>
<td>- Ability to reach new audiences.</td>
<td>- Increase in information sharing.</td>
<td></td>
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<tr>
<td>- Expansion in our overall communications channels.</td>
<td>- Piloting of new ways to connect with the community and share timely and relevant COVID-19 information.</td>
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<tr>
<td>- Increase in inter department social sharing and connecting.</td>
<td>- Pilot of new ways to connect with the community and share timely and relevant COVID-19 information.</td>
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<tr>
<td><strong>Goals Reached</strong></td>
<td><strong>Goals Reached</strong></td>
<td><strong>Goals Reached</strong></td>
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<tr>
<td>- Transitioned BMM to a fully online functioning website.</td>
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<td>- Executed #HappyThings campaigns within BMM.</td>
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<td>- Increase in HR calls specific to paid advertising for MFRE recruitment.</td>
<td>- Increase in HR calls specific to paid advertising for MFRE recruitment.</td>
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</tr>
<tr>
<td>- Increase in reach of MFRE new job postings.</td>
<td>- Reach of new audiences through LinkedIn for HR recruitment.</td>
<td>- Reach of new audiences through LinkedIn for HR recruitment.</td>
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<tr>
<td>- Reach of new audiences through LinkedIn for HR recruitment.</td>
<td>- Kick-off and coordination for Pedestrian Safety Initiative.</td>
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</table>
Results

Facebook:
- +750 followers since Nov. 2019.
- +558 likes since Nov. 2019.
- Reached over 27K people on organic posts.
- Our top posts average between 300-400 engagements.

Twitter:
- +126 followers since Nov. 2019.
- Earned 79.5K impressions since Nov. 2019, which is 874 impressions per day.
- .8% engagement rate (compared to Twitter’s avg. between .02%-0.09%).

Instagram:
- Avg. 4.7K impressions per week.

COVID-19 Website:
- An average of 2 minutes per session spent on the page.
- Over 1.2K visits from other communication channels to the Town COVID-19 webpage.

COVID-19 Edu. & Informational Content:
- Average COVID-19 related posts are reaching over 29K people.
- Average engagement of COVID-19 related posts range from 600-1K per post.

Print & Email:
- Printed over 300 COVID-19 prevention flyers and posters and shared them amongst Town offices, buildings, local business and restaurants in Manchester.
- Reached over 4,000 email subscribers.
Supporting Key Department Communications

- 1x1 Working Sessions  
- Department Communications Playbooks

Digital Transformation

- Website Redesign  
- Optimizing Social Media Channels  
- Email & Phone Optimization

Community Engagement Tools

- Engagement HQ, Your Voice Matters Community Engagement Tool  
- ZenCity Community Engagement Tool

Communications Standards & Resources

- Communications 101  
- Social Media 101 Session  
- Town Social Media Strategy

Supporting Key Department Communications

- 1x1 Working Sessions  
- Department Communications Playbooks

Create a Cohesive Look, Feel, Message & Story for the Town.

- Branding Initiative  
- Go-To-Market Plan
<table>
<thead>
<tr>
<th>Initiative</th>
<th>Tactic</th>
<th>Goals</th>
<th>KPIs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital Transformation</td>
<td>Website Redesign</td>
<td>● Increase traffic to the website.</td>
<td>● % increase in site visits</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Create a user-friendly, visually representative, and purposeful</td>
<td>● % increase in repeat site visits</td>
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<td></td>
<td></td>
<td>website.</td>
<td>● % decrease in drop off rate</td>
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<td></td>
<td>Optimizing Town Social Media</td>
<td>● Increase traffic to social media.</td>
<td>● # of likes</td>
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<td></td>
<td></td>
<td>● Expand social media channels to reach new audiences.</td>
<td>● # of follows</td>
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<td>● Develop a solid social foundation.</td>
<td>● # of comments</td>
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<td>● % engagement</td>
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<tr>
<td>Community Engagement Tools</td>
<td>Your Voice Matters</td>
<td>● Explore new ways of engaging and expanding our engagement reach with the community.</td>
<td>● # of sign ups</td>
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<td></td>
<td></td>
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<td>● # of comments</td>
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<td></td>
<td></td>
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<td>● Frequency of engagement</td>
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<tr>
<td>Communications Standards &amp; Guidelines</td>
<td>Communications Guidelines</td>
<td>● Establish standards and best practices for communications.</td>
<td>● Increase in cohesive messaging Town wide.</td>
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<td>● Town wide comm. growth.</td>
</tr>
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<td></td>
<td>101 Sessions</td>
<td>● Provide education around communication best practices.</td>
<td>● Increased in Dept. confidence around comm.</td>
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<tr>
<td>Supporting Key Depts. Communications</td>
<td>1x1 Working Sessions</td>
<td>● Evaluate current communication needs.</td>
<td>Measured on a case by case basis.</td>
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<td></td>
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<td>● Support Depts/Divisions.</td>
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<tr>
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<td>Tactic</td>
<td>Goals</td>
<td>KPIs</td>
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<td>with the community.</td>
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<td></td>
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<td>● Frequency of engagement</td>
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<tr>
<td>Communications Standards &amp;</td>
<td>Town Social Media Strategy</td>
<td>● Establish a cohesive purpose and guidebook for the Town’s social</td>
<td>● # of thoughtful content pieces.</td>
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<tr>
<td>Guidelines</td>
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<td>media.</td>
<td>● % increase in engagement.</td>
</tr>
<tr>
<td>Create a cohesive look, feel,</td>
<td>Branding Initiative</td>
<td>● Garner insights that inform the initiative.</td>
<td>● % of positive feedback from the internal and external community.</td>
</tr>
<tr>
<td>message, and story for the Town.</td>
<td></td>
<td>● Establish a brand for the Town.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Go-To- Market Plan</td>
<td>● Increase brand awareness.</td>
<td>Measured case by case basis on the smaller tactics.</td>
</tr>
</tbody>
</table>
Appendix
Appendix

Brand: a person’s gut feeling about a product, service, or organization. It’s the sum of and perception from the experiences and interactions that people have with the product, service, or organization.

Brand Identity: the look and feel of a product, service, or organization made up of aspects such as a name, logo, color palate, tagline, typography, imagery.

GTM: “Go-to-market” is an action plan that specifies how an organization will reach and communicate with an audience.

Marketing Assets: types of content for example: images, promotional material, presentations, advertisements, brochures, email campaigns etc.

Playbook: a customized living document that outlines goals, objectives, and overall guidelines acting as a go-to resource for people in an organization.

Website Redevelopment: the development and designing of a website.

CMS: “Content Management System” is a user-friendly software application used to manage the creation and modification of digital content for example it helps to create and modify a website.

CRM: “Customer Relationship Management” uses data analysis to learn about customers and specifically focuses on customer retention. Can show up in the form of a digital software for example, Hoot Suite for email.

UGC Content: “User Generated Content” any form of visual media created by users for example: Manchester road race photos posted on Facebook by a resident.
Thanks!

Questions?
Date: May 28, 2020 for the June General Manager's Report

To: Scott Shanley, General Manager

Prepared by: Douglas McDonough, Library Director

Subject: Proposal to open the library buildings to the public as of June 8

I believe that we have reached a reasonable level of safety in order to reopen the library buildings to the public for **Grab-and-Go Borrowing** of materials beginning June 8, 2020, operating with the normal schedule of Hours Open, which will help to spread the level of use throughout the day and throughout six days of the week.

- No chairs would be available to sit and read or for sitting at internet computers.
- No group programs for children or adults would be held this summer and no group rentals of the Whiton auditorium.
- Goal will be to maintain simultaneous attendance numbers at 40 or fewer citizens in the building. Staff will prevent overcrowding in any particular section.
- Masks need to be worn by everyone.
- Plexiglass shields are in place on public service desks.
- Stanchions are set up to guide the flow of borrowers along the checkout desk.
- A process is already in place for returned items to be quarantined for a minimum of 72 hours before they could be made available to the next borrower (over 26,000 items have been returned to the bookdrops since early March, giving staff practice in safe handling).
- Public restrooms are closed.
- We can expand the existing home delivery service for shut-ins to additional elderly and other residents at high risk who don't want to expose themselves to unnecessary health risks by visiting either of the library buildings.
- Signage will be in place throughout the buildings, beginning on the exterior of the main doors, reminding visitors of the need for masks and for social distancing.

