

# **Town of Waterford, Connecticut**



**ANNUAL REPORT**  
For the Fiscal Year Ended June 30, 2021

## TABLE OF CONTENTS

	PAGE
ELECTED OFFICIALS .....	1
REPRESENTATIVE TOWN MEETING.....	2
BOARDS AND COMMISSIONS .....	3
PROFESSIONAL STAFF .....	9
JUSTICES OF THE PEACE.....	11
 ANNUAL REPORTS:	
BOARD OF SELECTMEN .....	15
TAX COLLECTOR .....	23
TOWN CLERK.....	25
ASSESSOR .....	27
BOARD OF EDUCATION.....	37
BUILDING DEPARTMENT.....	45
BUILDING MAINTENANCE.....	49
CONSERVATION COMMISSION .....	55
ECONOMIC DEVELOPMENT .....	59
EMERGENCY MANAGEMENT .....	63
ETHICS COMMISSION.....	69
FIRE SERVICES .....	71
FLOOD AND EROSION CONTROL BOARD.....	85
HARBOR MANAGEMENT.....	87
HISTORIC PROPERTIES COMMISSION / MUNICIPAL HISTORIAN .....	89
INFORMATION TECHNOLOGY COMMITTEE.....	91
LEDGE LIGHT HEALTH DISTRICT .....	95
LIBRARY .....	101
NURSING SERVICES .....	117
PLANNING AND ZONING COMMISSION .....	119
POLICE DEPARTMENT .....	123
PUBLIC WORKS.....	155
RECREATION AND PARKS COMMISSION.....	179
REGISTRARS OF VOTERS.....	191
RETIREMENT COMMISSION .....	193
SENIOR SERVICES .....	197
SHELLFISH COMMISSION .....	203
UTILITY COMMISSION .....	205
WATERFORD EAST LYME SHELLFISH COMMISSION.....	231
YOUTH SERVICE BUREAU .....	233
ZONING BOARD OF APPEALS .....	249
 FINANCIAL STATEMENTS .....	APPENDIX A
2020-2021 ANNUAL BUDGET.....	APPENDIX B

**TOWN OF WATERFORD**  
**ELECTED TOWN OFFICIALS**  
**2020 – 2021**

FIRST SELECTMAN	Robert J. Brule
BOARD OF SELECTMEN	Jody Nazarchyk Elizabeth Sabilia
TOWN CLERK	David L. Campo
TAX COLLECTOR	Alan Wilensky
REGISTRARS OF VOTERS	Julie F. Watson Jones Patricia Waters
TREASURER	Abbas Danesh
BOARD OF EDUCATION	
Greg Benoit	Marcia A. Benvenuti
Michelle Devine	Pat Fedor
Amanda Gates-LaMothe	Joy Gaughan
Chris Jones	Craig Merriman, Chair
Deborah Roselli-Kelly	
BOARD OF FINANCE	
Ronald Fedor, Chair	John W. Sheehan
Mark Geer, Jr.	Glenn Patterson
Talivaldis Maidelis.	Kevin Petcharck
Robert J. Tuneski	
BOARD OF ASSESSMENT APPEALS	
Michael Buscetto, III	
Marilyn Lusher, Chair	
Gregg Swanson	
ZONING BOARD OF APPEALS	
Anne Darling	
Joshua A. Friedman	
Michele Kripps	
Warren Mackenzie	
Catherine Lynn Newlin, Chair	
<b><u>ALTERNATES</u></b>	
Jason Maryeski	
Danielle McCarty	
Darcy Van Ness	

# REPRESENTATIVE TOWN MEETING 2020 – 2021

## **First District**

Condon, Timothy  
Meteivier, Valerie  
Gauthier, Nicholas  
Steward-Gelinas, Danielle  
Swanson, Robert

## **Second District**

Attanasio, Gregory  
Cairns, April  
Furey-Wagner, Miriam (Mim)  
O'Leary, Liam  
Olynciw, Theodore  
Welch-Collins, Baird

### Third District

Antonio Barcciale, Jennifer  
Fioravanti, Timothy  
Goldstein, Paul  
Kohl, Kathleen  
Lersch, David  
Morgan, Richard  
Muckle, Richard F.

## **Fourth District**

Bono, Michael  
Dembek, Thomas  
Driscoll, Susan  
Elci, Steve  
Ritchie, Sally  
Rochetti, Michael E.

**SENATOR** 20<sup>TH</sup> Senatorial District: Paul Formica

REPRESENTATIVE 38<sup>TH</sup> Assembly District: Kathleen McCarty

**BOARDS AND COMMISSIONS  
2020 – 2021**

<b>BUILDING BOARD OF APPEALS</b>	Albaine, Jose-Miguel Dinoto, Russell, Chair Gardner, George L. Holmwood, Courtney Rowe, Sean
<b>CONSERVATION COMMISSION</b>	Lersch, David L. Madelis, Talivadis Muckle, Richard, Chair Patterson, Jessica Rengar, Geneva Stankov, Michael Thomas, Wade M.
Alternates:	Plis, Ivy Wainscott, Julie Vacant
<b>METROCAST CABLE TELEVISION ADVISORY COUNCIL</b>	Lynch, Brian, F McCarty, Kathleen M. Vacant
<b>ECONOMIC DEVELOPMENT COMMISSION</b>	Hughes, Stephanie Kuvalanka, Ivan J. LaCombe, Richard A. Sr. Lusher, Edward A. Marcks, Kevin, Chair
Alternates:	Attanasio, Gregory Palmer, Eric

**BOARDS AND COMMISSIONS**  
**2020 – 2021**

**EMERGENCY MANAGEMENT  
ADVISORY COUNCIL**

Vacant  
Cote, J. William "Bill"  
Dembek, Thomas J.  
Mancini, Joseph  
Vacant  
Goodhind, Todd  
Schneider, Gary  
Mahoney, Brett  
Margolis, Mitchell S.  
Miller, Bruce A.  
Pawlak, Erik  
Sabilia, Elizabeth  
Shewbrooks, Bruce  
Brule, Robert J.  
Wiseman, Neil

**ETHICS COMMISSION**

Burnham, Mark  
Bush, Olga  
Garvin, Steven  
Wolfley, Laurie  
Zeldis, Martin, Chair  
Alternates: Hersom, Cindy  
Ritter, Elizabeth B. (Betsy)

**FIRE COMPANIES**

Waterford Fire Engine Company #1, Inc. (Jordan)  
89 Rope Ferry Road  
Chief: Timothy O'Neill

Quaker Hill Fire Company, Inc.  
17 Old Colchester Road  
Chief: Vincent Ukleja

Goshen Fire Department, Inc.  
63 Goshen Road  
Chief: Donald Chapman, Jr.

Oswegatchie Fire Company #4, Inc.  
441 Boston Post Road  
Chief: Christopher Pafias

Cohanzie Fire Company #5, Inc.  
53 Dayton Road  
Chief: John Mariano

**BOARDS AND COMMISSIONS**  
**2020 – 2021**

<b>FLOOD AND EROSION CONTROL BOARD</b>	Callahan, Christopher L. Vacancy Harran, George R. Kuvalanka, Alexander Renegar, Geneva, Chair Welch-Collins, Baird Vacancy
<b>HARBOR MANAGEMENT COMMISSION</b>	Adams, Jane B., Chair Dutton, Robert E. DeRosa, Robert Fine, Phillip Hamsher, James J. Lynch, Brian Bunnell, Eva Alternates: Crocker, Gregory Wise, Fred
<b>HARBOR MASTER</b>	Crocker, David
<b>DEPUTY HARBOR MASTER</b>	Miller, Richard
<b>HISTORIC PROPERTIES COMMISSION</b>	Brooks, Vivian A Crotty, Patrick Olynciw, Eileen O'Neill, John J., Chair Walters, Debra T. Alternates: Nye, Robert Olynciew, Mark S.
<b>MUNICIPAL HISTORIAN</b>	Nye, Robert M.
<b>PERSONNEL REVIEW BOARD</b>	Madelis, Talivadis Murphy, Edward K. Negri, Stephen Patterson, Cathy Wells, Rikki W., Chair

**BOARDS AND COMMISSIONS  
2020 – 2021**

**PLANNING AND ZONING  
COMMISSION**

Bashaw, John R.  
Bleasdale, Timothy  
Bunkley, Joseph, Chair  
DiBuono, Joseph  
Massad, Gregory  
Alternates: Barnett, Karen  
Maguire, Edwin J.  
Vacancy

**POLICE COMMISSION**

Dimmock, James A., Chair  
Gamble, Christopher M.  
Gelinas, Mark R.  
Sheridan, Thomas  
Brule, Robert J.

**RECREATION AND PARKS  
COMMISSION**

Erricson, Richard  
Gardiner, Susan H.  
Guarnieri, Melissa  
Hall, Kenny  
Kanabis, Aspacia  
Murphy, Edward K.  
Santos, Traci, Chair  
Scheiber, Nan  
Whelan, William J. Jr.

**RETIREMENT COMMISSION**

Gelinas, Mark R.  
Benvenuti, Marcia  
Driscoll, Susan, Chair  
Miller, Bruce A.  
Muckle, Richard F.  
Petchark, Kevin  
Brule, Robert J.

**SCHOOL BUILDING COMMITTEE**

Dembek, Thomas  
Koning, John H. Jr.  
Muckle, Richard, Chair  
Nazarchyk, Jody M.  
Norton, James W.  
Reid, James M.  
O'Leary, Liam

**BOARDS AND COMMISSIONS  
2020 – 2021**

**SENIOR CITIZENS COMMISSION**

Collins, Anita M.  
Crawford, D. Judith  
Darling, Anne A.  
Johnson, James M. Rev.  
Lopes, Dina G.  
McNamara, Kathleen A.  
Sanders, Carol Lee, Chair  
Vlaun, Joyce M.

**WATERFORD/EAST LYME  
SHELLFISH COMMISSION**

Waterford Members:  
Benvenuti, Marcia.  
Gelinas, Elizabeth  
Kelly, Patrick J., Vice-Chair  
Tytla, Lawrence  
East Lyme Members:  
Bowlen, Thomas  
Harris, Peter, Chair  
Kanter, Eric N.  
Spakowski, Paul

**WATERFORD SHELLFISH  
COMMISSION**

Calkins, Chris  
Drennen, Raymond  
Francolino, Thomas J  
Havens, Leonard  
Lawson, Douglas W., Chair  
Malley, Thomas J.  
Alternates: LaBelle, Tiger  
Vacancy (2)

**SOUTHEASTERN CT REGIONAL  
RESOURCES RECOVERY AUTHORITY**

Schneider, Gary  
Matheson, Daniel

**SOUTHEASTERN CONNECTICUT  
TOURISM REPRESENTATIVE**

Wolman, Robyn

**UTILITY COMMISSION**

Green, Peter M., Chair  
Kirkman, Kenneth  
Negri, Stephen J.  
Pinkham, Rodney A.  
Valentini, Raymond L.

**BOARDS AND COMMISSIONS**  
**2020 – 2021**

**YOUTH SERVICE BUREAU  
ADVISORY COUNCIL**

Ryan, Gene  
Valentine, Davonta  
Santangelo, Melina  
Buscetto, Michael, Chair  
Cash, Sheila  
Concasia, Dorothy  
Gorman, Dani, Director  
Mahoney, Brett  
Sullivan, Kerry  
Moger, Alison  
McNamara, Erin  
Cristofero, Michael  
Smith, Jen  
Moger, Aldan  
Brule, Robert J.  
Sylvestre, Megan

**PROFESSIONAL STAFF**  
**2020 – 2021**

Assessor	Paige Walton
Building Official	John Murphy
Chief of Police	Brett Mahoney
Emergency Management Director	Steven Sinagra
Finance Director	Kimberly Allen
Fire Services Director	Bruce A. Miller
Fire Marshal	Peter Schlink
Human Resources Director	Joyce A. Sauchuk
Ledge Light Health District Director	Stephen Mansfield
Library Director	Roslyn Rubinstein
Planning Director	Abby Y. Piersall, AICP
Planner	Mark A. Wujtewicz
Public Works Director	Gary Schneider
Recreation and Parks Director	Brian W. Flaherty
Senior Services Director and Municipal Agent for the Elderly	Lisa Cappuccio
Superintendent of Schools	Thomas Giard III
Town Counsel	Robert A. Avena
Utility Commission, Chief Engineer	Neftali Soto
Youth Services Director	Daniela Gorman
Zoning Official	Jill Pisechko

***THIS PAGE LEFT INTENTIONALLY BLANK***

**TERM: JANUARY 4, 2021 - JANUARY 6, 2025 JUSTICE OF PEACE**  
**ALPHABETICAL**

LAST NAME	FIRST NAME	ADDRESS	TOWN	STATE	ZIP	DEM	REP	UNAFF
Alling	Bernice	19 Perry Avenue	Waterford	CT	06385		R	
Attanasio	Gregory	229 Bloomingdale Road	Quaker Hill	CT	06375	D		
Balestracci	Marc A.	31 Roseleah Drive	Waterford	CT	06385	D		
Barnard	Catherine	182 Niantic River Road	Waterford	CT	06385	D		
Barnard	Margaret	182 Niantic River Road	Waterford	CT	06385	D		
Barry	Lisa	5 Gunshot Road	Waterford	CT	06385		R	
Bendfeldt	E. Peter	2 B Lane	Waterford	CT	06385		R	
Bendfeldt	Joan	2 B Lane	Waterford	CT	06385		R	
Cairns	April	30 Old Colchester Road	Quaker Hill	CT	06375		R	
Cairns	Kacey Leigh	30 Old Colchester Road	Quaker Hill	CT	06375		R	
Campo	David L.	3 Colonial Drive	Waterford	CT	06385		R	
Collins	Billy	9 Farmstead Lane	Waterford	CT	06385	D		
Craft	Robert S.	52 Fourth Avenue	Waterford	CT	06385			U
Cramer	Edward I.	22 Alewife Road	Waterford	CT	06385	D		
Dinoto	Russell G.	38 Goshen Rd.	Waterford	CT	06385		R	
Donovan	William P.	310 Boston Post Road Unit 88	Waterford	CT	06385			U
Doshna	Eric Scott	10 Warwick Terrace	Waterford	CT	06385	D		
Driscoll	Susan	205 Rope Ferry Road	Waterford	CT	06385	D		
Dubose	Saundra	1 Best View Road	Quaker Hill	CT	06375	D		
Filippetti	Joseph M.	11 Hillcrest Drive	Waterford	CT	06385	D		
Fine	Susan	20 Jordan Cove Road	Waterford	CT	06385	D		
Finn	Joyce W.	24 Jordan Cove Road	Waterford	CT	06385		R	
Fontaine	Wendy Louise	13R Burlake Road	Quaker Hill	CT	06375			U
Friedman	Joshua A.	260 Great Neck Road	Waterford	CT	06385	D		
Garcia Gonzalez	Elizabeth	19 Boston Post Road	Waterford	CT	06385	D		
Gardiner	Alan H.	75 Millstone Road West	Waterford	CT	06385		R	
Gaughan	Joy	60 Douglas Lane	Waterford	CT	06385	D		
Gauthier	Nicholas M.	38 Norman Street	Waterford	CT	06385	D		
Gilman	Margaret	4 Reed Avenue	Waterford	CT	06385		R	