Since residents have been placing books on 'hold'/reserving titles for the past three months, it would be best to start with a soft opening one or two days early in order to contact those readers who want to pick up their books from the 800+ items on hold and thus reduce any initial first-day surge of visitors once the library is open to all for quick Grab-and-Go Borrowing. The library has received many phone calls and emails from parents who want books for their children to help youngsters maintain and grow their reading skills. For the initial phase of opening, the focus will be on enabling people to quickly borrow materials that they can take home and practice social isolation while they read.
May 27, 2020

TO: Scott Shanley, General Manager
FROM: Ed Paquette, Senior, Adult & Family Services
RE: Dial-a-Ride bid waiver
CC: Joel Cox: Director, Human Services

History
The Manchester Dial-a-Ride program last went out to bid in 1998 and 2005. Hockanum Valley Community Council (HVCC) was the only vendor to respond to the RFP both times. In 2005, HVCC’s bid came in at a higher rate than the Town RFP resulting in a significant increase in program contract costs. In 2013, the Town of Manchester re-negotiated a new contract with HVCC that was $15,000 less than the existing contract ($140,000 v $155,545). The re-negotiated contract also required specific changes in scheduling and trip planning to increase program efficiency and capacity. Additionally, the Town received access to HVCC’s scheduling database which allows Town staff to accurately gauge program activity and trends and to hold HVCC accountable for program outcomes.

Provider Options
HVCC is the primary private provider of Senior/Disabled paratransit services in greater Hartford communities east of the CT River. As such, HVCC schedules trips and transports riders for the East Hartford, Ellington, Manchester, Tolland and Vernon Dial-a-Ride programs. Curtin Livery Services and Dattco Bus Company provide Dial-a-Ride service to several communities south and west of Hartford. Most other towns in the greater Hartford area operate their Dial-a-Ride programs with municipal employees.

Cost Considerations
HVCC has agreed to maintain the FY20 contract price for FY21 and FY22. There will be an increase in the contract for FY23 in accordance with the CPI, but not to exceed 3%. Thus, the Town will enter into a three year contract with a total increase over the three year period not to exceed 3%.

Rationale for a Bid Waiver
- HVCC is familiar with the Manchester Dial-a-Ride routes and riders.
- Manchester residents are familiar with HVCC’s registration, schedule and pick-up process.
- The proposed cost of HVCC’s primary operating contract for FY21 is unchanged from FY20.
- It is highly unlikely that another vendor will bid on a Dial-a-Ride RFP.
- HVCC is a responsive partner that delivers quality services to Manchester residents.

Recommendation
I believe it is in the best interest of the Town of Manchester and the Manchester Dial-a-Ride program to approve this bid waiver.
BOARD OF DIRECTORS
WAIVER OF COMPETITIVE BIDDING

RECITALS

WHEREAS, the Town of Manchester’s contract for the Dial-A-Ride service with Hockanum Valley Community Council, Inc. (HVCC) will expire on June 30, 2020; and

WHEREAS, the Dial-A-Ride contract with HVCC resulted from competitive bidding in 1998 and 2005, and on both occasions HVCC was the only bidder; and

WHEREAS, HVCC has consistently performed the Dial-A-Ride service at a high level for the Town of Manchester over an extended period of time and there have been no other vendors performing this service east of the river; and

WHEREAS, HVCC has agreed to maintain the price of $144,937 for fiscal years 2020-2021 and 2021-2022 with an increase in accordance with the CPI not to exceed 3% for fiscal year 2022-2023; and

WHEREAS, HVCC can perform the Dial-A-Ride service much more effectively and efficiently than the Town’s Human Services Department and there are no other vendors in our area who perform this service.

NOW, THEREFORE, THIS IS TO CERTIFY THAT WE, a majority of the Board of Directors of the Town of Manchester, do hereby state that it is impractical by reason of the above stated circumstances to require competitive bidding and such requirements are hereby waived, and authorize the General Manager, Scott Shanley to enter into a three year contract with Hockanum Valley Community Council, Inc. for the fiscal years 2020-2021, 2021-2022 and 2022-2023.

A MAJORITY OF THE BOARD OF DIRECTORS:

Approved as to Form:

[Signature]
Timothy P. O’Neil
Town Attorney

Approved:

[Signature]
Marlene Goulet
Director of General Services

Date: 5/8/2020
Overview

Over the past decade, advancements in solar technology, as well as the growing potential for cost savings, have given rise to a tremendous expansion in the use of solar energy across the country. As the cost of solar has dropped significantly to a point where it is competitive or even below the market rate of traditional grid electricity, many homes, businesses, and institutions are increasingly utilizing solar power sources not only to reduce carbon footprints but also to save money. Cities and towns across Connecticut and the nation are no exception.

The most common method of procuring solar energy is through a Power Purchase Agreement (PPA). A PPA is a financial arrangement in which a third-party developer owns, operates, and maintains the photovoltaic (PV or solar) system, and a host customer agrees to site the system on its property and purchase the system's electric output from the solar services provider for a predetermined period. This financial arrangement allows the host customer to receive stable and often low-cost electricity, while the solar services provider or another party acquires valuable financial benefits, such as tax credits and income generated from the sale of the system’s electricity.

The purchase price of the generated electricity is typically at, or slightly below, the retail electric rate the host customer would pay its utility service provider. PPA rates can be fixed, but they often contain an annual price escalator in the range of 1 to 5 percent to account for system efficiency decreases as the system ages; inflation-related cost increases for system operation, monitoring, and maintenance; and anticipated increases in the price of grid-delivered electricity. An PPA is a performance-based arrangement in which the host customer pays only for what the system produces. The term length of most PPAs can range from six years (i.e., the time by which available tax benefits are fully realized) to as long as 25 years.

The solar services provider functions as the project coordinator, arranging the financing, design, permitting, and construction of the system. The solar services provider purchases the solar panels for the project from a PV manufacturer, who provides warranties for system equipment.
The installer will design the system, specify the appropriate system components, and may perform the follow-up maintenance over the life of the PV system. To install the system, the solar services provider might use an in-house team of installers or have a contractual relationship with an independent installer. Once the SPPA contract is signed, a typical installation can usually be completed in three to six months.

An investor provides equity financing and receives the federal and state tax benefits for which the system is eligible. Under certain circumstances, the investor and the solar services provider may together form a special purpose entity for the project to function as the legal entity that receives and distributes payments to the investor from tax benefits and the sale of the system’s output.

The utility serving the host customer provides an interconnection from the PV system to the grid, and continues its electric service with the host customer to cover periods when the system is producing less than the site’s electric demand.

Proposal

Earlier this year, the Town held meetings with the Connecticut Green Bank (CGB) regarding its Solar Map Municipal Assistance Program. Through a direct PPA with CGB, this program allows Connecticut municipalities to access renewable energy and achieve energy savings at their buildings.

The Connecticut Green Bank is the nation’s first green bank. Established by the Connecticut General Assembly on July 1, 2011 as a part of Public Act 11-80, Connecticut Green Bank supports the Governor’s and Legislature’s energy strategy to achieve cleaner, less expensive, and more reliable sources of energy while creating jobs and supporting local economic development. By law, appointment of the CGB Board of Directors is a bipartisan group of 11 with specific backgrounds of expertise in clean energy and finance.

As part of its Solar Map Program, Connecticut Green Bank has already completed an analysis of Manchester’s municipal sites, reviewed energy demand, and developed conceptual system designs. Based on our energy usage data, CT Green Bank is proposing a 20 year PPA using PV (solar) installations at the following 11 buildings:

<table>
<thead>
<tr>
<th>Name</th>
<th>First Year Savings</th>
<th>Term Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Works Building</td>
<td>$215</td>
<td>$32,083</td>
</tr>
<tr>
<td>Water and Sewer Building</td>
<td>$8,770</td>
<td>$280,865</td>
</tr>
<tr>
<td>Bennet Academy</td>
<td>$5,311</td>
<td>$239,448</td>
</tr>
<tr>
<td>Highland Park School</td>
<td>$1,125</td>
<td>$76,190</td>
</tr>
<tr>
<td>Illing Middle School</td>
<td>$13,526</td>
<td>$437,657</td>
</tr>
<tr>
<td>Manchester Regional Academy</td>
<td>$1,272</td>
<td>$79,232</td>
</tr>
<tr>
<td>Martin Elementary School</td>
<td>$10,503</td>
<td>$290,553</td>
</tr>
<tr>
<td>Verplanck Elementary School</td>
<td>$3,143</td>
<td>$201,247</td>
</tr>
<tr>
<td>Waste Water Treatment Plant</td>
<td>$4,366</td>
<td>$194,798</td>
</tr>
<tr>
<td>Police Department</td>
<td>$6,183</td>
<td>$302,272</td>
</tr>
<tr>
<td>Waddell Middle School</td>
<td>$1,194</td>
<td>$74,357</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$55,608</strong></td>
<td><strong>$2,208,702</strong></td>
</tr>
</tbody>
</table>

The projected savings in year one is projected to be $55,608 and over the 20 year term would be over $2.2 million.
The environmental benefits over the 20 year term equal the following:

- 1,314 Tons CO2 emissions reduced
- 19,708 tree seedlings grown for 10 years
- 257 passenger vehicles driven for one year or 2,957,548 miles

In addition, installations at Manchester High School are being proposed and are awaiting a current site energy usage analysis to determine potential savings, which will likely be higher than any of the other buildings listed.