Goldstein	Paul	34 Fifth Avenue	Waterford	CT	06385		R	
Jones	Christopher R.	222 Boston Post Road	Waterford	CT	06385		R	
Kamishlian	John Paul	3 Deborah Street	Waterford	CT	06385	D		
Kane	Sean P.	PO Box 43	Quaker Hill	CT	06375			U
Kanfer	Andrea F.	16 Baldwin Drive	Waterford	CT	06385	D		
Kelly	Joshua Steele	70 Oswegatchie Road	Waterford	CT	06385			U
Kirkman	Kenneth W.	344 Great Neck Road	Waterford	CT	06385		R	
Kohl	Kathy	18 Oswegatchie Road	Waterford	CT	06385	D		
Lewis Jr	David Alan	52 New Shore Road	Waterford	CT	06385		R	
MacKenzie	Kate	154 Old Norwich Road	Quaker Hill	CT	06375		R	
MacKenzie	Warren D.	154 Old Norwich Road	Quaker Hill	CT	06375		R	
Maidelis	Talivaldis	38 Beacon Hill Drive	Waterford	CT	06385		R	
Mallari	Sara Gilman	6 Reed Avenue	Waterford	CT	06385		R	
Maryeski	Jason	4 Graham Street	Waterford	CT	06385	D		
McCarty	Kathleen M.	226 Great Neck Road	Waterford	CT	06385		R	
McNeely	Alan D.	24 Jordan Cove Road	Waterford	CT	06385			U
Miner III	James M.	75 Clark Lane	Waterford	CT	06385		R	
Muckle	Richard F.	864 Vauxhall Street Ext.	Quaker Hill	CT	06375		R	
Negri	Stephen J.	2 Lanyard Lane	Waterford	CT	06385	D		
Nye	Ann R.	96 Rope Ferry Road	Waterford	CT	06385	D		
Nye	Robert M.	96 Rope Ferry Road	Waterford	CT	06385	D		
Olynciw	Mark S.	62 Twin Lakes Drive	Waterford	CT	06385	D		
Olynciw	Theodore	62 Twin Lakes Drive	Waterford	CT	06385	D		
Ormond	Margaret Y.	114 Butlertown Road	Waterford	CT	06385	D		
Parise	Joseph A.	41 Devonshire Road	Waterford	CT	06385		R	
Pinkham	Rodney A.	23 Jordan Terrace	Waterford	CT	06385		R	
Plis	Ivy Louise	21 Dimmock Rd.	Waterford	CT	06385		R	
Provatas	Rita	36 Niantic River Road	Waterford	CT	06385	D		
Ritter	Elizabeth	24 Old Mill Road	Quaker Hill	CT	06375	D		
Rochester	Steven	1081 Hartford Rd	Waterford	CT	06385		R	
Roselli Kelly	Deborah	70 Oswegatchie Road	Waterford	CT	06385	D		
Sabilia	Elizabeth A.	132 Oswegatchie Road	Waterford	CT	06385	D		
Sheehan	John W.	19 Laurel Crest Drive	Waterford	CT	06385	D		
Sheridan	Thomas A.	318 Great Neck Road	Waterford	CT	06385	D		

Stankov	Michael	10 Melanie Drive	Waterford	CT	06385	D		
Swanson	Gregg A.	119 Shore Road	Waterford	CT	06385		R	
Welch	Margaret	9 Farmstead Lane	Waterford	CT	06385	D		
Welch-Collins	Baird	9 Farmstead Lane	Waterford	CT	06385	D		
White	George Cooke	22 New Shore Road	Waterford	CT	06385		R	
Wolfley	Laurie	15 Anita Avenue	Waterford	CT	06385	D		
Yother	Elizabeth M.	226 Great Neck Road	Waterford	CT	06385		R	

TOTAL 74

Revised 8/2/2021

This page left intentionally blank

# BOARD OF SELECTMEN

## 2021 ANNUAL REPORT

**ROBERT J. BRULE, FIRST SELECTMAN**

**JODY NAZARCHYK, SELECTWOMAN**

**ELIZABETH SABILIA, SELECTWOMAN**

**CINDY DUPOINTE, EXECUTIVE ASSISTANT**

It continues to be an honor to serve the Town of Waterford as the First Selectman. To me, commitment is truly the most important piece of serving our community. I value trust, communication, dignity, inclusion and always putting the Waterford community at my forefront. The First Selectman is proud to present the 2021 Annual Report.

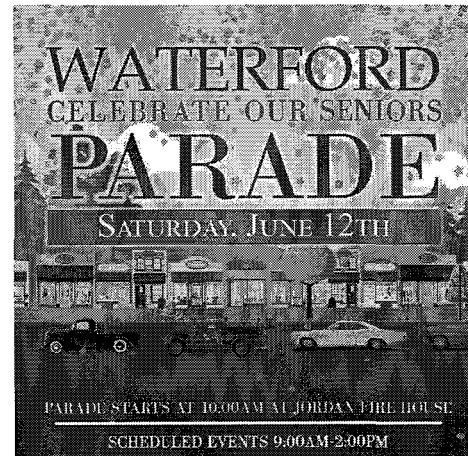
### Community Engagement



The pandemic continued through 2021 and as new variants continue to evolve, our community will continue to focus on ways of delivering quality services and to provide supports in a more creative and efficient manner. As a town, we worked tirelessly with Ledge Light Health District, businesses, volunteers, the Cactus Jack Foundation, Waterford Rotary, Senior Services and Waterford Youth & Family Services to

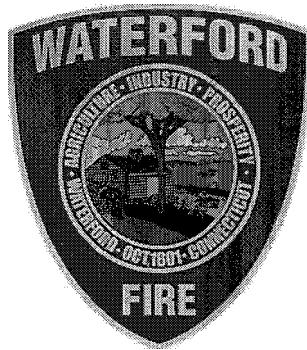
continue the "Waterford Cares" initiative. In doing so, we continue to focus town efforts on the needs of all our residents, emotionally, financially, spiritually and physically. We continued to donate and deliver meals and holiday dinners to Waterford families in need, seniors and veterans in town. We continued the monthly Waterford Veterans Coffeehouse, a group that continues to connect Veterans at meetings and provides breakfast free to participants. Community engagement is the component of strong economic and social transformation in a community as great as Waterford. This summer we brought back the Waterford Parade to honor our seniors, both those seniors graduating high school and those seniors 100 years of age. The "Celebrate our Seniors Parade" included live music on the Historic Green and featured Waterford residents as the musicians. Additionally, the Waterford Farmers Market continued despite the pandemic and 2021 saw creative ways in continuing this enjoyable community event, by holding the market indoors at Town Hall.

As many of us adjusted to the COVID-19 pandemic, the safety of our community continued to be my highest priority. Partnering with Ledge Light Health District to host free community COVID-19 testing at the Waterford Library and a creative and successful indoor "Drive-Thru"



Covid Vaccination event at our newly constructed Municipal Complex. These events assured we continued to have the convenience of in-town testing and commitment to residents' safety. Our efforts resulted in Waterford having one of the highest vaccination rates in the State of Connecticut. Through communication with American Red Cross, Ledge Light Health District and United Way we have also offered the Town of Waterford to be a Regional Host for Blood Drives the first Friday of each month, COVID-19 Vaccine & Testing Clinics, and food distribution events in 2021!

Our community continues to be responsive and safer with 24/7 emergency response teams. The Town of Waterford now has 24/7 ambulance coverage, 24/7 police officer coverage and 24/7 fire service coverage in town. The Town of Waterford hired a new Director of Fire Services, Michael Howley, in June of 2021! All volunteer fire fighters continue to be eligible to receive stipends for their time protecting our community while two crews of paid fire fighters are on shift at all times in town (Jordan FD in the south end of town and Cohanzie FD in the north end of town). In 2021, we signed an agreement with the Waterford Professional Firefighters Association to ensure the Town continues to staff a 24/7 schedule in town to provide residents 24/7 fire and additional medical coverage. Two additional full-time fire fighters were approved in this agreement and will continue the trend of a responsible and deliberate increase in staffing for the Waterford Fire Department. Due to the national shortage of volunteers and the trend of recruitment and retention of volunteer fire fighters declining, the Town continues to review response times of emergency responders and generates CAD Data Reports that enable Police, Fire and EMS dispatched data. This data continues to be reviewed regularly and ensures responsible coverage. Safer grants for additional firefighters will be examined in 2022.



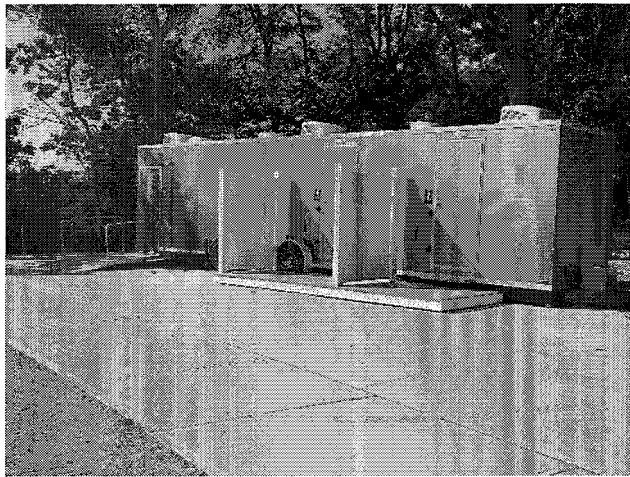
## Capital Projects



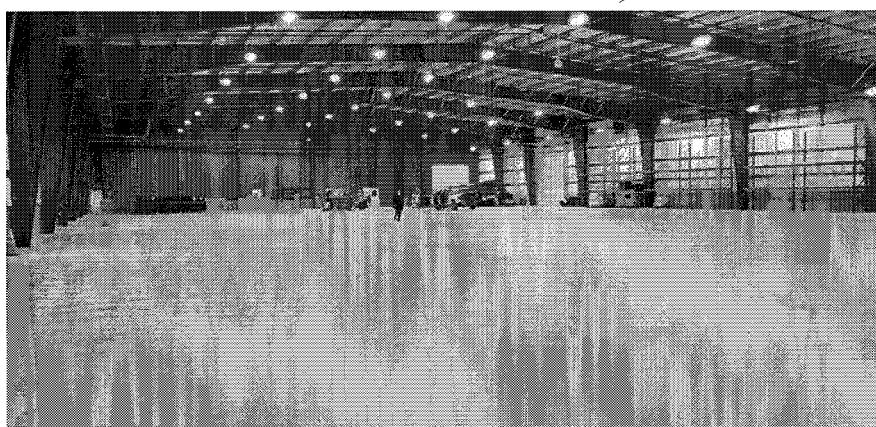
The construction of the Waterford High School Softball Field was completed and affords the girls softball team the opportunity to play high school games "on campus" for the first time ever! It also gives the Recreation & Parks Department a viable space to rent out for revenue. Thank you to the School Building Committee and staff for their commitment! Construction of the improved paths and new bathrooms at the Waterford Beach Park was completed in FY21 and came out great! Multiple Town departments worked together

to deliver a more welcoming and accessible park to our residents. Electricity, city sewer and water are now on site! During the pandemic, the Recreation & Parks Department, the Utility

Commission, the Public Works Department, the Planning Department and the Environmental Planner worked together to accomplish this vision! The project removed two septic tanks which were in the flood plain and DEEP recommended their removal, the staff demolished the two 50 year old bathrooms that had no electricity or city water & sewer, trenched 1600 feet of city sewer, city water and electrical conduit all the way from Eugene O'Neill Theatre Center, clearly identified the wetlands, created ADA pathways from the parking lot to the causeway bridge, purchased two 35 foot ADA compliant luxury trailers with multiple stalls, a changing room/handicapped bathroom, installed new showers, purchased two water fountains and a mobi-mat from the bridge to the beach for ADA accessibility and through the fleet capital plan ordered a beach ATV for EMT's to access the beach quickly for emergencies.



Most recently, our Town has completed one of the largest capital projects it has ever initiated, the \$17M Municipal Complex housing the Public Works and Utility Commission. A landmark occasion for the Waterford Public Works Department & Utility Commission. In May of 2020, the Waterford Department of Public Works began to phase into their new building after 17 years of hard work. Overcoming fiscal, environmental, and construction difficulties, the roughly 60,000 square foot building opened fully in January 2021. Featuring a spacious garage to house the department's many vehicles, a state-of-the-art mechanic shop, a wash bay sized to handle large collection vehicles, and office space for two departments, the building marks a victory for Waterford. As part of the project, the town was able to clean up a large area of contaminated ground around where the building would be constructed, contributing to the wellbeing of the environment. This land was contaminated by previous use of the property. Surveys had identified that the contamination was under a specific area of the building, but once these concerns were addressed a final test of the area around the building revealed that there was another



contaminated spot. The building houses all of the Public Works vehicles, increasing their lifespan and saving the town money. These vehicles are essential to the functioning of the town and are used to plow snow, salt roads,

and maintain infrastructure. The mechanic shop services nearly all town vehicles, making use of multiple vehicle lifts. The service area features drive-through and drive-in areas to maximize efficiency in the space. A sign shop connected to the garage produces signage for the town and ensures that traffic signs in Waterford stay in operating condition. There is an open-air garage offset from the main building used to house sanitation trucks that keeps them protected from the elements and prolongs their lifespan, while also allowing them to maintain sanitary conditions inside of the garage. Inside the administrative area, there are locker rooms, a conference space, and a breakroom with an employee kitchen. These are all major improvements from the old space, as employees would have to complete training modules at off-site locations, taking valuable time out of their day. The office space is shared with the Utility Commission Office, where residents can inquire about and pay their sewer bills.



In 2021 the Town created an Ad Hoc Committee to study the interest a town park and began developing plans for the Waterford Community Park in our Town Center. The project continues efforts this year to create more vibrant outdoor spaces in the heart of our community, for

residents of all ages. I am excited to announce that the Board of Selectmen unanimously approved to adopt the Master Plan of the Waterford Community Park! Thank you to the Ad-Hoc Committee and Chairperson Miriam Wagner, Planning Director, Abby Piersall and consultant Kent & Frost, LLC for all their work, collaboration and presentation. A "Town Center" with ADA accessible lit pathways connecting the Library, Playground and Historic Green - featuring a boardwalk with a pavilion and new bridges around a clean, dredged pond is just the beginning!

### **Fleet Management Plan**

We have continued the use of the Fleet Management Plan as a way to provide quality vehicles without having major spikes in our budget. By planning a life cycle for the various vehicles and constantly reviewing the need for these, we have been able to provide our employees with safe efficient and affordable equipment. Implementation of the Utilization Plan has already been helpful for Department Heads to get better returns on our auctioned vehicles and removing unnecessary vehicles from the plan. We are constantly reviewing the plan for accuracy and efficiency moving forward and a plan is in place to "share" vehicles inter-departmentally. The Long Range Fiscal Planning Committee continues to focus its' priorities on Fleet Management.

## American Rescue Fund Plan

Category 1: To respond to the public health emergency or its negative economic impacts, including assistance to households, small businesses, and nonprofits, or aid to impacted industries such as tourism, travel, and hospitality - (21.28% of total funds)

### Small Business (25.60%)

New Economic Assistance Program to Assist Current and New Waterford Small Businesses

### Tourism (51.19%)

Eugene O'Neill Theater

Nevins Cottage

### Mental health (23.21%)

Human Service Coordinator Position within Youth & Family Services

Category 4: To make necessary investments in water, sewer, or broadband infrastructure - (78.72% of total funds)

### Broadband (42.97%)

GIS Updates

New First Responder CAD Module

Town-Wide Broadband Infrastructure Updates

### Water & Sewer (57.03%)

Fargo Lane Water Tower Rehab

Cross Road Pump Station Upgrade

Gorman-Rupp Pump Stations Control Panels

Old Norwich Road Pump Station Upgrade

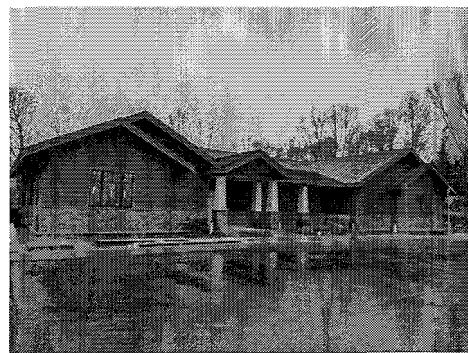
## Planning & Economic Development

Construction activity remained strong in FY21, with \$77,281,576 invested in new construction or improvements to existing properties. Waterford welcomed several new businesses, including



Ollie's and Ace Hardware on Boston Post Road. Pro Endo and Dr. Milos Janicek built a state of the art dental facility on Cross Road, while Analytical Technologies Group (ATG) opened its' laboratory equipment supply company on Cross Road as well. Arcrite and Shipman's opened locations on Foster Road, and construction began for medical offices on Cross Road and apartments over an expanded martial arts studio on Boston Post Road. The CT Siting Council approved a 16.78MW solar facility on Oil Mill Road, and construction is underway. Interest in residential developments grew, with 72 new apartments coming online at Waterford Parc on Miner Lane, and

zoning regulation amendments to support additional Waterford Woods apartments on Willetts Avenue. The Planning Department is currently developing strategies for the Crystal Mall's future and are excited about the recent \$3.5M purchase of the Macy's 10.5 acre property. The Planning Director is in close contact with the Crystal Mall and abutting landlords to continue to support Simon Properties, as needed. In addition, the Planning Department continues to assess economic development options for the property. Waterford Woods Luxury Apartments continues construction on Willetts Avenue to continue to address housing needs for those who do not want to purchase or are unable to afford to purchase a home in Waterford. Waterford Woods, unlike Waterford Parc, will include an outdoor pool, clubhouse and garage units for additional storage for residents. Waterford Woods envisions every unit being filled quickly, providing the town additional tax revenue with limited town services needed, much like Waterford Parc. Hartford Healthcare is nearing completion of construction on their multi-million-dollar medical office building, housing seven privately run health care offices and is expected to generate new jobs and filling the void left at the old Toys-R-Us. The town is awaiting appraisals on Southwest and Cohanzie School properties and is looking for a potential buyer to redevelop the properties.



### **Budget Management**

In 2021, the Town of Waterford enjoyed a tax decrease again! We continue to see modest growth in new businesses coming into town and saw an increase in the Grand List for the 7<sup>th</sup> consecutive year. We continue to proudly develop a working budget for our town that supports the critical services programs we enjoy while minimizing the growth of the taxpayer's burden. We continued that philosophy with a minimal increase in the budget in 2021 and continuing to increase efficiencies, review attrition, and assess job descriptions and functions throughout town. The pandemic has also highlighted employee hiring and retention strategies to nearly one in seven jobs now being filled throughout the country, being "remote." Finding creative ways to recruit and retain employees with our human resource department and Department Heads, labor counsel, and union representatives, in this changing market remains, a priority. The FY23 Budget will look to maintain town budgets as flat as possible to ensure residents do not feel the impact of inflation and revaluation when it occurs in 2022. Capital funding highlights for 2021-2022 includes 5 "connector" roads being paved (Butlertown, Lakes Pond, Daniels, Niantic River Road and Oil Mill) utilizing a recent \$1.8M transfer from the undesignated fund balance. In addition, 2021 saw the State of Connecticut DOT fund and complete the paving of Route 213 (Great Neck Road) and Route 156 (Rope Ferry Road) in Waterford. In 2022, the State of Connecticut DOT, with the support of the Southeastern Connecticut Conference of Governments (SCCOG), will be

funding the \$2.8M Cross Road paving project. As it relates to the general operating budget, in 2021, I hired a new Library Director, a new Director of Fire Services, a new Human Resource Director, a new IT Director, a new Assistant Assessor and a new Assistant Fire Marshall. In 2022, I will work closely with the Long Range Fiscal Planning Committee to select a consultant to complete a comprehensive building maintenance study for the Town of Waterford, to ensure there is a long range plan for building maintenance.

This page is left intentionally blank



OFFICE OF THE TAX COLLECTOR  
Fiscal Year 2021 Annual Report

The Tax Office submits the following Annual Report for the Fiscal Year ended June 30, 2021.

The mill rate of 27.87 mills was set by the Board of Finance on May 20, 2020, generating a total levy at July 1, 2019, of \$92,573,372.13 from the October 1, 2019 Grand List. This represented an increase of .5% over the prior year's levy. Lawful adjustments and corrections of \$300,117.97 throughout the year, and transfers to suspense of \$30,336.15, reduced the adjusted levy to \$92,242,918.01.

On May 14, 2020, the Representative Town Meeting established the following collection schedule for Fiscal Year 2021: Real estate bills over \$100 were to be collected in two equal installments due July 1, 2020, and January 1, 2021. Real estate bills of \$100 or less, and all personal property and motor vehicle bills, were to be collected in one installment due July 1, 2020. Motor vehicle supplemental bills were to be collected in one installment due January 1, 2021. Bills were collectible without penalty through the first business day of the following month, by State statute.

On May 19, 2021, the Board of Finance approved a suspense list of \$30,336.15 as submitted. The accounts were transferred to suspense on May 20, 2021. This action does not preclude collection. Rather, it provides the annual adjustment to the financial statements of the Town to reflect our estimation that collection is not likely. Suspense account collections this year came to \$18,454.64.

The Tax Office achieved a collection rate of 99.69% as of June 30, 2021, on the bills from the 2019 Grand List:

2019 Grand List - Adjusted <u>Levy</u>	Taxes <u>Collected</u>	Taxes <u>Uncollected</u>	Collection <u>Rate</u>
\$92,931,907	\$92,635,629	\$288,632	99.69%

This was 0.23% percentage points above the collection rate of 99.43% achieved in Fiscal Year 2020. This is the highest collection rate in the 20 years for which I have historical data.

At July 1, 2020, total taxes of \$1,205,878 were uncollected from all prior year tax levies. Collections of \$592,153 in Fiscal Year 2021 reduced this balance to \$613,664. Further reductions due to Assessor adjustments, refunds of overpayments, and transfers to suspense, resulted in previous years' uncollected taxes at June 30, 2021, of \$532,051. This is a decrease of \$151,812 or 22% below the prior year's figure. Interest of \$336,258 and fees of \$25,254 were collected from all prior year levies during the fiscal year.

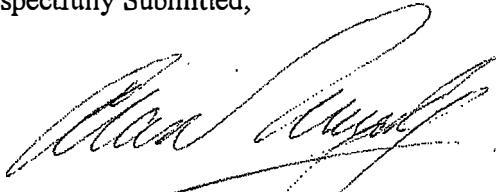
In response to uncollected tax dollars, the tax office kept up its efforts to collect past due property taxes. We continued to refer delinquent real estate accounts to our town attorneys for collection. Through our attorneys, a total of \$583,846 was collected in Fiscal Year 2021 on real estate accounts that had been referred to them. In addition, the Tax Office continues to utilize the Rossi Law Office collection agency to aid in the collection process. Rossi Law Office collected \$129,817 for the Town of Waterford in Fiscal Year 2021.

On July 1, 2015, the Tax Office instituted Invoice Cloud as the credit card and online payment company. All service fees are paid directly by the taxpayer to the processor. In fiscal year 2021, a total of \$4,341,100 was collected in this manner, an increase of 41.5% from the prior year.

Since January 2010, tax payments have been accepted and processed at the payment processing center, or lockbox, operated by People's United Bank. This payment option has allowed the Tax Office to reduce the amount of extra help brought in during the heaviest collection months of July and January. In July 2020, lockbox collections amounted to 2.07% of the total collected in that month. With the increase in online payments, we are seeing a decrease in the need to utilize the lockbox service. This should result in a small decrease in Town expenses.

The success that the Tax Office enjoys in fulfilling its mission comes from the support of the taxpayers of the Town of Waterford, and the dedication and hard work of staff members Diana Wall and Laura Brackett.

Respectfully Submitted,



*Alan Wilensky*  
Alan Wilensky, CCMC  
Waterford Tax Collector



**Town Clerk's Office**  
**FY 2021 Annual Report**  
**Staff: David Campo, Mary Thompson, Darleen Celotto**

The primary duties of the Town Clerk's Department include but not limited to records retention and preservation, vital statistics, FOI request management, land recordings, and licensing (fishing, hunting, canine, and marriage). Supervision of elections, primaries and referenda continue to be a primary responsibility, being ever mindful of changes to election law and procedure. The office is a designated repository for many filings as well as board and commission minutes. Town Charter requires the town clerk to act as secretary and clerk to the Representative Town Meeting. We take great pride in often being the town's first contact with the public. Statutory requirements continue to change and along with the ongoing pandemic we have stayed up-to-date through education, the Connecticut Town Clerks' Association, and working closely with other Town Departments.

No changes were made in regard to personnel. A special thanks to Deputy Town Clerk Mary Thompson, and Assistant Town Clerk Darleen Celotto for their professionalism, experience and adapting to and ever changing environment. It cannot be said enough that the responsibilities placed on this office in regards to absentee ballots during maybe the most tumultuous election in modern history was challenging. The office processed over 5,000 applications without a single clerical error or complaint. This was a result of a collaborative effort among multiple departments throughout town.

We continue to focus on making the Town Clerk's office more accessible to the public. COVID continues to reinforce the need to proceed with updating the website as part of an ongoing project as residents and the Town's needs change. Links and forms continue to be added, reducing the amount of phone calls, email inquiries, and mailings. ZOOM is still being used, but as fiscal year ended most groups were going back to regular meeting. We have continued to move forward with back scanning of the land records. Land records can now be viewed back to March of 1995, making retrieval and access much more convenient. This will be an ongoing project allowing us to focus on records retention, preservation and other projects. The scanning of minutes for all boards and commissions continue as an ongoing duty. These are uploaded to the website and the town's hard drive for easy retrieval by staff and the public. Though time consuming and sometimes tedious, it will create an easier flow of information and protect the physical integrity of the record. This has also given us another layer of redundancy. We continue to use Kronos, an employee time clock and scheduling software, and Munis, the financing software. We continue to use the state provided absentee ballot system. The system worked flawlessly and proves to be an amazing time saver. We continue to receive training on the state election management systems as they work to simplify and streamline. We participated as part of the Pilot for

the State of Connecticut Death Registry System. The system when fully integrated will make the process of filing a death certificate more efficient and accurate. The cooperation between the Registrar, the Head Moderator and the Clerk's office continues to benefit the town, especially at election time. The town's election continues to move forward smoothly with no election violations.

Revenues returned to the general fund in FY'21 totaled \$781,131, up from FY'20 (\$498,492). It should be noted that this is an almost \$300,000 increase from the year before. Recordings were sharply increased and may never be equaled due to record interest rates, coupled with a housing inventory shortage compared to the demand. With department expenditures at \$271,029, this office generated a net income for the town in the amount of \$510,102, a 213% increase from FY'20.

Vital Statistics: 134 births (143 last year), 322 deaths (344 last year), and 248 marriages (210 last year). Harkness Memorial State Park, Langley's, Filomena's continue to be a popular places to be married, especially for couples out-of-town as well as out-of-state. Following the national trend, more and more couples are marrying in their 30s.

The November 3, 2020, Presidential Election brought out 87% of registered voters. This was an increase of 6% from four years earlier.

Once again we were approved for the State Library grant. The amount of the grant was \$5,500. Funds were used towards a minutes preservation project in accordance with the guidelines of the grant along with new binders to protect vital records.

Going forward we are committed to updating the office. As always, we will take advantage of any free or low cost updates offered through networking, the state, or the Connecticut Town Clerks' Association.

We continue to place an emphasis on education. The Assistant Town Clerk continued to take courses towards earning her Certified Connecticut Town Clerk degree and sat for the exam in June of 2021. Congratulations to Darleen Celotto for passing her exam. We can now boast that the entire staff is certified. We continue to take advantage of conferences and other educational offerings through the State and the Town Clerk's Association.

Respectfully submitted,



David L. Campo, CCTC

Town Clerk & Registrar of Vital Statistics

FIFTEEN ROPE FERRY ROAD



WATERFORD, CT 06385-2886

**Assessor's Office**

**FY 2021-2022**

**GL 2020**

**Staff: Paige Walton, Charles Lobacz, Richard Messina**

The primary function of the Assessor's Office is the discovery listing and valuation of all taxable and tax-exempt property. Three categories of property; real estate, motor vehicle and business personal property, comprise the grand list. In compiling the annual grand list office staff regularly reviews and inspects ongoing improvements made to real property, conducts reviews and audits of business personal property equipment and maintains and values all vehicles located within the Town of Waterford as of the October 1<sup>st</sup> assessment date.

The Assessor's Office is also responsible for the administration of numerous state-mandated and local option tax exemptions and abatements such as the Tax Relief for the Elderly, Veterans, Blind and Disabled programs. In addition to the appraisal, classification and recording of all property the Assessment division must analyze and properly reflect all property transfers and ownership changes in order to maintain an accurate and current CAMA database.

Our goal is to perform responsible assessment, appraisal and administrative work to ensure uniformity and an equitable distribution of the tax burden. As well we strive to ensure that computerized records are regularly and efficiently updated to permit prompt public access to records and to enable statutory and statistical revaluations to proceed proficiently. This includes the maintenance of accurate tax/GIS maps which requires processing and recording changes resulting from subdivisions, assemblage, boundary agreements and surveys.