There would be no upfront cost to the Town of Manchester and installation, operation, and maintenance of the solar panels and system would be the responsibility of CT Green Bank. The Green Bank has proposed a Letter of Intent with the Town of Manchester (see attached) that authorizes it to apply for ZREC credits, a program that creates a market-driven bidding process for projects to compete for a 15-year revenue stream from the sale of RECs to the electric utilities. This LOI is non-binding and the parties can agree to unilaterally terminate negotiations at any time, but is a necessary first step in the PPA process.

The proposed timeline for the PPA is the following:

- Execute LOI and ZREC docs By June 15, 2020
- Submit Bids for ZREC By July 12, 2020
- RFP for Contractors Q3 2020
- Execute PPA Q4 2020
- Construction Q1 2021

**Recommendation**

While there are several companies that offer solar energy through a PPA, Town staff recommends forgoing a formal RFP process and the execution of a non-binding Letter of Intent with the Connecticut Green Bank for the following three reasons:

1. **Legitimacy as a quasi-state institution**

   Given the Connecticut Green Bank’s role as a quasi-state institution, with a governing Board appointed by a bi-partisan group of elected state officials (Governor, Majority and Minority Leaders), there is a level of legitimacy and accountability with CGB that is not available from any other provider of solar energy. In a relative new field, this is especially important as most PPAs are for 20-25 years; and the reliability and long-term solvency of the institution with which we enter into a long term contract is critical. The list of Board of Directors of the CGB and its Operating Procedures is attached.

2. **Transparency and Track Record**

   Likewise, as a quasi-state institution created by the Connecticut Legislature, there is a level of transparency and required disclosures from the CGB that would not be found with other potential solar energy firms. Listed on its website are detailed financial reports, operating procedures, ethics statements, and comprehensive plans.
As stated above, for a relatively new industry, the importance of a successful track record working with other municipalities such as the work CGB have done with Coventry is essential:

“Our community is using solar energy at town buildings including our schools, public safety buildings and our Town Hall – and the Green Bank Solar PPA has made it easy and affordable. The town is saving money, and since we’re not responsible for managing and addressing system performance through the PPA, we’re enjoying stress free energy production. This is allowing the town to play an integral role in building a cleaner community and in setting an example for our homeowners and businesses who are interested in going solar.” John Elsesser, Town Manager

Currently, the CT Green Bank has entered into PPA agreements with the following municipalities:

1. Town of Bethany
2. Bloomfield Board of Education
3. Town of Orange
4. Regional School District #4
5. Town of Fairfield
6. Fairfield Board of Education
7. Town of Ashford
8. Town of Easton
9. Town of Hampton
10. Town of Voluntown
11. Regional School District #10
12. Town of Ellington Board of Education
13. Salisbury Board of Education
14. Town of Woodbridge
15. Town of New Fairfield Board of Education
16. Town of Union
17. Town of Chaplin
18. Town of Wilton
19. Town of Coventry
3. **Timing**

The deadline to submit bids for this year’s Zero Renewable Energy Credits is July 12. Executing a LOI with CT Green Bank in June will allow Manchester to proceed with this year’s application process. A formal RFP would require us to wait at least another year for the opportunity to access these credits which allow the low cost of the program.

The Green Bank Solar PPA provides an opportunity for the Town to utilize solar energy without having to put up any of the investment cost and deliver immediate savings on electricity for the Manchester community. This project also aligns with the Board of Directors and Sustainability Task Force’s environmental sustainability goals. Furthermore, the Solar Map Program offers Manchester a vetted, tested “out-of-the-box” and ready to go process with little administrative burden.

The case for not entering a LOI with CT Green Bank would be to wait and do a formal RFP and make a selection based on the best financial proposal for the Town of Manchester. However, Town staff believes that the case for entering into the LOI – including the legitimacy, accountability, and track record of the Connecticut Green Bank, transparency of the terms, the long-term contract commitment of any PPA, the risks associated with executing a contract with firms in a relatively new industry—outweighs the case against it. Further, this agreement would offer peace of mind in knowing that an experienced third-party owns and operates the Town’s solar system to maximize its benefits.

**Conclusion**

Town staff recommends that the Board of Directors approve the bid waiver and **authorize the Town to enter into a non-binding Letter of Intent with the Connecticut Green Bank** to access renewable energy and achieve energy savings at Town buildings through its Solar Municipal Assistance Program (MAP).

It should be noted that the Town consulted the Board of Education and both the Superintendent of Schools and Director of Finance and Administration agree with the Town’s recommendation.
LETTER OF INTENT

This Letter of Intent (“Letter”) is entered into on ____________ (“Effective Date”), by and between the ____________, a Connecticut municipality (the “Client”), and the Connecticut Green Bank, a Connecticut quasi-public state agency (“Green Bank”) with a principal place of business at 845 Brook Street, Rocky Hill, CT 06067.

WHEREAS, Client and the Green Bank are referred to collectively as the “Parties” to this Letter, and individually as a “Party,” wish to agree to the following:

This Letter sets forth certain non-binding understandings between the Parties.

1. This Letter sets forth the Parties’ desires and intentions with respect to solar photovoltaic systems (“Systems”) for the Client’s premises and/or Site referenced in sections 6 and 7 hereof and the Parties’ intention to negotiate in good faith during an exclusive period of 360 days, commencing with execution of this Letter, to reach a then binding agreement consisting of one or more specific agreements (together, the “Agreement”) to be mutually agreed.

2. The Systems will be financed, owned and operated by the Green Bank, its subsidiaries, or other third-party financier (“Financier”).

3. The Green Bank, along with its advisors (“Advisors”), will conduct site assessments and design and run a procurement process for a contractor (“Contractor”) to install the Systems for the designated site consistent within recognized industry guidelines, regulations and good industry practices.

4. The Client intends to have the Systems installed on its premises and enter into a mutually agreeable fixed or escalating contract for electricity generated by the Systems for a period of time, anticipated to be for a minimum of twenty years.

5. The transaction contemplated by this Letter is an agreement between the Client, the Green Bank (or its subsidiaries) and/or the Financier. The Parties agree to utilize good faith efforts to negotiate the terms of definitive Agreement that will govern the transaction.

6. Systems considered:

<table>
<thead>
<tr>
<th>Municipal Building</th>
<th>Address</th>
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7. The Green Bank understands that the Client owns one or more property (each being a “Site”) on which the Systems will be installed. If the Client is not the owner of the Site, the Client will provide the Green Bank with clear written assurance that the actual owner is agreeable to installation of the System(s) in accordance with the terms of the Agreement. Except for costs relating to ownership, design, construction, taxation, installation, operation, repair, replacement, inspection, and maintenance of the Systems, the Client will bear all costs, expenses, taxes and other obligations connected with Site ownership.

8. The Green Bank understands that the Client and/or its Board of Education is the customer of record for the local utility that provides electricity to the Client’s facility.

9. The Green Bank (or its subsidiaries) or more likely a Financier will own the Systems, all power generated by the Systems, all tax-related benefits and incentives, all environmental credits and other attributes applicable to solar energy generated by the Systems. Similarly, the Green Bank or Financier shall bear all investment and costs associated with ownership, design, construction, taxation (except taxation noted in paragraph 7 hereof), installation, operation, repair, replacement, inspection, maintenance and removal (at the end of the Agreement) of the System(s). The Client understands that the Green Bank or Financier may assign its rights and or revenues under the Agreement for financing purposes or to a third party with relevant experience in commercial solar management without Client consent.

10. As part of the Agreement, the Client will receive and pay for 100% of the electrical energy generated by the Systems.

11. As part of the Agreement, the Client will grant the Green Bank (or its subsidiaries) and/or the Financier an irrevocable license or easement (subject to Green Bank’s or Financier’s discretion) to install and maintain the Systems on each Site and to access each Site as needed for the term of the Agreement.