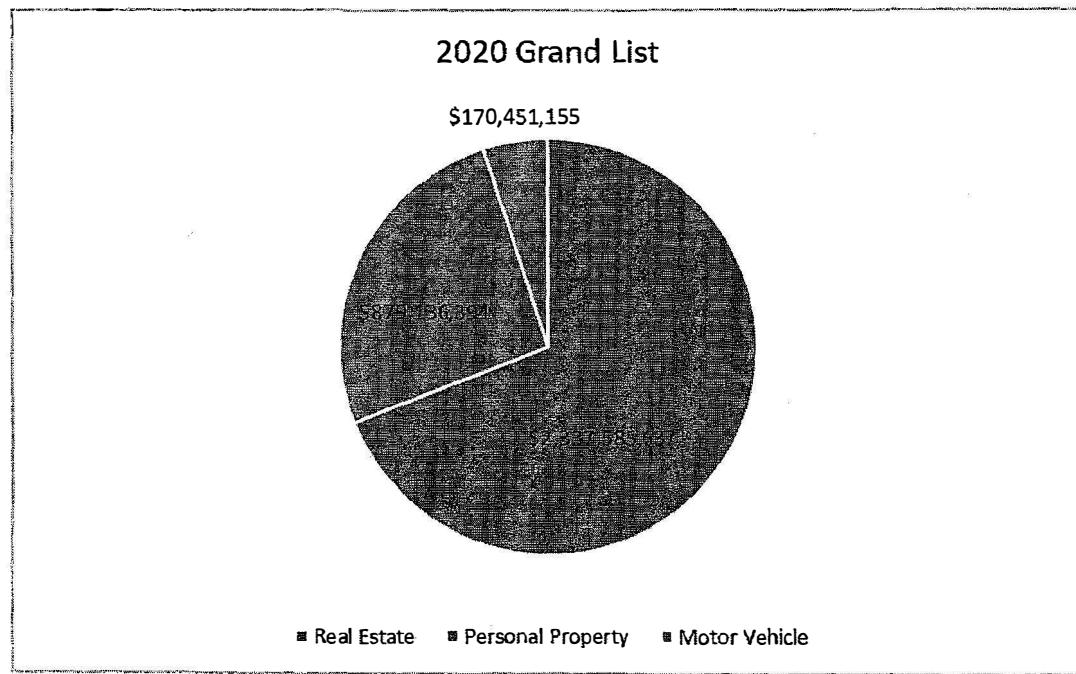
The Assessment Department continues to incorporate various technological advances including online personal property declaration filing, as well as staff education, to improve our administrative processes and increase our efficiency in serving the public.

Before corrections and Board of Assessment Appeals adjustments the 2020 Net Grand List totaled \$3,387,908,016. The Board of Assessment Appeals met remotely via zoom in the month of March and reduced the Net Grand List by \$734,830. The final 2020 taxable net Grand List as reported to OPM was:

**\$3,387,173,186**

2020 Grand List summary:

2020 GRAND LIST OF TAXABLE AND EXEMPT					
TYPE OF ACCOUNT	# OF ACCOUNTS	GROSS ASSESSMENT	TOTAL EXEMPTIONS	TOTAL NET VALUE	
Real Estate Regular	9024	\$ 2,341,082,613	\$ 34,737,246	\$ 2,306,345,367	
Real Estate Elderly Homeowner	249	\$ 32,922,910	\$ 1,126,250	\$ 31,796,660	
<b>Total Real Estate Taxable</b>	<b>9273</b>	<b>\$ 2,374,005,523</b>	<b>\$ 35,863,496</b>	<b>\$ 2,338,142,027</b>	
Real Estate Exempt	298	\$ 288,668,010	\$ 288,668,010	\$ -	
<b>Real Estate Totals</b>	<b>9571</b>	<b>\$ 2,662,673,533</b>	<b>\$ 324,531,506</b>	<b>\$ 2,338,142,027</b>	
Personal	1280	\$ 908,098,600	\$ 28,783,766	\$ 879,314,834	
Motor Vehicle	19805	\$ 172,797,105	\$ 2,345,950	\$ 170,451,155	
<b>Total MV &amp; PP</b>	<b>21085</b>	<b>\$ 1,080,895,705</b>	<b>\$ 31,129,716</b>	<b>\$ 1,049,765,989</b>	
<b>Final Total</b>	<b>30656</b>	<b>\$ 3,743,569,238</b>	<b>\$ 355,661,222</b>	<b>\$ 3,387,908,016</b>	
<b>Final Total Taxable M13</b>	<b>30656</b>	<b>B&amp;A CHANGE</b>	<b>\$ (734,830)</b>	<b>\$ 3,387,173,186</b>	

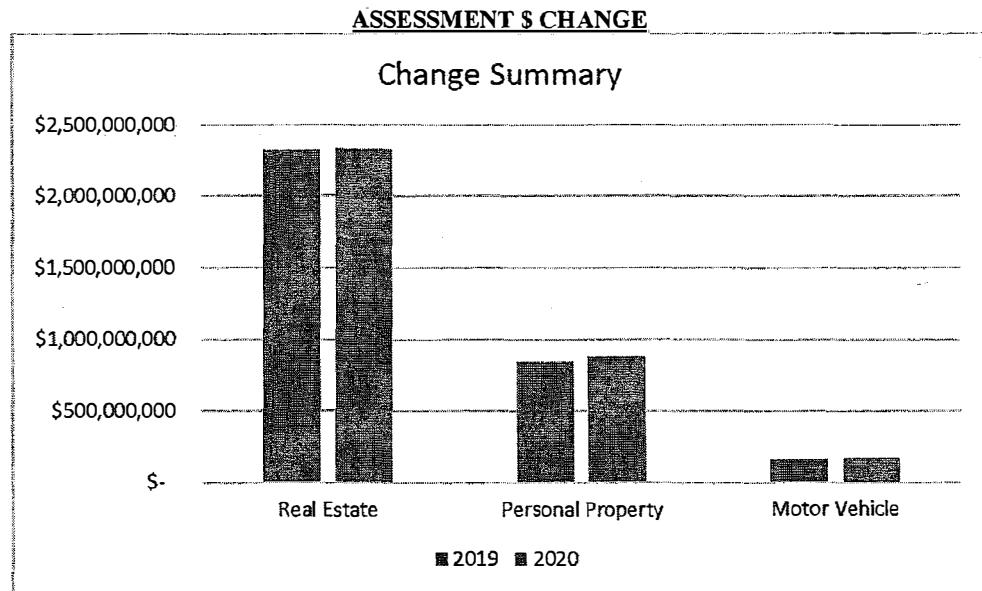


## Summary of Change

The 2020 Assessor's Grand List realized a net increase of \$56,216,229 or a net change of 1.69%. This Grand List growth is due primarily to new construction and property improvements resulting from building permits and from a close review of property sales wherein significant property improvements were noted. Increases in the declared personal property of both Dominion and CL&P - \$16.9M and \$9.8M respectively, accounted for the bulk of this year's net personal property increase. The motor vehicle list included 682 fewer vehicles this year, primarily as a result of the DMV's extension on vehicle registration renewals. Despite the vehicle count decrease the demand for used cards over the past year has resulted in either value retention or appreciation. Surrounding towns have reported similar rates of increase.

- The Grand List 2020 change in each component is the result of:
  - Personal Property- Values increased by 3.60% led by changes made at the Millstone Nuclear Power Plant as well as personal property additions by CL&P.
  - Real Estate- There was a 0.61% increase resulting from new construction and property improvements made town-wide.
  - Motor Vehicle – The 2020 Grand List increased by 7.19%.

Component	2019	2020	% Change
Real Estate	\$ 2,323,381,208	\$ 2,337,585,637	0.61%
Personal Property	\$ 848,563,101	\$ 879,136,394	3.60%
Motor Vehicle	\$ 159,012,648	\$ 170,451,155	7.19%



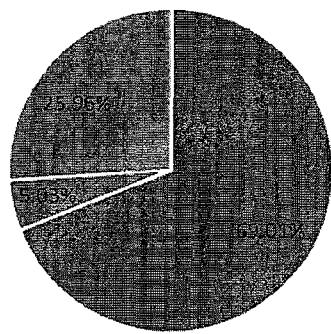
## Distribution of Grand List

The Grand List is made up of 3 Strata; Real Property, Personal Property and Motor Vehicles. The percentage distribution historically remains consistent. The charts below illustrate our Grand List structure overall and compares each sub-category of real estate and its contribution to the total net grand list.

<u>2020 Grand List</u>		<u>2019 Grand List</u>	
Total Real Estate	69.01%	Total Real Estate	69.75%
Personal Property	25.96%	Personal Property	25.48%
<u>Motor Vehicle</u>	<u>5.03%</u>	<u>Motor Vehicle</u>	<u>4.77%</u>
Total	100.00%	Total	100.00%

Category	Net Grand List Comparison 2019 to 2020					
	2019 Grand List AFTER BAA & COCs	2020 Grand List PRE BAA	2020 Grand List Post BAA	\$ VARIANCE	% VARIANCE	% GRAND LIST
<b>Net Real Estate</b>						
Residential	\$ 1,487,296,141	\$ 1,500,100,920	\$ 1,499,675,200	\$ 12,379,059	0.83%	44.28%
Commercial	\$ 821,440,373	\$ 822,778,423	\$ 822,647,753	\$ 1,207,380	0.15%	24.29%
Industrial	\$ 334,150,890	\$ 339,794,190	\$ 339,794,190	\$ 5,643,300	1.69%	10.03%
Total Gross Real Estate	\$ 2,642,887,404	\$ 2,662,673,533	\$ 2,662,117,143	\$ 19,229,739	0.73%	78.59%
Exemptions	\$ (319,506,196)	\$ (324,531,506)	\$ (324,531,506)	\$ 5,025,310	1.57%	
Total Net Real Estate	\$ 2,323,381,208	\$ 2,338,142,027	\$ 2,337,585,637	\$ 14,204,429	0.61%	69.01%
<b>Personal Property</b>						
Personal Property	\$ 875,070,820	\$ 908,098,600	\$ 907,920,160	\$ 32,849,340	3.75%	26.80%
Exemptions	\$ (26,507,719)	\$ (28,783,766)	\$ (28,783,766)	\$ 2,276,047	8.59%	
Total Net Personal Property	\$ 848,563,101	\$ 879,314,834	\$ 879,136,394	\$ 30,573,293	3.60%	25.95%
<b>Motor Vehicles</b>						
Motor Vehicles	\$ 161,228,498	\$ 172,797,105	\$ 172,797,105	\$ 11,568,607	7.18%	5.10%
Exemptions	\$ (2,215,850)	\$ (2,345,950)	\$ (2,345,950)	\$ 130,100	5.87%	
Total Net Motor Vehicles	\$ 159,012,648	\$ 170,451,155	\$ 170,451,155	\$ 11,438,507	7.19%	5.03%
Total Net Grand List	\$ 3,330,956,957	\$ 3,387,908,016	\$ 3,387,173,186	\$ 56,216,229	1.69%	100.00%

Distribution of GL



■ Real Estate ■ Motor Vehicle ■ Personal Property

Top Ten Taxpayers Grand List 2020 RE/PP & Combined		
REAL ESTATE	Net Assessed Value	
Dominion Energy Nuclear CT Inc. MP#3	\$	251,115,933
Dominion Energy Nuclear Connecticut Inc.	\$	128,384,860
Dominion Energy Nuclear CT Inc MP#2	\$	71,675,493
Crystal Mall LLC (Mall Stores)	\$	30,690,018
Centro GA Waterford Commons (Waterford Commons Plaza)	\$	29,145,260
Chase Crossroads Waterford Square (Crossroads Plaza)	\$	13,976,930
Mass Municipal Wholesale Electric Co	\$	12,530,097
Wal-Mart Real Estate Business Trust	\$	12,283,794
VTR Northeast Holdings LLC	\$	11,815,950
Charter Oak Federal Credit Union	\$	11,307,540
PERSONAL PROPERTY	Net Assessed Value	
Dominion Energy Nuclear Connecticut Inc	\$	681,321,128
Connecticut Light & Power Company dba Eversource	\$	98,709,340
Mass Municipal Wholesale Electric Co	\$	13,568,660
Yankee Gas Services Co	\$	12,003,080
Green Mountain Power Corp	\$	4,890,376
Coca Cola Bott Southeastern NE	\$	2,410,650
WG Crossroads Place LLC	\$	2,398,690
Constitution Eye Surgery Ctr East LC	\$	2,196,060
Sonalysts Inc	\$	2,006,850
COMBINED	Net Assessed Value	
Dominion Energy Nuclear Connecticut	\$	1,133,197,408
Connecticut Light & Power Co. dba Eversource	\$	98,709,340
Crystal Mall LLC (Mall Stores)	\$	30,690,018
Centro GA Waterford Commons (Waterford Commons Plaza)	\$	29,145,260
Mass Municipal Wholesale Electric	\$	26,098,759
Chase Crossroads Waterford Square (Crossroads Plaza)	\$	13,976,930
Charter Oak Federal Credit Union	\$	13,547,160
Sonalysts Inc.	\$	12,606,480
Wal-Mart Real Estate Business Trust	\$	12,283,794
Yankee Gas Services Co.	\$	12,003,080

## Assessment Administration

The Board of Assessment Appeals conducted hearings via zoom teleconferencing in March over the course of three sessions. Assessment staff assists the board by performing the following duties: appellant appointment scheduling; legal ad postings; records and files meeting minutes; updates assessment changes in the CAMA and QDS systems and mails action notices to all appellants per state statute.

In total the Board heard 31 appeals and made 21 changes. The Board chose to hear appeals for commercial and industrial properties with assessed values over \$1M and made 0 changes to properties in this category.

### Total BAA 2020 GL reductions by category

	# Appeals	# Changes	# No Changes	Total Reductions
Real Estate	16	10	6	-\$556,390.00
Personal Property	15	11	4	-\$178,440.00
Motor Vehicle	0	0	0	\$0.00
	<u>31</u>	<u>21</u>	<u>10</u>	<u>-\$734,830.00</u>
Not Heard				
Incomplete/Late Filings	1			
Total Not Heard	<u>1</u>			

### Real Estate:

Sales questionnaires continue to be sent to all new owners of real estate. The returned forms assist staff in determining the validity of sales as a reflection of the current real estate market. Staff continues to review listings of properties for sale and update real estate data as warranted. The sales validation process is recorded both locally, in the town's CAMA system, and at the state level through the OPM sales ratio database which is integral to the state's annual compilation of the Equalized Net Grand List.

Transfers of real estate title for tax billing and ownership records are processed on an ongoing basis in the Assessor's Office. From October 2020 through September 2021 a total of 1177 changes to title were processed.

Number of Documents	Q1	Q2	Q3	Q4	YTD
					Totals
Transfers ≥ \$2,000	179	119	183	161	642
Change or Transfer \$0	130	126	140	139	535
Transaction Totals	309	245	323	300	1177

The Assessor's office is required to maintain accurate GIS/tax maps and process updates accordingly. Working with Tighe & Bond the Assessor's office initiated a total of 34 map changes for the 2020 Grand List.

Staff members have processed a total of **1,870** building permits this year, verifying and valuing those that reflect property improvements and changes of use.

Income and Expense forms were mailed on March 15, 2021 to all owners of income producing real estate. The deadline to file the 2020 I&E forms was June 1<sup>st</sup>, 2021. Staff collected returned forms for further analysis by the Assessor and commercial appraisers with Vision Government Solutions Inc. to establish economic income data relevant to the 2022 state-mandated revaluation.

The upcoming 2022 town-wide revaluation commenced in March with the mailing and collection of data mailers to all residential property owners. Phase II of the revaluation is currently underway as data collectors with Vision Government Solutions Inc. began actively measuring and listing residential properties in October 2021.

The revaluation project will progress with additional residential and commercial property measure and list field visits in the spring of 2022. Vision Government Solutions Inc. will also be visiting properties through early fall 2022 to reflect value changes resulting from building permits issued between 10/1/2021 through 09/30/2022.

Preliminary values resulting from the 2022 revaluation will be established and impact notices mailed in December 2022 to all property owners. Informal hearings will be held in early January 2023 for all property owners wishing to discuss their newly established valuations. The revaluation is anticipated to be certified and finalized by January 31<sup>st</sup>, 2023.

**Personal Property:**

New business accounts were discovered utilizing advertisements, internet and Connecticut Secretary of State searches, a physical canvass of the town, and trade name certificates that are placed on file with the Town Clerk's office.

An online electronic personal property filing process was instituted again this year for the 2021 Grand List which is currently in process. Cost savings realized by sending out online filing notices to business personal property owners as opposed to mailing 4-page declarations is estimated at approximately \$500. 25% of all active personal property accounts have been filed electronically for the 2021 Grand List now in progress.

The electronic filing system has thus far proven to increase processing efficiency within the Assessor's office while also providing taxpayers with a user-friendly system and secure access to individual prior year filings. The Assessor's office will continue to provide taxpayers with the option to file online

The following reports were filed with various state departments:

Office of Policy & Management:	Date Filed
M37 – State owned real property	3/9/2021
M37 C& H – Colleges & Hospitals	3/9/2021
M13 & M13A – Taxable & Exempt Property	3/31/2021
M65 – Manufacturing, Machinery & Equipment	4/1/2021
Veteran's Affairs Report	5/24/2021
DEP-F490 – Annual Report to State Forester	6/5/2021
M42B – Totally Disabled	6/7/2021
M35B – Reimbursement Request – Homeowners Benefit	6/10/2021
M59A – Additional Veterans Report	7/8/2021
M35P – Reduction to Homeowners' Reimbursement	9/7/2021

This page left intentionally blank



**Mr. Thomas W. Giard III**  
*Superintendent of Schools*

**Mr. Craig C. Powers**  
*Assistant Superintendent*

Dear Community Members,

I continue to be proud to be the Superintendent of the Waterford Public Schools. I sincerely appreciate the opportunity to lead such an outstanding school district with such a history of excellence.

While the 2019-2020 school year presented some significant challenges with the onset of COVID-19 in March 2020, the 2020-2021 school year brought the challenge of reopening schools first in the hybrid model and then a phase-in approach to full in-person learning in the spring of 2021. We were excited to bring staff and students back together on campus and our dedicated team made this transition as seamless as possible. Through it all, our focus remained on educating our students and we are proud of our staff and families who, hand in hand, worked together to assist in making the 2020-2021 school year one of substantial accomplishments in the Waterford Public Schools for our students.

On behalf of our central office team, it is a pleasure to present this Annual Report to the Waterford community. This report will provide substantial information with regard to the many programs happening in our school district.

The Waterford Board of Education has continued to work diligently through challenging budgetary times to provide consistent educational programs and maintaining an engaging environment that challenges our students. We have an amazing staff who are dedicated to our district, bringing their best at all times for our students. The Board maintains a strong commitment to excellence to vigorously engage students in the learning process and ensure that all students are college and career ready. The safety and well-being of our staff and students remains our top priority.

It is inspiring to be a part of a team that is committed to educating the whole child; providing for the social, emotional, and academic well-being of every student. As this Annual Report shows, we have once again reaffirmed the importance of reasonable class sizes and academic support services. We continue to offer a full range of opportunities for students at a time when many school districts are cutting back their programs in athletics and the arts.

At the end of the day, our students continue to achieve at high levels, develop their talents and interests, and demonstrate their commitment to make a positive contribution to their community. We are very proud of our many noteworthy accomplishments and continue to appreciate the immense support from our families, town, and community.

### **District-wide**

- The district focused on equity as a significant initiative in the 2020-2021 school year. Administrators were provided training through CREC and the district formed an Equity Committee which met throughout the year and guided much of the March Professional Learning Day. Schools formed a team at each school level and WHS's advisory program underwent enhancements that enabled staff to be more comfortable having conversations with students on this topic. Board of Education members were also trained on diversity, equity and inclusion and the district began a process for a Curriculum Equity "audit".
- The design and implementation of programs to meet the Social and Emotional needs of our students remained a focus in our district during a very different school-year for students. A year-long initiative to infuse lessons tied to equity and social justice into each grade level at Great Neck was introduced with the assistance of a \$4,300 grant received from Learning for Justice (formally Teaching Tolerance). Also, through a grant from the Sandy Hook Promise Foundation, a team of staff from Clark Lane Middle School and Waterford High School were trained in the Signs of Suicide program that was launched by the Sandy Hook Promise Foundation in 2020. Both were important initiatives to support our students in very challenging times.
- The District continued its focus on opportunities for students to earn college credit. 13 Advanced Placement (AP) courses were offered as well as 11 Early College Experience (ECE) courses. 954 AP and ECE courses were taken at Waterford High School during the 2020-2021 school year. WHS provided students Extended Learning Opportunities ELO's, a program designed to provide students with the ability to earn high school credit through learning experiences that occur outside of the classroom setting. The College and Career Pathways program completed its fourth year providing students with opportunities for exploration in STEM, Marine and Environmental Science, Business and Hospitality, Health Services, Arts and Communication, and Leadership and Public Service.
- Administration and staff applied for and received over \$83,000 in grants to enhance the educational platform for the district and students. These 14 grants, which we applied for, are a vital instrument in bringing educational programs and opportunities to students in the district we otherwise might not be able to support.
- 28 Waterford High School students achieved the Seal of Biliteracy, passing tests in languages including French, Latin, Spanish, Hindi, and Mandarin.
- We continued our work with our community partners, Waterford Youth and Family Services Bureau, Waterford Police Department, and SERAC to provide collaborative support for our students in the areas of mental and behavioral health as well as community mentors.
- Professional Learning remained a focus for providing resources and training for staff growth and development. Highlights for the 2020-2021 school year included a review of the school reopening guidelines in August and a district-wide equity focus component/school specific focus in March.

- The Connecticut State Department of Education invited Waterford Public Schools to present on the district's academic achievement at the webinar "Reimagining the Possibilities in the Middle/High Grades". A great example of Waterford being recognized for the impressive academic growth of our students.
- The district continues to be mindful of the economic climate and consistently puts forth responsible budgets that allow us to continue to progress as a district.
- Other highlights:
  - 31 members inducted into the WHS National Honor Society.
  - 44 members inducted into the WHS World Language Honor Society (19 Spanish, 6 Latin, 19 French).
  - 63 CLMS students (23 French, 7 Latin, 33 Spanish) were inducted into the National Junior Honor Society for their respective language.
  - 249 scholarships in the amount of \$107, 500 were awarded to the WHS graduating class of 2021.

Waterford's students as a whole continue to perform well in the classroom and in the community. This is a reflection of the dedication to the students of Waterford by our teachers, staff, administration and our parents. We will continue to work on fulfilling our mission statement to guarantee that each student acquires the skills and knowledge to become a successful individual and a responsible citizen by setting high expectations and requiring excellence in an atmosphere of integrity and respect.



## **Curriculum Department**

Curriculum is under a two year review process due to the large scale revision design and school closure interruption due to COVID. The Curricular Content areas under revision are Physical Education PK-12, Health PK-12, Language Arts 6-8, Social Studies 7-12, Mathematics 9-12 and Technology Plan PK-12.

The Professional Learning and Evaluation Committee (PLEC) met remotely in the 2020-2021 school year to plan out the district-wide Professional Learning Days.

The district embraced equity as a significant initiative this year. Administrators were provided training through CREC: Capital Region Education Council. The district launched a 22-member District Equity and Understanding Team which met 4 times throughout the year and planned the March Professional Learning Day. Schools also formed a team at each school which consisted of one administrator, one certified staff member and one non-certified staff member. Three Board of Education members also attended meetings of this team.

Clark Lane Middle School and Waterford High School continued their work with Great Schools Partnership. The High School work focused on supporting staff, building alignment between Waterford Public Schools Transferable Skills, and content area instruction and assessment. Clark Lane Middle School's focus was on developing the "prepared student" rubric. These are all the student work habits which are part of a student's content grade. By separating these and assessing these work habits on their own merit, the school will be able to create a standards-based grading system for which students were expected to master key areas of the content, before moving ahead. This and the "Re-do, Re-teach, Re-take" system the school had already implemented, was the way in which students had multiple opportunities to show they have mastered the content.

## **Business Department**

The 2020-2021 school year presented a very challenging year. The roadmap for keeping the schools as clean and as safe as possible was operationalized from the school reopening plan. These additional requirements around cleaning and social distancing presented both logistical and operational challenges which the school district was able to navigate thanks to consistent channels of communication between administrators, staff, and vendors.

Financially, the Board of Education was favorable for the year by over \$1 million because of high turnover, favorable contract settlements, lower than expected utilization of substitutes, and a significant decline in the out of district tuition/services costs. The Federal Government stepped in throughout the year to provide additional funding to pay for COVID related items like plexiglass, cleaning supplies, masks, gloves, and gowns.

## **Technology Department**

Much progress was made in FY21 building on the existing technology in Waterford. Along with the day to day operations, the department completed tasks on time and with success.

The IT department supported both the Town and the School district. All work orders were monitored that were assigned to the IT department. The reports are kept on file and reviewed on a regular basis. These reports help the town determine funding for IT services. It has also provided a valuable indicator of trends and enables us to predict busy times of the year and review employee performance.

Providing superior technology was of paramount importance to achieve our goals. This required hiring talented staff, proper management and careful budgeting. We continued to leverage the existing infrastructure to make improved design changes and enhancements.

Software continued to be centralized or cloud based for best management. The Technology Plan called for centralization of software. Our design of the system supported this change.

In FY21, due to the necessity created by the pandemic, we completed our 1:1 device plan. The program began in September 2021 and enabled every student use of a device. In addition to providing devices, we added robust software systems to manage the devices and provide easy access to learning resources. A new 10gig network that enabled high speed servers, Wi-Fi systems and new software systems directly benefited the IT learning environment in the classrooms and at home.

We continued to adjust our services to support students, staff and parents during the COVID-19 pandemic. The systems we put in place in March 2020 continued to support remote learning. There were many parts to making remote learning work; communications, software evaluations, purchasing, device deployment and training for all of the above.

The Town received significant support and upgrades from the IT department in FY21. In addition to daily tasks, the IT department assisted many departments with special requests. We networked the five fire departments together with Wi-Fi, IP telephones and access to the town resources. We assisted the Police Department with a new body cam system. We added new protection measures related to cyber security.

Other IT department FY21 Highlights:

- Installed new classroom interactive panels at Oswegatchie Elementary School.
- Installed new IP based security camera system at Quaker Hill Elementary School.
- Applied for funding from ESSR, Erate and the Everyone Learns Initiative Programs. Received 500 chromebooks, management software and Wi-Fi upgrades to support 1:1.
- Installed new high performance firewall for WPS.
- Upgraded town and school data centers with current operating systems and new servers.

## **Special Services Department**

Special Education services continue to be delivered primarily in inclusive settings across the district. At Waterford High School and Clark Lane Middle School, special education services are delivered in cooperatively taught classes, along with classes which focus on specific skill improvement that are typically offered in a self-contained setting. Our elementary school buildings support the continued inclusion of special education services with a focus on the provision of related services in the general education setting. Services have been enhanced to support special education students as they transition from preschool to elementary school, elementary school to Clark Lane Middle School, and then to Waterford High School. Technology is utilized by all staff, when appropriate, to support special education students' needs, especially the use of iPads, Kindles, and Chromebooks. Our special education staff has focused on reading and literacy development, with an emphasis on research-based programs such as Wilson Reading, Orton-Gillingham, Read Naturally, Read Live, Reading Milestones, Lindamood-Bell, and the EdMark Reading Program.

We offer self-contained support center programs at each school building for students who are experiencing significant difficulty in the more traditional education setting. The programs focus on providing individualized instruction while fostering social and emotional growth. The support centers offer individualized supports which are flexible in order to meet the student's needs. These supports might include a check-in, part-time or a fully self-contained placement. We also offer a self-contained Autism program at the elementary level which provides very specialized services for students diagnosed with Autism. We have a district BCBA (Board Certified Behavior Analyst) who is able to travel among the schools to provide specialized support to students on the Autism spectrum as well as for any student struggling with behavior issues. Our district ADOS (Autistic Diagnostic Observation Schedule) team is working together to complete evaluations of students who are suspected of having Autism. We continue to provide a well-rounded program for our young children diagnosed with Autistic Spectrum Disorders particularly in the implementation of the SCERTS Model, which focuses on Social Communication, Emotional Regulation, and Transactional Support.

Our district mental health staff, which includes school psychologists, school social workers, school counselors, and our Board Certified Behavior Analyst, continues to work together in order to provide direct counseling services to our students and recommendations to staff and families as well as home visits as needed. Some of the programs being implemented by our counseling staff to provide students with strategies to support positive mental health include offerings such as Mind Up, mentoring, and yoga. Special Education staff, Middle and High School staff, as well as paraprofessionals, all attended a professional development training focused on supporting students dealing with social and emotional issues. Our Speech and Language Pathologists have participated in training to complete assistive technology and/or augmentative communication evaluations for students. They continue to explore resources/apps for students to use to support their access to the curriculum.

Waterford has four inclusive Preschool classrooms, located at Great Neck Elementary Schools and Oswegatchie Elementary School. The classes provide a program for all of the district's preschoolers identified as in need of Special Education. Related services as well as specialized special education services are provided as appropriate to meet the student's needs. There is a lottery for the general education peers to enter the program.

During the COVID closure, whether in the hybrid model or completely distance, Special Education students were provided instruction and related services through Zoom. Related service staff and Special Education teachers consulted with families and shared how services were to be provided. Our paraprofessionals worked with their assigned students on Zoom providing supportive assistance on core curriculum. Collaboration among teachers and related service staff was imperative during this time.