12. The Systems installation shall comply with all federal, state, city codes, regulations and provisions. Systems installation cannot proceed until all necessary permits, consents and approvals have been obtained.

13. No Party to this Letter shall have any liability to any other Party for any losses, consequential, incidental or special damages, cost, expenses incurred by the other Party in the event negotiations among the Parties may be terminated in accordance with Paragraph 15. Except as may be provided for in the Agreement to be negotiated, each Party will bear its own expenses, legal, accounting and consulting fees relating to this project, whether or not the Agreement is closed.

14. Upon execution of this Letter and until the closing of the Agreement, the Client will give the Green Bank and its Advisors reasonable access and opportunity to inspect, without limitation, the Client’s property and to conduct engineering and environmental inspections of the property and to provide the Green Bank and its Advisors with such information as may be reasonably requested pertaining to the Client’s business and assets to the extent necessary to complete the Agreement.

15. The provisions of this Letter shall not constitute and are not intended to constitute a legal or binding obligation, contract, or agreement between any of the Parties. Accordingly, the Parties agree that any Party to the negotiations contemplated in this Letter may unilaterally terminate the negotiations for any reason or no reason at the terminating Party’s discretion by notifying the other
Party of such termination in writing.

16. Any definitive agreement shall address insurance requirements, indemnity rights and System removal requirements.

(Signature page follows.)
IN WITNESS WHEREOF, the Parties have caused this Letter of Intent to be executed as of the date first written above.

CONNECTICUT GREEN BANK

By: ______________________  By: ______________________
Name: ______________________  Name: ______________________
Title: ______________________  Title: ______________________
Date: ______________________  Date: ______________________

MUNICIPALITY
The Connecticut Green Bank is pleased to offer municipal properties and other publicly owned institutions the Green Bank Solar PPA – an opportunity to go solar with no money down, delivering immediate savings on electricity and offering peace of mind in knowing that an experienced third-party owns and operates your solar system to maximize its benefits.

What is a PPA?
Using a preapproved local installer, the Green Bank or a selected partner oversees the development and asset management of a solar system on your building. You then purchase the electricity generated by the solar system at an agreed-upon rate, often at a significant discount to grid power, through a Power Purchase Agreement (PPA).

What are the benefits of a solar PPA?
- No upfront installation costs required and no new debt to incur
- Lock in low electricity costs, reducing your bill, and realize predictable energy production
- Positive cash flow in year one – immediately pay less for electricity while hedging against future electricity price increases. Preserve capital and credit lines for other investments
- Managed by third-party solar system owner for a worry-free energy upgrade

<table>
<thead>
<tr>
<th>Year</th>
<th>Utility Cost</th>
<th>Solar PPA Cost</th>
<th>Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

With a Solar PPA, your savings grow as utility rates increase.
What are the key features?
• Standard agreement has a 20-year term
• “True-up” process allows you to pay only for the electricity generated
• Third-party solar system owner maintains the system and manages all equipment and warranty issues
• Option to buy the solar system at fair market value
• Technical and financial review of project so that you can have confidence that your system should meet its electricity production targets

Which properties are eligible?
Public properties and institutions can use the Green Bank Solar PPA to add solar to their buildings. Municipalities must have an investment grade credit rating in order to qualify, or otherwise subject to alternative underwriting criteria.

Who will perform the work?
The Connecticut Green Bank maintains a list of local solar contractors, or you can choose your own.

How do I get started?
Ready to green light our Green Bank Solar PPA? To learn more, contact us at 860-257-2179
SOLAR UPGRADES:
Town of Coventry, Connecticut

582.49 kW across 6 rooftop and 2 carport solar photovoltaic systems at Town Hall, Police Headquarters, Radio Tower Annex and five Board of Education buildings
Projected Energy Savings

Aggregate savings across Town Hall, Police Headquarters, Radio Tower Annex & Five Board of Education buildings

*Assuming current weighted average fixed PPA rate of $0.098/kWh and a current weighted average utility rate of $0.148/kWh with an estimated 2.99% escalation rate on utility costs.

<table>
<thead>
<tr>
<th>Term: 20 years</th>
<th>Expected Energy (kWh) Production over 20 years: 13,339,652 kWh</th>
</tr>
</thead>
<tbody>
<tr>
<td>kW of solar: 582.49 kW</td>
<td>Expected Average Annual Savings ($) (vs. Utility Rates): $40,196</td>
</tr>
<tr>
<td>Expected Average Annual Energy Production (kWh): 666,983 kWh</td>
<td>Expected Lifetime Savings ($) (vs. Utility Rates): $803,926</td>
</tr>
</tbody>
</table>

“Our community is using solar energy at town buildings including our schools, public safety buildings and our Town Hall — and the Green Bank Solar PPA has made it easy and affordable. The town is saving money, and since we’re not responsible for managing and addressing system performance through the PPA, we’re enjoying stress free energy production. This is allowing the town to play an integral role in building a cleaner community and in setting an example for our homeowners and businesses who are interested in going solar.”

John Elsesser, Town Manager

Visit ctgreenbank.com/solarMAP to find out how your municipality can go solar.
To: Manchester Board of Education

From: Matthew Geary, Superintendent of Schools

Subject: Item for Appropriation Increase in Alliance District Grant FY19/20

Date: May 5, 2020

Background: The Alliance District program is a unique and targeted investment in Connecticut’s 33 lowest-performing districts. Connecticut General Statue Section 10-262u establishes a process for identifying Alliance Districts and allocating increased Education Cost Sharing (ECS) funding to support district strategies to dramatically increase student outcomes and close achievement gaps by pursuing bold and innovative reforms.

Discussion/Analysis: Alliance District’s receipt of designated ECS funding is conditioned upon district submission and Commissioner of Education’s approval of a plan, district progress and performance relative to that plan, and subsequent plans on an annual basis and approved plans aligned to the goals of the program. Annual plan approval is predicated upon district implementation and performance during the prior year.

Financial Impact: None

Other Board/Commission Action: None

Recommendations: The Superintendent recommends that the Board of Education request the Board of Directors increase the appropriation for FY19/20 Alliance District grant by $327,414 bringing the total appropriation amount to $5,936,857.

Attachments: None.

Matthew Geary

Matthew Geary
Superintendent of Schools
Manchester, Connecticut
May 11, 2020
Town of Manchester
Water and Sewer Department
Interoffice Memorandum

DATE: May 15, 2020
TO: Scott Shanley, General Manager
FROM: Patrick J. Kearney, Administrator
RE: Proposed Water & Sewer Rates
    Effective July 1, 2020

Attached please find a copy of the Notice of Public Hearing, for proposed revisions to the
Schedule of Rates, Charges and Fees for the Manchester Water & Sewer Department which
will be published in the Journal Inquirer on May 19, 2020.

The proposed schedule for water rates reflect an increase 2% over the existing rate and the
proposed schedule sewer rates reflect an increase 3.5% over the existing rate which is
consistent with the FY21 water budget adopted by the Board of Directors on
April 7, 2020.

The public hearing has been set for June 2, 2020 at the Board of Directors Meeting. As
required by State Statute, copies of these documents have been filed with the Town Clerk’s
office on May 15, 2020 and are available for public inspection. If you have any questions or
require additional information, please contact me at your convenience.

PJK/mjs

cc: Brian Wolverton, Budget and Research Officer
    Kim Lord, Director of Finance
    Tim O’Neil, Assistant Town Attorney
    Fran Taylor, Customer Service Manager
    Town of Bolton
    File
NOTICE OF PUBLIC HEARING - BOARD OF DIRECTORS
TOWN OF MANCHESTER, CONNECTICUT

Notice is hereby given that at 7:00 PM on June 2, 2020 the Board of Directors of the Town of Manchester will meet in the Hearing Room of Lincoln Center, 494 Main Street, Manchester, Connecticut to establish and/or revise the schedule of rates, charges and fees for the connection to, and the use of the sanitary sewer system and water system. The following is a summary of the proposed revisions to the existing schedule of rates, charges and fees that shall become effective as of July 1, 2020 and for subsequent fiscal years as provided herein, and shall continue in effect until such time as they may be further amended by the Board of Directors. These revisions were filed on May 15, 2020 with the Town Clerk and the Water and Sewer Department.