### **Buildings & Grounds Department**

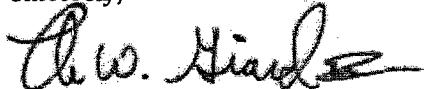
The 2020-2021 school year was a productive year for the Buildings and Grounds Department.

- At Clark Lane Middle School, the LED lighting upgrade was completed. Four classrooms were converted to Special Education offices in the lower 6th grade wing including a new exterior entrance and ADA sidewalk. We moved furniture and provided staff support for Summer Academy and provided facility cleaning and repairs for Camp Dash nightly.
- At Quaker Hill Elementary School, we installed USES power conditioning systems.
- At Waterford High School, we resurfaced the tennis courts and installed the sound system at the new softball field.
- We began the Eversource LED light upgrade at all of the schools. We also installed bottle filling stations at all schools and repaired walls and painted offices and classrooms.
- At Great Neck Elementary School, we delivered and assembled 12 picnic tables for student and staff use. New LED computer controlled lights in the gymnasium were installed.
- In the Town IT and HR departments, offices were setup for new personnel. Furniture and shelving were delivered and assembled. Our department also painted multiple town offices.

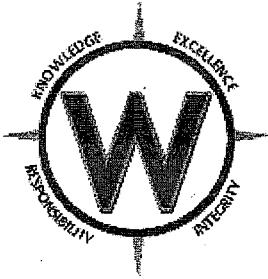
### **Closing Statement:**

At Waterford Public Schools, we take great pride in the education and the many co-curricular opportunities we provide the children of Waterford. We will continue to pursue innovative programs that will challenge our students for years to come. We will strive to involve all stakeholders in the process. I am thankful for the deep sense of community that Waterford embraces including the dedication of our staff, the partnership with our parents and families, and the amazing determination that our students possess every day. I am grateful for the support that is given to our school district and I hope that this report has provided valuable information for you regarding our programs. Should you have any questions, any member of our team will be happy to assist you.

Sincerely,



Thomas W. Giard III  
Superintendent of Schools



## Waterford Board of Education Members and Administrative Team

### 2020-2021 Board of Education Members

Craig Merriman, Chairperson  
Amanda Gates-Lamothe, Secretary  
Greg Benoit  
Marcia Benvenuti  
Michele Devine  
Pat Fedor  
Joy Gaughan  
Christopher Jones  
Deb Roselli Kelly

### 2020-2021 District Administrators

Thomas Giard III, Superintendent  
Craig Powers, Assistant Superintendent  
Kathy Vallone, Director Special Services  
Joseph Mancini, Director of Finance and Operations  
Joyce Sauchuk, Director of Human Resources  
Jay Miner, Director of Buildings and Grounds  
Ed Crane, Director of Information Technology  
Chris Landry, Director of Athletics and Student Activities  
Dianne Houlihan, Director of School Dining and Nutrition Services

### 2020-2021 School Administrators

Andre Hauser, Waterford High School Principal  
Alison Moger, Waterford High School Assistant Principal  
Kirk Samuelson, Waterford High School Assistant Principal  
James Sachs, Clark Lane Middle School Principal  
Tracy Moore, Clark Lane Middle School Assistant Principal  
Billie Shea, Great Neck Elementary School Principal  
Joseph Macrino, Oswegatchie Elementary School Principal  
Christopher Discordia, Quaker Hill Elementary School Principal



## **BUILDING DEPARTMENT 2020/2021 ANNUAL REPORT**

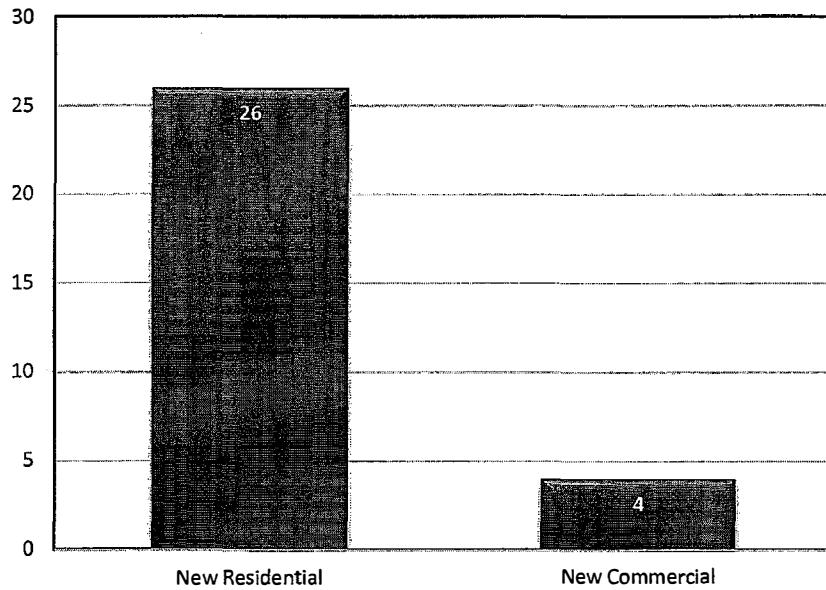
The Building Department manages permitting for all construction in Waterford. Most development in Town is evaluated by one or more of the Building Officials. Waterford's Building Officials provide a broad range of services, including answering general questions about code compliance, performing complex plan reviews, issuing permits, inspecting projects and enforcing codes when necessary. In addition to their work with residents, contractors, real estate agents and developers, the officials engage in a rigorous continuing education program to stay informed about code changes.

Commercial projects and applications for new development continued at historic levels. Of paramount importance this year was maintaining the availability and consistency of permitting and inspection services. The Department's work supports ongoing investment in Waterford properties.

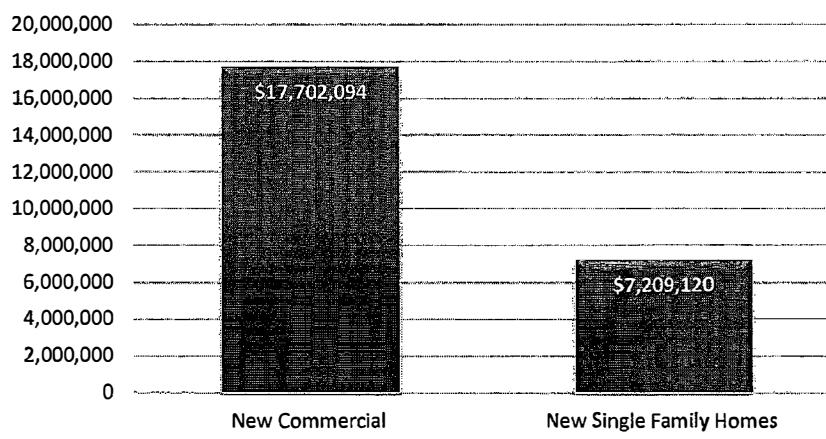
### **Summary of Building Permits**

Fiscal Year 2021 saw continued investment in new commercial construction and new homes. Commercial projects included the new medical office building on Dayton Road and new accounting office building in Mago Point. New residential permits included seven condominiums and nineteen single family homes. New construction accounted for \$24,911,214 invested in the Town of Waterford. The value of all work that received permits in FY21 totaled \$77,281,576.

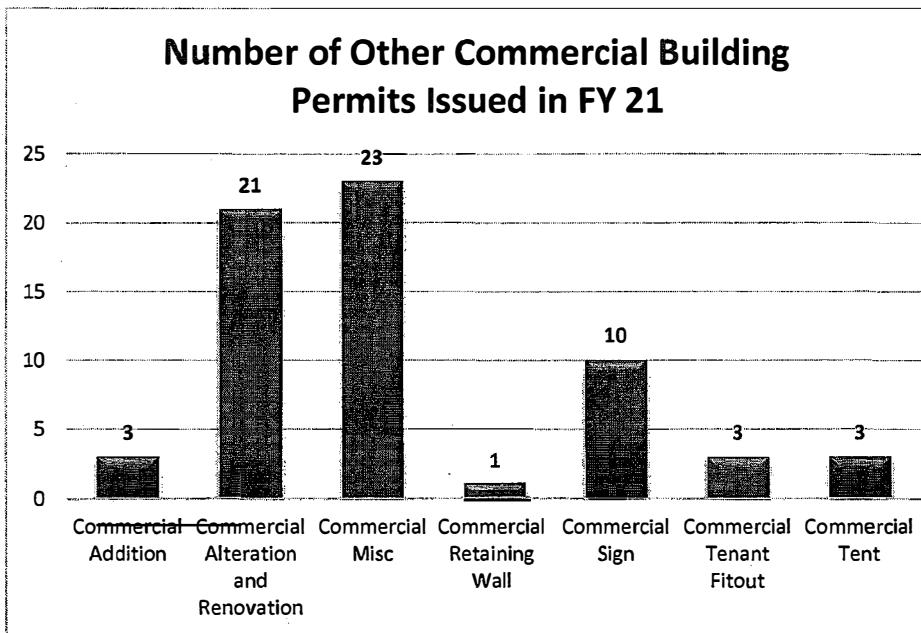
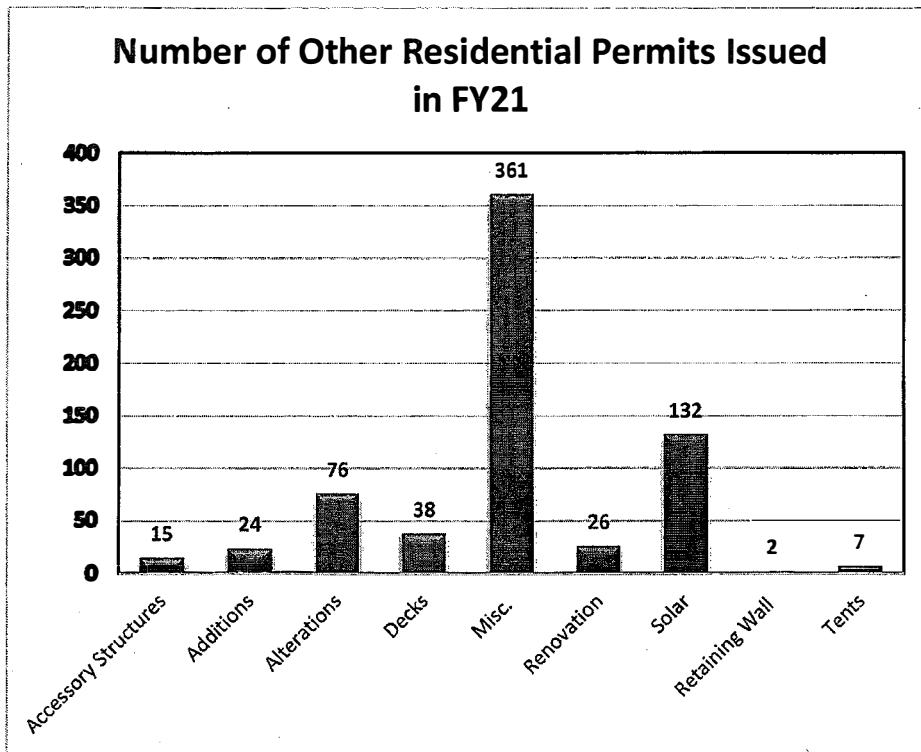
### FY 21 Number of Permits for New Construction



### Cost of New Construction



The majority of building permits were issued for renovations and repairs of existing buildings. Miscellaneous permits accounted for the majority of building permits in 2021. This category includes work such as new windows, decks, chimney liners, and roof repairs.



In addition to building permits, other permit types include mechanical, electrical, and plumbing permits, or MEP permits, and permits for pools. In FY21, there were 1,174 MEP permits issued, with associated work valued at \$23,349,511. The Department issued 31 new pool permits, valued at \$527,997.

### Inspections

The building department logs the results of all inspections in the permit files, and is working toward field entry of inspections into our online system for ease of reporting. Currently, the Building Official uses a formula to calculate the number of inspections completed throughout the year. It is based on average number of inspections for permit types. The department averages 10 inspections per new single family home, 20 inspections per new commercial building, and 1.5 inspections for all other permit types. In 2021, the Officials performed approximately 3,000 inspections.

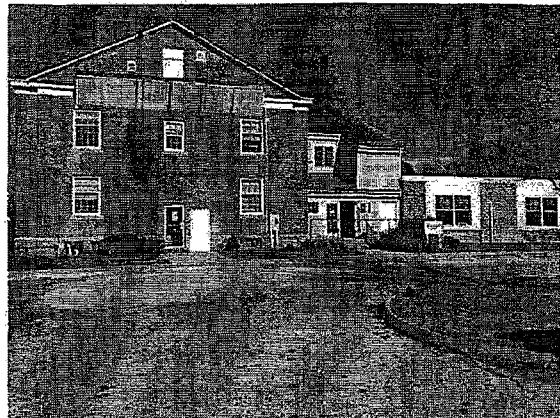
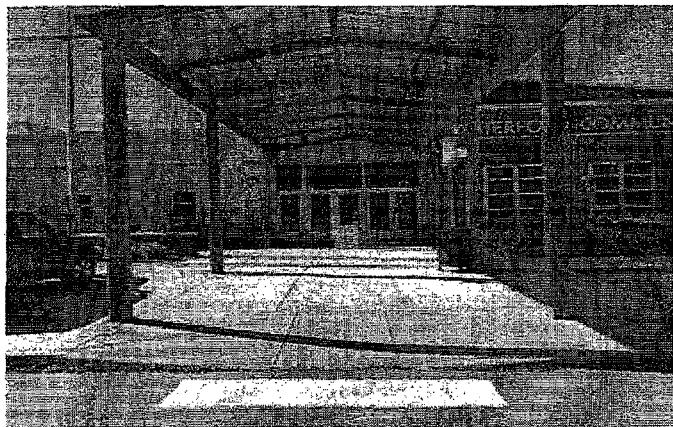
### Permit Fees and Revenue

Building permit fees are based on the cost of the project. Currently the fee is \$20 for the first thousand dollars of construction cost or fraction thereof and thereafter \$10 per every \$1,000 of construction cost or fraction thereof. In addition to the base building permit fee, the State of Connecticut charges a continuing education/training fee that is currently \$0.26 per every \$1,000 of construction cost. Final certificates are issued at the end of work and cost \$50 for residential projects and \$100 for commercial projects.

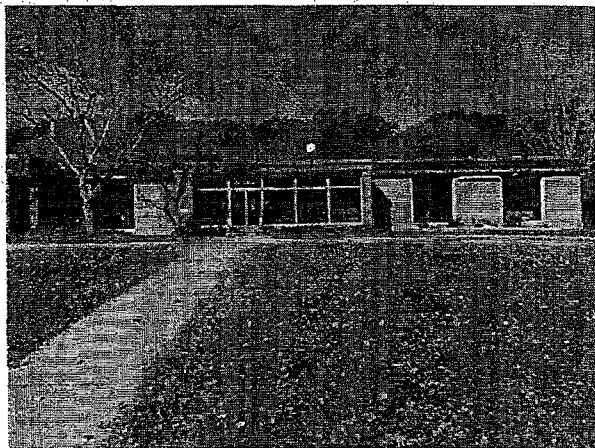
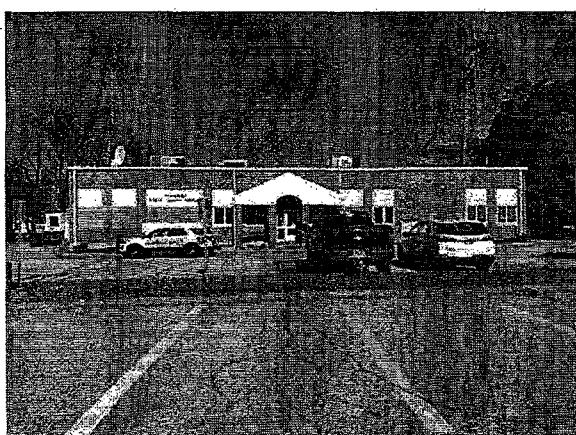
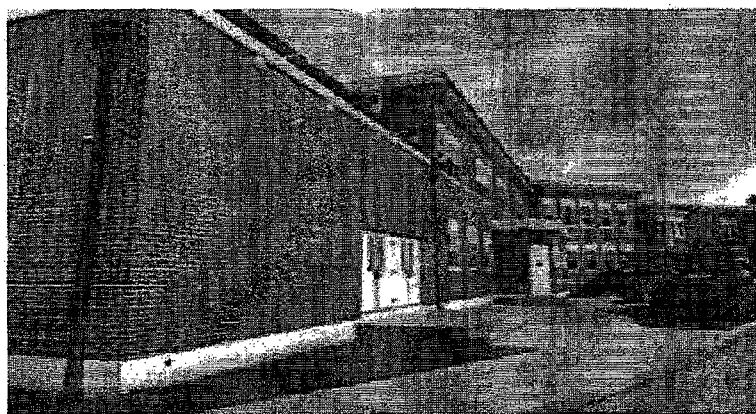
In FY21, the Building Department generated \$719,751 in revenue from permit and certificate fees. State fees are transmitted to the State and are not included in the FY21 revenue total. The Department budget was \$289,423. Due to a vacancy, actual expenditures were \$262,135. which reflects a \$26,637 surplus in revenue returned to the general fund after payment of department expenses.

### Staff

John Murphy, Building Official  
Steven Cardelle, Assistant Building Official  
David Garside, Assistant Building Official



## **WATERFORD BUILDING MAINTENANCE ANNUAL REPORT FY21**



## OFFICE

### From the Director:

This is the first annual report with the Building Maintenance being assigned under the direction of the Public Works Director. In October of 2020, Building Maintenance was transferred to Public Works. The focus was the consolidation of information, data and vendor contracts from Department Heads who had maintenance responsibilities.

Even though this is a separate department, the Public Works Department provides administration, operations personnel time and resources to this department.

Most of this budget is just for operating the buildings. Funds for new construction, major replacements of equipment and upgrades are programmed in the separate Capital Improvement.

*Gary J. Schneider*

Gary J Schneider: Director of Public Works

gschneider@waterfordct.org

Paul Koelle: Facilities Manager

pkoelle@waterfordct.org

Sandy Kenniston: Office Coordinator

skenniston@waterfordct.org

860-444-5864

### INSTALLATION OF ICE MACHINE AT THE MUNICIPAL COMPLEX



### BOARDED UP WINDOWS AT COHANZIE SCHOOL



# 2021 Facilities Annual Report

*Building new is easy, to maintain is difficult, but not impossible.*

The charge for the Facilities Department is to maintain our buildings and grounds and equally important, focusing on;

- \* High level of Customer Service (Internal and External)
- \* Excellent records management
- \* Compliance with Environmental Operating Permits
- \* Ability to respond to Emergency Management Incidents

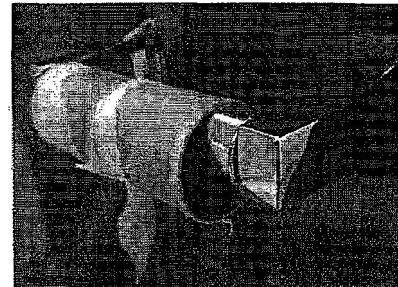
## Funding:

The Department is funded annually by the general fund.

FACILITIES IS RESPONSIBLE FOR PAPER SUPPLIES AT SOME LOCATIONS

## Staffing:

There is only one position assigned to this division.



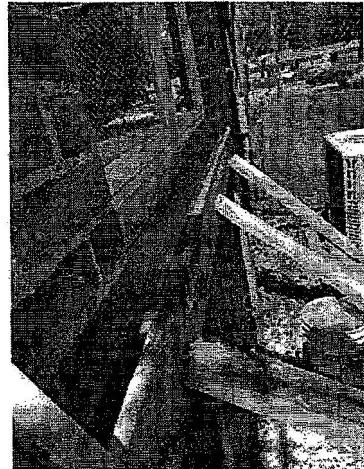
## What we have:

- 9 is the number of major buildings we manage
- 220,000 Square Feet
- Age of buildings spans from 1911 (Town Hall) to 2020 (Municipal Complex)

INSTALLATION OF DROP BOX AT TOWN HALL



REPAIRS MADE TO A WINDOW UNIT AT THE SAFETY COMPLEX



## FIRST SELECTMAN



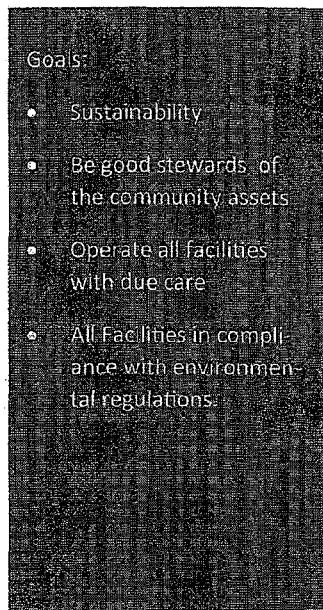
**OPERATIONS:** is not just not fix what is broken, we must also program funding for mechanical replacement, maintain indoor air quality, provide waste removal, cleaning and managing utilities,

It is important for the residents and staff to have well-maintained facilities to ensure efficient services are provided. In order to accomplish that, the Department mixes in-house work with contracted work to provide a cost effective delivery of services.

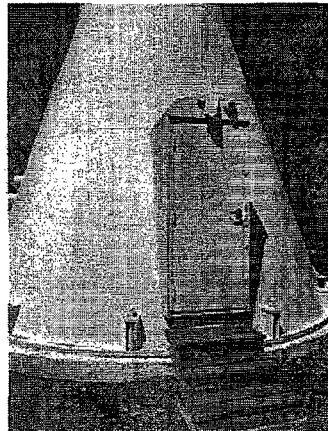
Replacement of mechanical systems or renovations to space are funded from either the Capital Improvement Program or the Capital non-Recurring funds that are approved separate from the annual Facilities operating budget.

For our 220,000 square feet of facilities with a replacement value of over \$82,000,000 million, our facility operations generally consists of:

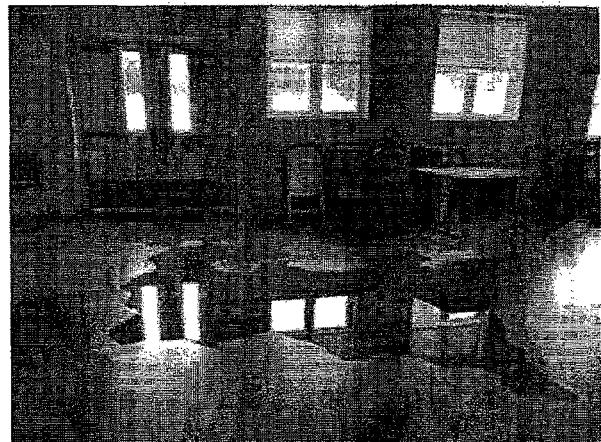
- Preventative Maintenance Scheduling
- Energy Audits
- Facility Inspections
- Testing of Alarm Systems
- Asset Control and Inventory
- Custodial Methods
- Life and Safety Systems
- Security
- ADA
- Building Code Compliance
- Repair Program
- Environmental Regulations Compliance



RADIO SITES LOCATED  
AROUND TOWN.



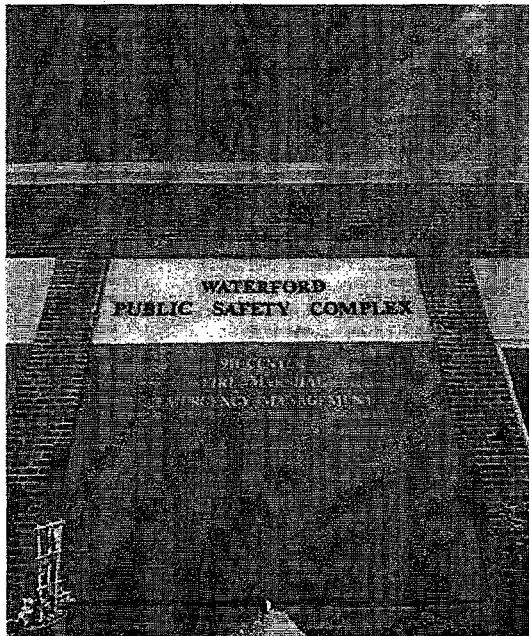
FROM LIGHT  
INSTALLATION  
TO LEAKS....



## CAPITAL PROJECTS

### **ADA Access to the Police Department**

This project will be bid in March of next year. It will provide ADA access to the public entrance to the Detectives area of the building.



### **Public Safety Facility:**

Replacement of a failing Roof Top Unit that provides heat and cooling. This will be bid in January of 2022.

### **Town Hall Bathrooms**

Design work has been secured to replace the bathroom facilities at the Town Hall. Funding for this project will be in the future.





**CONSERVATION COMMISSION  
FISCAL YEAR 2020/2021  
ANNUAL REPORT**

**I. Commission Overview**

The Waterford Conservation Commission functions as the Town's Inland Wetlands Agency, authorizing and enforcing activities affecting inland wetlands and watercourses in accordance with the Waterford Inland Wetlands and Watercourses regulations and the CT General Statutes 22a-36 through 22a-45. The Conservation Commission is also responsible for the statutory requirements of maintaining an inventory of open space lands and natural resources, and making recommendations regarding the management and preservation of Open Space and natural resource areas.

During Fiscal Year 2020/21 the Commission held 21 regular meetings and 2 special meetings to consider 18 applications to conduct regulated inland wetland and watercourse activities. All meetings were conducted virtually via Zoom and all meeting recordings are available on the Town web site.

**II. Permits Issued**

A total of 18 permit authorizations were issued to conduct activities regulated under the Waterford Inland Wetlands & Watercourses Regulations.

**Residential Permits**

Eight inland wetland permits were issued for residential improvements, including additions, accessory structures, driveway construction, stream stabilization, pond maintenance and control of invasive plant species. Permits for two residential subdivisions and one new lot construction were authorized, and one previously authorized permit was extended for a new residential lot.

**Commercial Development**

Commercial developments approved included a manufacturing facility on Parkway South and a multi-family commercial development on Willetts Avenue.

**Municipal Projects**

- Invasive Species Removal and Wetland Buffer Enhancement – Town Green
- Pond Maintenance – Civic Triangle
- Culvert Replacement Gallows Lane
- Drainage Improvements Municipal Complex

Inland wetland permits issued in FY 2020/21 authorized the disturbance of 0.137 acres of wetland, of which 0.03 acres involved temporary disturbance which was subsequently restored. Permanent wetland fill involved 0.107 acres. Mitigation for the permanent disturbance of wetland area totaled 0.084 acres of wetland creation and enhancement activity.

Fees received from permit applications totaled \$800.00.

### **III. CONSERVATION TASKS**

#### **A. Town-Wide Stream Water Quality Monitoring**

Stream water quality sampling was conducted by Town staff in November 2020 and June 2021. 28 locations were monitored on Jordan Brook, Nevins Brook, Fenger Brook, Hunts Brook, Stony Brook, Oil Mill Brook, Millstone (Beebe) Brook, Green Swamp Brook and a tributary stream to Goshen Cove. Water quality parameters analyzed include total coliform, e. coli and enterococcus, suspended solids, chemical oxygen demand, nitrogen compounds, phosphorus and chloride. The laboratory analytical cost for sample analysis was \$9,632.50.

The Commission has established a long-term database used to evaluate potential impacts of land use and development on stream health, to determine measures required to protect water quality, and to allow long-term tracking of water quality. Jordan Brook, Nevins Brook, Stony Brook and Oil Mill Brook support native trout. Habitat requirements for these fisheries include cool, oxygenated waters with suitable substrate conditions to provide food and aquatic habitat. Alterations and loss of vegetative cover, soil erosion, flow alterations and stormwater discharges can adversely impact the biological conditions of these watercourses.

The Commission strongly supports continued monitoring and assessment of the Town's water resources to measure potential pollutant loads and detect changes in surface water quality. The Commission's goal is to improve or maintain existing water quality that flows into Long Island Sound and the shoreline resources of Niantic River and Bay, Thames River, and Jordan Cove. The CT DEEP identifies these receiving waters as impaired, not meeting designated uses or water quality goals, primarily due to elevated bacteria concentrations, which affect the harvesting and direct consumption of shellfish.

### **IV. PROFESSIONAL SERVICES**

Professional fees expended during FY 2020/21 totaled \$250.00 for delineation of inland and tidal wetlands.

### **V. CONFERENCES/EDUCATION**

Commissioners and staff attended virtual training and educational seminars regarding inland wetland regulation, case law, and resource conservation and restoration hosted by the CT Association of Inland Wetland & Conservation Commissions. The Commission satisfies the minimum required training recommended by CT DEEP for inland wetlands agencies through completion of the on-line training program provided by CT DEEP.

### **COMMISSION MEMBERS**

Richard Muckle - Chair	Geneva Renegar
Tali Maidelis - Secretary	David Lersch
Jessica Patterson	Wade Thomas
Julie Wainscott - Alternate	Ivy Plis - Alternate

Commission Staff: Maureen FitzGerald, Environmental Planner  
Katrina Kotfer, Recording Secretary

Respectfully Submitted:

---

Waterford Conservation Commission

---

Date

This page left intentionally blank



## Economic Development Commission 2020/2021 ANNUAL REPORT

The Economic Development Commission's purpose is to support and grow Waterford's economy. The Commission is empowered by Town Ordinance and State Statutes to serve as a platform to coordinate activities and groups that work in support of economic development. Broad responsibilities the Commission may undertake include market analysis, business recruitment and retention, marketing the Town, and recommending actions that Town can take to meet its development goals.

The Economic Development Commission held 9 meetings during the 2020-2021 Fiscal Year. Meetings were cancelled in September, March and April, the 2 later due to COVID-19. The Commission met virtually beginning in May of 2021.