PROPOSED CHANGES TO THE SCHEDULE OF RATES, CHARGES AND FEES FOR THE MANCHESTER SEWER DEPARTMENT

I. SEWER USE RATES

A. General Customer Billing
   Effective July 1, 2020 - $5.39 per 100 cubic feet

II. NEW METER INSTALLATION FEE (Sewer Only Customers)

<table>
<thead>
<tr>
<th>Meter Size</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>5/8&quot;</td>
<td>$339</td>
</tr>
<tr>
<td>¾&quot;</td>
<td>$366</td>
</tr>
<tr>
<td>1&quot;</td>
<td>$413</td>
</tr>
<tr>
<td>1 ½&quot;</td>
<td>$1,166</td>
</tr>
<tr>
<td>2&quot;</td>
<td>$1,349</td>
</tr>
<tr>
<td>3&quot;</td>
<td>$1,618</td>
</tr>
</tbody>
</table>

PROPOSED CHANGES TO THE SCHEDULE OF RATES, CHARGES AND FEES FOR THE MANCHESTER WATER DEPARTMENT

I. WATER USE RATES – Effective July 1, 2020

A. General Customer Billing

1. Service Charges

<table>
<thead>
<tr>
<th>Meter Size</th>
<th>Monthly</th>
<th>Quarterly</th>
</tr>
</thead>
<tbody>
<tr>
<td>5/8&quot;</td>
<td>$2.53</td>
<td>$7.59</td>
</tr>
<tr>
<td>3/4&quot;</td>
<td>$3.84</td>
<td>$11.52</td>
</tr>
<tr>
<td>Size</td>
<td>$6.36</td>
<td>$19.08</td>
</tr>
<tr>
<td>-----------</td>
<td>-------</td>
<td>--------</td>
</tr>
<tr>
<td>1½”</td>
<td>$12.70</td>
<td>$38.10</td>
</tr>
<tr>
<td>2”</td>
<td>$20.35</td>
<td>$61.05</td>
</tr>
<tr>
<td>3”</td>
<td>$40.64</td>
<td>$121.92</td>
</tr>
<tr>
<td>4”</td>
<td>$63.46</td>
<td>$190.38</td>
</tr>
<tr>
<td>6”</td>
<td>$126.93</td>
<td>$380.79</td>
</tr>
<tr>
<td>8”</td>
<td>$253.87</td>
<td>$761.61</td>
</tr>
<tr>
<td>10” and greater</td>
<td>$507.74</td>
<td>$1,523.22</td>
</tr>
</tbody>
</table>

2. Use Charge – Effective July 1, 2020

$3.35 per 100 cubic feet

II. NEW METER INSTALLATION FEES

Every new customer will be charged a one-time fee* for the installation of a meter including the related meter reading equipment. The fee will be based on meter size. Other sizes and styles of meters will be charged based upon actual cost.

<table>
<thead>
<tr>
<th>Meter Size</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>5/8”</td>
<td>$339</td>
</tr>
<tr>
<td>3/4”</td>
<td>$366</td>
</tr>
<tr>
<td>1”</td>
<td>$413</td>
</tr>
<tr>
<td>1½”</td>
<td>$1,166</td>
</tr>
<tr>
<td>2”</td>
<td>$1,349</td>
</tr>
<tr>
<td>3”</td>
<td>$1,618</td>
</tr>
</tbody>
</table>

*Fee is due and payable at the time of permit issuance.

VI. FIRE PROTECTION CHARGES

A. Private Fire Hydrants
   Effective 07/01/2020 - $543.96 per hydrant/yr

B. Private Fire Service

Fire service charges for standpipe and/or sprinkler head systems based on size of the service at the point of connection to the distribution system.

<table>
<thead>
<tr>
<th>Size</th>
<th>Effective 07/01/2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>4” and smaller</td>
<td>$15.63/mo</td>
</tr>
<tr>
<td>Item</td>
<td>Effective 07/01/2020</td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>-----------------------------------</td>
</tr>
<tr>
<td>Hydrants</td>
<td>$163.55 per hydrant/yr</td>
</tr>
<tr>
<td>Supply &amp; Transmission Mains</td>
<td>$.0541 per inch-ft. per year</td>
</tr>
</tbody>
</table>

The two fire taxing districts (South Manchester Fire District and Eighth Utilities District) shall have the option of paying for Public Fire Protections Services through ad valorem taxes levied by the District or by allowing the Fire Protection Service Charge to be added on to the water use charge (Item I.A.2).

VII. MISCELLANEOUS WATER FEES

A. Water and Sewer Permit $ 50.00
B. Reading Privately Owned Meters
   - $ 9.00/unit/month
   - $ 15.00/unit/quarter
C. Meter Removal on Existing Service Connections $ 65.00/unit
D. Hydrant Meter Installation
   1. Meter Rental Rate
   2. 5/8", 3/4" and 1" $ 15.00/Day
   Greater than 1" $ 25.00/Day
   2. Meter Installation $250.00 set-up fee, paid at time of issuance
   (no meter removal fee)
   3. Consumption $ 3.35/HCF for all volumes of use
E. Hydrant Flow Test $175.00
F. On and Off Services
   1. During Regular Work Hours 24 Hr. Notice Requested - $50 – No Show Fee
   2. After Regular Work Hours $235.00
G. Resumption of Service Non-payment
   1. During Regular Work Hours $50.00
   2. After Regular Work Hours $235.00
H. Reduced Pressure Device (RPD)
   Double Check Valve Assembly (DVCA) Test $65.00
   *See note below
I. Wholesale Water (Not covered by Agreement) $3.35 per 100 cubic feet
J. Returned checks A $20.00 charge will be added to the bill for each that
has been refused for deposit by the bank

*A fee of $65.00 will be charged for the testing of each RPD and DCVA. These tests are required on an annual basis by the State Health Department and are performed in accordance with the State Public Health Code. This fee provides for an initial test and one retest if necessary. Any subsequent test performed will be billed at the rate of $65.00 per test.

APPROVED AS TO FORM

Timothy P. O'Neil
TOWN ATTORNEY

Patrick J. Kearney, Administrator
Water & Sewer Department

Dated at Manchester, Connecticut
This 15th day of May 2020
TOWN OF MANCHESTER, CONNECTICUT
FINANCE DEPARTMENT
MEMORANDUM

TO:     SCOTT SHANLEY, GENERAL MANAGER
FROM:   KIMBERLY LORD, DIRECTOR OF FINANCE
SUBJECT: WATER/SEWER CAPITAL ACCOUNT APPROPRIATIONS
DATE:   5/19/2020
CC:     BOARD OF DIRECTORS

Background:

It is standard procedure for state loan and grant funds to be appropriated when a grant is approved, funds are received, or when a loan has closed. The Finance Department is in the process of closing out completed water and sewer capital projects, and has found grant, miscellaneous revenue, and loan proceeds received by the Town, but never appropriated. The funds were received from FY08-FY16.

Discussion/Analysis:

Appropriations are needed to balance the accounts, so that the budgets of each project match the actual revenues. Once the budgets have been corrected, we can close out each account in the financial software. The appropriations that require Board approval are as follows:

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
<th>Life Actual</th>
<th>Appropriation Needed</th>
<th>Year(s) funds were received</th>
</tr>
</thead>
<tbody>
<tr>
<td>SR405</td>
<td>STATE AND FEDERAL GRANTS</td>
<td>(268,557.35)</td>
<td>268,557.35</td>
<td>FY11-FY14</td>
</tr>
<tr>
<td>SR405</td>
<td>MISCELLANEOUS REVENUE</td>
<td>(68,943.99)</td>
<td>68,943.99</td>
<td>FY08-FY16</td>
</tr>
<tr>
<td>WC529</td>
<td>STATE AND FEDERAL GRANTS</td>
<td>(67,057.06)</td>
<td>67,057.06</td>
<td>FY14</td>
</tr>
<tr>
<td>WC529</td>
<td>LOAN PROCEEDS</td>
<td>(15,816.62)</td>
<td>15,816.62</td>
<td>FY14</td>
</tr>
<tr>
<td>SC536</td>
<td>STATE AND FEDERAL GRANTS</td>
<td>(50,993.43)</td>
<td>50,993.43</td>
<td>FY13-FY15</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>471,368.45</td>
<td></td>
</tr>
</tbody>
</table>
**Financial Impact:**

The Water and Sewer Department has already received and expended the funds listed in the chart. The appropriation is needed so we can balance and close the accounts in the financial software. There is no financial impact to the Town.

**Recommendation:**

The Board of Directors appropriate $471,368.45 for funds already received and expended, to capital reserve project accounts SR405, SC536 and WC529.

Kimberly Lord  
Director of Finance
TOWN OF MANCHESTER  
PLANNING DEPARTMENT

TO: Scott Shanley, General Manager  
FROM: Heather Guerette, Community Development Program Manager  
DATE: May 26, 2020  
RE: CDBG Proposed Action Plan for Year 30 (October 1, 2020 – September 30, 2021) and Draft 2020-2024 Consolidated Plan

At the May 5th Board meeting, the General Manager’s Recommended CD030 Action Plan budget was presented to Board members and to the public. In addition to next year’s grant of $573,177, the General Manager recommended reprogramming $121,978 of unexpended funds from prior year projects for a total CD030 program year budget of $695,155.

The purpose of the public hearing at the June 2nd Board meeting is to receive public comments on the General Manager’s Recommended CD030 Action Plan. At this same meeting, the Board of Directors must approve its Draft Consolidated Plan and Proposed Action Plan. The Action Plan can mirror the General Manager’s recommendations or include changes. Changes must be limited to funding applications received and provided previously for the Board’s review and consideration. The Board should also decide whether to reprogram the $121,978 from prior year funds, as recommended by the General Manager.

The following documents are included for your reference:
1. General Manager’s Recommended CD030 Action Plan budget;
2. CD030 funding application project descriptions; and

Federal guidelines require a 30-day comment period to allow for public feedback on the Draft Consolidated Plan and Proposed Action Plan. A public hearing will be held at the July 7th Board meeting and at this same meeting, the Board may adopt the Consolidated Plan and Action Plan and appropriate funds. The Board must act by its Tuesday, August 4th meeting to meet the HUD deadline.

An outline of the remaining steps in the process is attached.

Encls.
CD030 PROGRAM YEAR
REMAINING PLANNING PROCESS BY MONTH

JUNE 2\textsuperscript{nd}

- Board of Directors approves its Draft Consolidated Plan and Proposed Action Plan. The Action Plan can be approved as recommended by the General Manager or with changes. Also decide whether to reprogram prior year funds to support CD030 projects.
  - Future changes can only be made based on public comments received, so this version should present what the Board would like to forward to HUD for final approval.

JULY 7\textsuperscript{th}

- Public hearing on Approval of the Consolidated Plan and Action Plan and Appropriation of Action Plan Funds.

- Board adopts the Consolidated Plan and Action Plan. The Plans can only be revised based upon public comment received by the Board. Otherwise, the Plans are approved as they appeared in draft form. Action is also taken to appropriate funds for the upcoming program year.

AUGUST 4\textsuperscript{th} (if needed)

- Public hearing on Approval of the Consolidated Plan and Action Plan and Appropriation of Action Plan Funds.

- Board adopts the Consolidated Plan and Action Plan. The Plans can only be revised based upon public comment received by the Board. Otherwise, the Plans are approved as they appeared in draft form. Action is also taken to appropriate funds for the upcoming program year.

- The Plans must be adopted at this meeting to forward to HUD by the federal deadline.
CD030 (October 1, 2020 - September 30, 2021) BUDGET WORKSHEET
As of April 22, 2020

<table>
<thead>
<tr>
<th>CD030 HUD Allocation</th>
<th>$573,177</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reprogrammed Funds</td>
<td>$121,978</td>
</tr>
<tr>
<td><strong>Total Available Funds</strong></td>
<td><strong>$695,155</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Planning, Capacity &amp; Admin (Cannot exceed 20% of $573,177 = $114,635)</th>
<th>Amount Requested</th>
<th>Manager's Recommended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration Planning Department</td>
<td>$695,155</td>
<td>$695,155</td>
</tr>
<tr>
<td><strong>Total Administration</strong></td>
<td>$115,544</td>
<td>$114,622</td>
</tr>
<tr>
<td>% of Grant</td>
<td>20.159%</td>
<td>19.998%</td>
</tr>
<tr>
<td><strong>Funds Remaining</strong></td>
<td>$579,611</td>
<td>$580,533</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Public Services (Can not exceed 15% of $573,177 = $85,976)</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Healthy Families, Inc:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BrightStart Family Workshop</td>
<td>$8,000</td>
<td>$8,000</td>
</tr>
<tr>
<td>MACC Charities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Outreach</td>
<td>$23,920</td>
<td>$23,920</td>
</tr>
<tr>
<td>Manchester PAL:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>East Side After School Program</td>
<td>$9,654</td>
<td>$9,654</td>
</tr>
<tr>
<td>Interval House:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interval House East</td>
<td>$12,500</td>
<td>$12,500</td>
</tr>
<tr>
<td><strong>Total Public Service Projects</strong></td>
<td><strong>$54,074</strong></td>
<td><strong>$54,074</strong></td>
</tr>
<tr>
<td>% of Grant</td>
<td>9.434%</td>
<td>9.434%</td>
</tr>
<tr>
<td><strong>Funds Remaining</strong></td>
<td><strong>$525,537</strong></td>
<td><strong>$526,459</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Capital Projects &amp; Improvements &amp; Other Activities</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Manchester Housing Authority:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Energy Efficiency Upgrades</td>
<td>$56,761</td>
<td>$56,761</td>
</tr>
<tr>
<td>Public Works:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TollandTpke Sidewalks</td>
<td>$100,000</td>
<td>$0</td>
</tr>
<tr>
<td>Public Works:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flashing Crosswalk Signs</td>
<td>$125,000</td>
<td>$48,498</td>
</tr>
<tr>
<td>Public Works:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LED Streetlight Retrofits</td>
<td>$80,000</td>
<td>$80,000</td>
</tr>
<tr>
<td>Planning &amp; Economic Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing Rehab Program</td>
<td>$200,000</td>
<td>$200,000</td>
</tr>
<tr>
<td>Rebuilding Together:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Roof &amp; Chimney Program</td>
<td>$120,000</td>
<td>$120,000</td>
</tr>
<tr>
<td>Dept. of Leisure, Families &amp; Recreation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spruce St. Accessible Gardens</td>
<td>$21,200</td>
<td>$21,200</td>
</tr>
<tr>
<td><strong>Total Capital &amp; Other Projects</strong></td>
<td><strong>$702,961</strong></td>
<td><strong>$526,459</strong></td>
</tr>
<tr>
<td><strong>Grant Year 30 Total Requests</strong></td>
<td>$872,579</td>
<td>$695,155</td>
</tr>
<tr>
<td><strong>Remaining funds for disbursement</strong></td>
<td>($177,424)</td>
<td>$0</td>
</tr>
</tbody>
</table>
# Community Development Block Grant (CDBG) Proposals for Forty-Sixth Year Funding

**October 1, 2020 – September 30, 2021**

## Public Service Activities

<table>
<thead>
<tr>
<th>Organization</th>
<th>Project/Activity</th>
<th>CDBG Request</th>
<th>Manager's Recommended Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Continuation of Public Service Activities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building Healthy Families, Inc.</td>
<td>Fund an 8-week workshop to equip parents/caregivers with tools to promote healthy brain development and nurture long-term success of children birth-8.</td>
<td>$8,000</td>
<td>$8,000</td>
</tr>
<tr>
<td><strong>Total Project Cost: $25,500</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MACC Community Outreach</td>
<td>Fund PT Outreach Case Workers to assist with community outreach in the field and at MACC facilities.</td>
<td>$23,920</td>
<td>$23,920</td>
</tr>
<tr>
<td><strong>Total Project Cost: $36,418</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manchester Police Activities League (PAL)</td>
<td>Fund staffing for East Side After School Program – a homework assistance and mentoring program for East Side youth grades 1-4.</td>
<td>$9,654</td>
<td>$9,654</td>
</tr>
<tr>
<td><strong>Total Project Cost: $29,204.09</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interval House East</td>
<td>Fund satellite office staff who provide services and assistance to survivors of domestic violence in Manchester.</td>
<td>$12,500</td>
<td>$12,500</td>
</tr>
<tr>
<td><strong>Total Project Cost: $275,352</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>15% Public Service Funding Cap = $85,976</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Grand Total:</strong></td>
<td><strong>Continuing and New Public Service Requests</strong></td>
<td><strong>$54,074</strong></td>
<td><strong>$54,074</strong></td>
</tr>
</tbody>
</table>
### CAPITAL PROJECTS AND IMPROVEMENTS AND OTHER ACTIVITIES

<table>
<thead>
<tr>
<th>ORGANIZATION</th>
<th>PROJECT/ACTIVITY</th>
<th>CDBG REQUEST</th>
<th>MANAGER’S RECOMMENDED FUNDING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CONTINUATION OF CAPITAL PROJECT ACTIVITIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planning Department</td>
<td>Continue the Housing Rehabilitation Program to address lead-based paint hazards and property maintenance code deficiencies in Manchester homes. Also funds an emergency replacement program to address non-functioning boilers, furnaces, etc. that threaten the health and/or safety of residents. Total Project Cost: $200,000</td>
<td>$200,000</td>
<td>$200,000</td>
</tr>
<tr>
<td>Rebuilding Together</td>
<td>Continue supplemental program that funds roof replacements and chimney repairs for income-qualified households. Total Project Cost: $120,000</td>
<td>$120,000</td>
<td>$120,000</td>
</tr>
<tr>
<td><strong>NEW APPLICATIONS FOR CAPITAL PROJECT ACTIVITIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Works &amp; Engineering</td>
<td>Replace approximately 186 streetlights with new LED streetlights in eligible block groups near Union Pond and the high school. Total Project Cost: $80,000</td>
<td>$80,000</td>
<td>$80,000</td>
</tr>
<tr>
<td>Public Works &amp; Engineering</td>
<td>Install approximately 900 linear feet of new sidewalk on the south side of Tolland Turnpike between House #516 and Northwest Park. Total Project Cost: $100,000</td>
<td>$100,000</td>
<td>$0</td>
</tr>
<tr>
<td>Public Works &amp; Engineering</td>
<td>Install flashing crosswalk signs to enable safe pedestrian crossings of heavily traveled roadways. Note: this project can be scaled back to focus on specific locations. Total Project Cost: $125,000</td>
<td>$125,000</td>
<td>$48,498</td>
</tr>
<tr>
<td>ORGANIZATION</td>
<td>PROJECT/ACTIVITY</td>
<td>CDBG REQUEST</td>
<td>MANAGER'S RECOMMENDED FUNDING</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>--------------</td>
<td>-------------------------------</td>
</tr>
<tr>
<td>Manchester Housing Authority</td>
<td>Energy efficiency upgrades, including doors and bathroom fixtures, for MHA family units.</td>
<td>$56,761</td>
<td>$56,761</td>
</tr>
<tr>
<td></td>
<td><strong>Total Project Cost: $65,329</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department of Leisure, Families and Recreation</td>
<td>Replace 24 old garden beds with accessible raised beds at Spruce St. community garden. This will provide access to healthy food and recreation for neighborhood residents.</td>
<td>$21,200</td>
<td>$21,200</td>
</tr>
<tr>
<td></td>
<td><strong>Total Project Cost: $21,200</strong></td>
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<tr>
<td></td>
<td><strong>GRAND TOTAL:</strong></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td><strong>CONTINUING AND NEW CAPITAL &amp; OTHER PROJECT REQUESTS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>$702,961</strong></td>
<td></td>
<td><strong>$526,459</strong></td>
</tr>
</tbody>
</table>

**PLANNING, CAPACITY BUILDING AND ADMINISTRATION**

<table>
<thead>
<tr>
<th>ACTIVITY/EXPENDITURE</th>
<th>CDBG REQUEST</th>
<th>MANAGER'S RECOMMENDED FUNDING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>20% administration funding cap = $114,635</strong></td>
<td><strong>TOTAL PLANNING, CAPACITY BUILDING &amp; ADMINISTRATION</strong></td>
<td><strong>$115,544</strong></td>
</tr>
</tbody>
</table>

*Some costs related to administration of the Housing Rehab Program will be charged directly to that program

**GRAND TOTAL OF CDBG FUNDS REQUESTED**

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>$872,579</strong></td>
<td><strong>$695,155</strong></td>
</tr>
</tbody>
</table>
Executive Summary

ES-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

1. Introduction

The Town of Manchester has been designated as an entitlement community by the federal Department of Housing and Urban Development (HUD). As such, the Town receives an annual allocation of Community Development Block Grant (CDBG) funds that are to be invested in projects and services that benefit low/moderate-income residents.

To receive these funds, HUD requires entitlement communities to create a five year Consolidated Plan that identifies community needs, prioritizes the investment of funds, and establishes performance goals.

This Consolidated Plan details Manchester’s housing and community development needs and objectives for the period of 2020-2024. The report consists of the following components:

- An overview and analysis of current conditions including population subgroups, housing stock, economic conditions and community resources;
- An updated review of data describing housing and community development needs;
- Reevaluation of priority needs and goals based on data and community input;
- Analysis of resources available to address identified needs; and
- Outline of goals and benchmarks for the 5 year period.

Attached are the specific programs and activities proposed for the upcoming program year that will begin October 1, 2020.

2. Summary of the objectives and outcomes identified in the Plan

Needs Assessment Overview

The Town’s primary goal for the use of CDBG funding is to preserve, improve and revitalize our older neighborhoods, where housing and other needs are greatest and broadest, so they will continue to be livable and attractive places.

HUD requires a focus on three particular outcomes to guide CDBG expenditures: Affordability, Availability/Accessibility and Sustainability. Through an analysis of information gathered from the citizen participation process, consultations with key stakeholders, existing community reports, and quantitative data, the Town has established the following objectives:
Affordability

- Maintain availability of affordable, safe and sanitary housing through: home repair, rehabilitation of owner- and renter-occupied units, accessibility improvements, addressing lead hazards and code enforcement.

Availability/Accessibility

- Provide services to improve the health, well-being and economic position of low/moderate-income individuals and families.
- Maintain, improve or repurpose public facilities located in income-eligible areas and those that serve low/moderate-income residents. Accessibility improvements may also be included.
- Provide services to vulnerable populations including but not limited to seniors, the disabled, those who are experiencing homelessness, and those experiencing housing insecurity.
- Complete public improvements including but not limited to park and trail improvements, sidewalk replacement or installation and streetscape improvements in low/moderate-income neighborhoods.

Sustainability

- Enhance existing and potential commercial corridors and activity nodes to support economic development efforts. Activities may include provision of business assistance, efforts to create or retain jobs and physical improvements to commercial corridors or individual businesses.

These priorities will guide the selection of goals and projects for each annual Action Plan during the five years covered by the Consolidated Plan.

Federal regulations require that all CDBG funds meet one of three established national objectives. Specifically, funds must be used to:

1. Benefit low-moderate income persons
2. Eliminate slums or blight
3. Meet a particularly urgent community development need

While the Town anticipates the majority of proposed activities will meet the first national objective of benefiting of low-moderate persons, the COVID-19 pandemic has resulted in unprecedented community need and corresponding regulatory change. This Consolidated Plan focuses on an effective response to emerging need within the evolving regulations and changing social and economic landscape.
3. **Evaluation of past performance**

The Town of Manchester is responsible for ensuring compliance with all regulations associated with the Community Development Block Grant program. The Town’s performance is detailed each year within HUD’s required Consolidated Annual Performance and Reports (CAPER). During the prior Consolidated Plan period (2015-2019), the Town was successful at investing resources to address priority needs, ensuring compliant implementation of projects and programs, and achieving anticipated outcomes.

Accomplishments during that period include:

- Improving housing conditions through the Town-operated Housing Rehab Program. The emergency replacement portion of the program replaces major building systems that, if not addressed, would threaten the health or welfare of a property’s inhabitants. The general Rehab Program provides forgivable loans to address property maintenance code deficiencies and reduce lead-based paint hazards.

- Provision of essential public service funding to programs that assist the homeless, provide enrichment activities for youth (ex: East Side After-School Program) and try to improve the health and well-being of individuals and families through programs like the BrightStart Family workshops and support of Interval House’s programs for survivors of domestic violence.

- Improvements to public infrastructure and facilities, including: The East Side LED streetlight project that improved safety for neighborhood residents, drivers and pedestrians; and the Cheney Rail Trail project, which provides safer access from CDBG-eligible neighborhoods to commercial areas and the Town’s larger trail and park system.

4. **Summary of citizen participation process and consultation process**

The Town implemented a broad-based approach to maximize citizen and stakeholder participation. Efforts included:

**Public Hearings:** Two public hearings/community meetings were held at the start of the planning process to gather opinions on previously funded programs, explain CDBG funding and the Consolidated Plan and receive suggestions for future goals and projects.

**ConPlan Survey:** A Consolidated Plan survey asked residents to rate the current provision of services related to CDBG objectives and collect feedback on areas where additional funding is, in their opinion, most needed. The survey yielded 230 responses.

**Board of Directors’ Public Hearings:** Public hearings are a required element of the Consolidated Plan Process. Board of Directors’ meetings in June and July will solicit public feedback on the Consolidated Plan and the Annual Action Plan.

**Other Plans and Needs Assessments:** Recommendations and Action Steps from other reports, including the Human Service Department’s 2019 Senior Needs Assessment and Eastern Connecticut Health Network’s 2019 Community Health Needs Assessment, were incorporated into the design of this Plan.
Consultations: Meetings were held with key community-based stakeholders through one-on-one and small group sessions. Information was also gathered during service provider meetings, including with the Manchester Community Services Council (MCSC) and the town’s Continuum of Care (CoC) group.

5. Summary of public comments

A summary of resident survey results is found in the appendices.

6. Summary of comments or views not accepted and the reasons for not accepting them

All comments and views will be accepted.

7. Summary

The Consolidated Plan is the outcome of an extensive, comprehensive effort to identify community needs and design effective investment strategies to meet those needs. The Town of Manchester has crafted a detailed strategic plan to achieve desired outcomes in each of their priority areas of decent housing, economic opportunities, and suitable living environments. The Town has incorporated evolving guidance in response to COVID-19 in its priorities and operations so as to best address anticipated needs in the upcoming program year and beyond.
TO: Scott Shanley, General Manager
FROM: Gary Anderson, Director of Planning and Economic Development
DATE: May 19, 2020
RE: WORK_SPACE Appropriation Request for FY21

Staff is recommending the Board of Directors appropriate $166,034 for WORK_SPACE in FY21, representing the estimated annual cost of operation.

This allocation request is 12% lower than last year’s request of $188,864. Due to the current COVID-19 health crisis, revenue has declined in recent months as members have chosen to work from home and meetings and conference bookings have decreased significantly. We hope this trend will begin to reverse itself over the summer and that by the start of FY21 revenue will be heading upward. Prior to the impact of the pandemic, WORK_SPACE revenue continued the growth it has shown over the past three years, with monthly income consistently exceeding facility expenses. Even accounting for the significant slowdown over the past several months, projected FY21 is $191,090 meaning WORK_SPACE will cover its yearly operating expenses, minus the cost of the salaried Manager position which is funded through the general budget.

From July 1, 2019 through the middle of March 2020, WORK_SPACE hosted dozens of meetings, art shows and community events, and welcomed hundreds of visitors each month. While meetings and facility rentals may have declined sharply since then, membership remains more stable, with most of the offices still occupied and members engaged. As the Manchester community and our small businesses begin to recover from this health crisis, WORK_SPACE’s dual mission of supporting local entrepreneurs and small businesses while attracting new visitors and economic activity to Downtown Manchester, will be more important than ever. The WORK_SPACE team looks forward to meeting the challenges that lie ahead.

cc: Chris Silver, Director of Leisure, Family and Recreation
    Stacey Zackin, WORK_SPACE Manager
    Kim Lord, Director of Finance

Attachment
R:\WorkSpace\Budget\Fiscal Year 2021\Request for allocation of funds FY21.docx
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* Projected
TOWN OF MANCHESTER
DEPARTMENT OF LEISURE, FAMILY AND RECREATION
AGENDA ITEM SUBMISSION

To: Scott Shanley, General Manager
From: Chris Silver, Director of Leisure, Family and Recreation
Subject: June Agenda Item
Date: April 23, 2020

Background.
The Recreation Division’s Main Office recently received a donation of $50.00 from Del and Martine Bernais in memory of Carl and Sophie Silver. It is the Silver Family’s wish that donations made in Carl and Sophie’s name be used for the continued support of Manchester’s youth.

Discussion/Analysis.

Financial Impact.

Other Board/Commission Action.

Recommendations.
I am recommending that an item be placed on the Board’s June agenda accepting the donation and appropriating $50.00 to the Carl and Sophie Silver Donation Fund – 2603801 4615 SG334.

Attachments.

Cc: Kimberly Lord, Director of Finance
    Donna Huot, Executive Assistant
TOWN OF MANCHESTER
DEPARTMENT OF LEISURE, FAMILY AND RECREATION
AGENDA ITEM SUBMISSION

To: Scott Shanley, General Manager
From: Chris Silver, Director of Leisure, Family and Recreation
Subject: June Agenda Item
Date: May 12, 2020

Background.

The Recreation Division’s Main Office received a donation in the amount of $315.00 in memory of Joan Kelsey for the Center Springs Park Sensory Garden from members of the Community Y Fitness Center.

Discussion/Analysis.

Financial Impact.

Other Board/Commission Action.

Recommendations.

I am recommending that an item be placed on the Board’s June agenda accepting the donation and appropriating $315.00 to the special grant account set up for the Center Springs Sensory Garden: 2603801 4615 SG335.

Attachments.

Cc: Kimberly Lord, Director of Finance
Donna Huot, Executive Assistant
Nico Arias, Recreation Supervisor
Kathy McGuire, Recreation Supervisor
Manchester Police Department  
Inter-office Memorandum

To: Scott Shanley, General Manager

Date: May 13, 2020

Subject: Board Agenda Item – Animal Control Donation

Manchester Animal Control has received three (3) donations totaling $85.69. A check for $50.00 is a donation from Stan Sowa. A donation of $15.00 cash is from Misty Brewer & Chris Orszulak and Manchester High School students donated $20.69 cash. These donations are gratefully acknowledged and accepted.

I request that the amount of $85.69 be placed on the next Board of Directors’ agenda for acceptance and appropriation.

William Darby  
Chief of Police

Cc: Accounting  
Captain Palombizio  
Elease Polek-McConnell, Animal Control Officer  
File
RESOLUTION OF THE BOARD OF DIRECTORS OF THE TOWN OF MANCHESTER

WHEREAS, Governor Lamont issued a declaration of public health and civil preparedness emergencies on March 10, 2020, proclaiming a state of emergency throughout the State of Connecticut as a result of the coronavirus pandemic (COVID-19); and

WHEREAS, the coronavirus pandemic continues to this date and into the foreseeable future; and

WHEREAS, the State of Connecticut has two elections scheduled in the upcoming months, on August 11, 2020 and on November 3, 2020; and

WHEREAS, under current Connecticut law, voters may exercise their right vote by means of an absentee ballot only if they fall into one of the six (6) statutory categories; and

WHEREAS, one of the categories entitling a voter to receive and vote by an absentee ballot is one’s inability to appear at their polling place because of “his or her illness”; and

WHEREAS, there is a growing concern among the voting public that voting in person may unnecessarily expose you to the coronavirus or contribute to the spread of the coronavirus, but it is uncertain if this falls into the category of illness for purposes of receiving and voting by absentee ballot; and

WHEREAS, on May 20, 2020, Governor Lamont issued Executive Order No. 7QQ, which expanded the use of absentee ballots for the August 11, 2020 statewide primary election to provide that a person shall be lawfully permitted to cast an absentee ballot if there is no federally approved and widely available vaccine for the prevention of COVID-19; and

WHEREAS, the Town of Manchester Board of Directors supports a similar expansion of the use of absentee ballots for the November 3, 2020 election.

NOW, THEREFORE, be it resolved by the Board of Directors of the Town of Manchester that, on behalf of the voters of Manchester, it urges the Governor and the General Assembly of the State of Connecticut to take any action necessary to extend the use of absentee ballots as provided in Executive Order No. 7QQ to the November 3, 2020 election.

Dated this 2nd day of June, 2020 at Manchester, Connecticut.

Yolanda Castillo, Secretary
Secretary, Board of Directors
May 27, 2020

TO: Scott Shanley, General Manager: Town of Manchester
FROM: Ed Paquette, Supervisor: Senior, Adult & Family Services
CC: Joel Cox, Director: Human Services Department
SUBJECT: June 2020 Agenda Item: 5310 Grant

Background
The State of Connecticut Department of Transportation has issued an RFP for funding for the purchase of paratransit vehicles. Manchester Senior, Adult & Family Services plans to submit a grant application for the purchase of one 12-seat wheelchair-equipped bus for its Dial-a-Ride program.

Discussion/Analysis
This funding, if approved, will cover 80% of the cost of a new 12-seat wheelchair-equipped bus for the Manchester Dial-a-Ride program. The new bus will replace an existing 8-year old bus that has reached the end of its useful life.

Financial Impact
The average total cost of the bus that is being requested is $65,000. The Town will be responsible for 20% of that cost or approximately $13,000.

Recommendations
Approve the following Board of Directors resolution:

BE IT RESOLVED, that Scott Shanley, General Manager, be, and hereby is, authorized to enter into, execute and amend any and all contracts on behalf of the Town of Manchester with the State of Connecticut Department of Transportation with regard to the 5310 grant application.