### Research

Waterford Economic Development Commission is enabled by CT State Statute, Sec. 7-136, "...for the promotion and development of economic resources..." to:

- Conduct research into economic conditions and trends
- Make recommendations regarding action to improve the economic condition
- Coordinate the activities of, and cooperate with, unofficial bodies organized to promote economic development
- Advertise and distribute [media] which will further its purposes
- Annually prepare a report of activities and recommendations for improving economic conditions and development

The Commission makes note of its enabling legislation in order to illustrate what it is *not* enabled by Statute: execution of initiatives. To put that another way, EDC is not empowered to *act* in the interest of economic development. As constituted, EDC is essentially an advisory panel.

EDC has noted increasing attention and energy focused on the Commission, both internally and externally. EDC seems to be a priority for town leadership. American Rescue Plan funds have been earmarked for use in funding EDC programs, and a spirit of collaboration among the First Selectman, Finance and Planning Directors, and EDC has begun developing.

EDC has conducted an audit of municipal government leadership, Boards, and Commissions, and has found there to be a lack of a cohesive economic development strategy that is consistently applied. The primary artifact EDC located was the Plan of Preservation, Conservation, and Development (POCD) from 2012—an economic lifetime ago. While EDC notes that economic development is important to all stakeholders, actions are uncoordinated and inconsistent.

### **Recommendations**

As such, EDC recommends the following measures regarding action to improve economic conditions:

1. **With Department Leadership, Boards, and Commissions, co-create an economic development strategy** for the next 18-24 months, 3-5 years, and 10 years. Alignment on a diagnosis, guiding policy, and coordinated actions will help drive concerted action across these bodies, and provide valuable inputs to the 2022 PODC update.
2. **Develop a Way-of-Working Agreement** and process with Department Leadership, Boards, and Commissions to enable proactive information flow, cross-body alignment, prioritization, and efficient execution of Economic Development initiatives.
3. **Create the full-time staff position of Director of Economic Development** within Waterford municipal government. Reporting directly to the First Selectman, this experienced leader would be tasked with leading strategic development and alignment across aforementioned entities, leading execution of Economic Development initiatives, collaborating with neighboring municipalities and non-government entities such as the Chamber of Commerce and seCTer, to scale successful programs, and being the face of Waterford Economic Development as a spokesperson, advocate, and lobbyist to build a robust Waterford economy.

In the midst of a pandemic, The Economic Development Commission redirected its focus to develop a new charter. The Commission's priorities centered on developing a clear mission and focusing on select projects for members to align around

### **Report of Activities**

Two initiatives the Commission began work on in the Fiscal Year are the Startup Microgrant Program and the Small Business Grant Program. The Startup Microgrant Program was developed to offer funding and exposure to community members starting new ventures with high growth potential. Eligible

enterprises are required to be early stage, with less than both \$50,000 in lifetime revenue and less than \$50,000 in funding raised. The program is in review with the First Selectman and Director of Planning with implementation slated for the first quarter of 2022.

The Small Business Grant program will provide one-time, reimbursable grants to existing small businesses in Waterford towards capital improvements up to \$40,000. The program is in development and anticipated to be implemented upon approval in 2022.

The Commission also reviewed Public Act 21-1, regarding responsible and equitable adult use of cannabis, and issued an economic development recommendation for Planning and Zoning.

The Commission is also assisting the Planning Director in the redevelopment efforts for the Crystal Mall and has reached out to the individual owners to express interest coordinating efforts with potential developers. To date there are no redevelopment projects contemplated.

Additional website work on the Economic Development Commission's page was also undertaken to align with the Commission's purpose.

---

**MEMBERS**

Dan Radin, Chair  
Ed Lusher  
Eric Palmer  
Jill Szymanski

---

**ALTERNATE MEMBERS**

Greg Attanasio



This page left intentionally blank



**Waterford Emergency Management  
2020-2021 Annual Report**

The Emergency Management Department recognizes that without the support, assistance and cooperation of all town departments, boards and commissions, our ability to effectively manage emergencies as a town would not be successful.

**COVID-19 PANDEMIC**

The issues associated with the COVID-19 pandemic have persisted through the current fiscal year. Personal Protective Equipment (PPE) became the norm in everyone's professional and personal lives. This posed many challenges to the way the Town of Waterford conducts business and employees carry out their daily tasks. Town buildings and programs were open and operational throughout the fiscal year, but masking requirements have varied over time based on COVID-19 positivity test rates in the region. Meetings are held both in person and in on-line meeting platforms. Monthly remote meetings with State officials have been the norm for Emergency Management. EMD Sinagra has been meeting regularly with Ledge Light Health District (LLHD), the Connecticut Department of Health (DPH), The State of Connecticut Governor's Office, the State of Connecticut Department of Emergency Management and Homeland Security-Region 4 (DEMHS) and others to determine best practices and public safety during this unprecedented pandemic.

EMD Sinagra supplied several town departments with personal protective equipment (PPE) from the Strategic National Stockpile. This equipment was requested from the State of Connecticut and distributed weekly by the Connecticut National Guard to towns at no cost during FY 2020. The PPE primarily consisted of surgical masks, nitrile gloves, hand-sanitizer and face shields. The purpose of this program was to fill the gap in the availability of PPE as there was a global shortage at the start of the pandemic. This program was ended on August 7, 2020 leaving towns to purchase PPE for employees. The supplies received by the Town of Waterford from this program have been exhausted. EMD Sinagra is working to secure other sources at no cost to the town.

Waterford Emergency Management partnered with Ledge Light Health District (LLHD) on COVID-19 drive-thru testing clinics at the Waterford High School parking lot in October and November of 2020. Both clinics were well attended. The town continues to partner with LLHD and hosts weekly drive-thru testing at the Waterford Public Library parking lot.

**MILLSTONE DRILLS**

Millstone drills resumed as the COVID-19 pandemic waned slightly allowing for the safe congregation of essential personnel to participate in the drills. A rehearsal drill was held on May 4, 2021. This was a full-scale exercise which included representatives from FEMA. The FEMA representatives provided feedback for continued preparation for the FEMA evaluated Millstone drill to be held on June 8, 2021.

A full-scale FEMA evaluated Millstone Drill was held on June 8, 2021. This drill was attended by EMD Sinagra, as well as members of many other town departments. FEMA evaluators were also in attendance. The evaluation by FEMA was positive of the performance of the EOC staff's response to the Millstone drill scenario. All costs associated with the rehearsal drill and the evaluated drill were fully reimbursed by the Nuclear Emergency Safety Program grant including salaries and overtime.

## **REGIONAL SUPPORT**

The Town of Waterford continues to be a Regional Distribution Center during area emergencies. A written agreement with the State of Connecticut was recently renewed for this purpose. The new Waterford Public Works equipment storage building located at 1000 Hartford Turnpike was completed at the beginning of 2021. Town of Waterford Emergency Management hosted Ledge Light Health District and the Connecticut Department of Emergency Management and Homeland Security (DEMHS) – Region 4 at the Public Works facility to facilitate a regional drive-thru vaccination clinic on February 28, 2021. A follow-up vaccination clinic was held at the Public Works facility on March 28, 2021 to provide the second dose to those who attended on February 28. The events were very successful and proved the facility as a viable site for mass distribution/vaccination, etc. in the future.

## **RADIOLOGICAL SAFETY**

EMD Sinagra worked with the State of Connecticut, Radiological Emergency Preparedness, Division of Emergency Management and Homeland Security to replace out-of-calibration radiological equipment assigned to the Town of Waterford with updated equipment. All radiological equipment is currently up-to-date.

Potassium Iodide (KI) tablets distributed to residents, schools and other facilities in the Town of Waterford for use in the event of a nuclear emergency had expired. The State of Connecticut Division of Emergency Management and Homeland Security, Radiological Emergency Preparedness recently supplied new KI tablets to towns in the Emergency Planning Zone (EPZ) for distribution. Due to COVID-19, EMD Sinagra set up drive-thru distribution days in the Waterford High School parking lot in October and November of 2020. KI tablets are currently available for pick-up by residents at the Waterford Police Department.

## **TRAINING**

### **Emergency Communications Center**

There is currently one part-time dispatcher and one full-time dispatcher training in the Emergency Communications Center. The full-time trainee was recently hired and comes to the Town of Waterford with full-time dispatching experience in the region. Training will not take long and they will be soon assigned to fill the only full-time vacancy in the department.

The one part-time trainee is progressing. Once trained, they will be utilized in the schedule as permitted by the full-time dispatchers' collective bargaining agreement. EMD Sinagra will then begin a selection process to fill additional part-time positions.

The completion of training by both will result in a reduction of overtime for the department.

## **Emergency Management**

EMD Sinagra was scheduled to attend Central Square's training conference in the spring of 2021. Central Square is the vendor for the town's Computer Aided Dispatching (CAD) system and the Records Management System (RMS). This conference was cancelled for the second consecutive year due to the COVID-19 pandemic. The conference is rescheduled for March, 2022 and EMD Sinagra as well as members of emergency dispatch and the police department will be attending.

## **EMERGENCY OPERATIONS CENTER**

A review of the equipment/technology in the emergency operations center (EOC) has revealed some areas where updating and improvement is needed. EMD Sinagra acquired funding through the Nuclear Emergency Safety Program (NESP) to purchase an 86-inch wall-mounted touch screen that will allow for real-time mapping of incidents using the town's existing Geographic Information System (GIS) and other products overlaid on the map. The other products are offered by the National Hurricane Center, the National Weather Service, and HURREVAC to name a few. These products will allow EOC staff to view inundation maps, SLOSH maps, evacuation plans and routes, and other information to aid in making timely, critical decisions. The Emergency Management Department will be working with the Planning Department and the town's GIS contractor Tighe & Bond on this project in the current fiscal year. The work by Tighe & Bond is fully funded by the NESP grant.

The need for the town's full access to Everbridge services was recognized in FY 2021. Everbridge is a notification service often referred to as "reverse 911." The town was able to enter into a three-year contract with Everbridge. Training was received and the system was built out to use in the Town of Waterford. Everbridge has been set up to notify paid firefighters of emergency callbacks for large-scale incidents. Everbridge is also in use in town for emergency notifications to citizens and businesses for things such as storm preparation and response.

It was discovered that the software used to track citizens needing assistance in the event of an evacuation was very outdated, difficult to use, and not supported by the manufacturer since 2007. The data stored in FoxPro format was converted to Microsoft Access format and has been set up for use on that platform. The data has been updated through collaboration between Emergency Management, Senior Services and the Town Clerk's office. This will allow for much easier access and use of the information stored for use during emergencies.

## **DISPATCH EQUIPMENT**

The med radios used to connect the ambulances with the hospital emergency room were over 20 years old and well past their service life. The system was frequently failing and requiring costly maintenance. Funding to replace the radio system at \$20,012.19 was appropriated in FY2021. The project was completed in FY2022 and the new radio system is in service.

The Yale New Haven Health, Lawrence + Memorial Hospital Paramedic program communicates with the Waterford Emergency Communications Center (WECC) via a radio control station installed in the WECC radio room. The YNHH, L+M Paramedics are in the process of converting to the State of Connecticut Radio System. An out-of-series transfer was authorized in FY2021 to purchase and install a control station that will connect the WECC to the State of Connecticut radio system for the purpose of dispatching the paramedics. YNHH, L+M Hospital compensates the town for this service. This control station will give the Town of Waterford additional public safety communications benefits within the

region. Computer chip shipping problems and technical issues have delayed this project. These issues are being remedied and the project is moving forward. This project should be completed before the end of FY2022.

#### **EMERGENCY OPERATIONS PLAN**

EMD Sinagra is working with the State of Connecticut, Department of Emergency Management and Homeland Security (DEMHS) Region 4 to update the Town of Waterford Emergency Operations Plan (EOP) as required by state statute. The updated EOP will be distributed to all key personnel for use during training drills and/or actual events.

#### **GRANTS**

Three grants totaling \$134,777.00 was awarded to the Emergency Management Department in FY 2021. The Nuclear Safety Emergency Fund (NSEF) grant was awarded for two projects for \$78,872.00. There is no town match required for this grant. The first award was for the reimbursement of costs for exercises and training for Millstone drills and drill rehearsals. This amount is \$30,972.00 and was applied to the EMD's salary for one quarter of the year as well as all costs associated with drills and rehearsals. The other project was for Emergency Operations Equipment. This amount was for \$47,900.00. The funding was approved for the installation of fiber-optic cable from Millstone Road to the Waterford public safety building. This project was completed and the town has been reimbursed. This is the first step in installing pan/tilt/zoom (PTZ) cameras at the entrance to the Millstone Power Plant. The camera system is funded by the NSEF grant in FY 2022 and will allow town emergency personnel to observe traffic on the evacuation route in the event of a radiological emergency.

EMD Sinagra applied for pool funding which became available at the end of the grant cycle for the purchase of uninterruptable power supply (UPS) replacement batteries for the UPS systems located at each of the five radio tower shelters in town. Sixty batteries were needed for this project. The cost of the project was \$36,898. This grant was awarded and reimbursed the town 100% of the cost of the battery replacement project.

The third grant was the Emergency Management Performance Grant (EMPG). This funding comes from FEMA and flows through the State of Connecticut as the fiduciary agent of the funding. The town was awarded \$19,007.00. This funding is used to subsidize the EMD's salary.

There are currently two open grants from the Nuclear Safety Emergency Program for FY 2022 totaling \$97,073.00. One is in for \$63,500.00. This project is for the purchase of an 86-inch touch-screen monitor and associated peripherals for the Emergency Operations Center as well as the development of associated software to overlay several data sources onto one screen. This grant also covers the cost of the purchase and installation of PTZ cameras at Millstone Road and Rope Ferry Road. The other NSEF funding of \$33,573.00 is for Millstone drills and associated preparation, and EMD salary reimbursement. There is no town match required for NSEF grant funding so all costs are covered at 100%.

#### **DISPATCH CONSOLIDATION**

The Town of Waterford has been actively working with the City of New London on a project to consolidate and share data while using the same Computer Aided Dispatch (CAD) systems and sharing computer servers. This project may lead to the possibility of consolidating emergency dispatching services into the Waterford Emergency Communications Center in the future. EMD Sinagra and others

from the Town of Waterford meet on a bi-weekly basis to work through issues to accomplish this goal. A regional center will open grant opportunities to subsidize the start-up costs and the annual costs of providing emergency communications to the participating municipalities.

EMD Sinagra will continue to seek efficiencies and improvements to current practices and will implement the aforementioned projects that are not already underway during the upcoming fiscal year. EMD Sinagra will continue to work with our Emergency Management partners to provide Waterford residents with the best possible service.

Respectfully submitted,

*Steven R. Sinagra*

Steven R. Sinagra  
Emergency Management Director  
Emergency Communications Supervisor

This page left intentionally blank



The Ethics Commission has been rather active during the past year, and I will break down the main activities of the Commission into three related parts.

First, the Ethics Commission worked on and approved a revised-amended Code of Ethics. Much of the Code of Ethics deals with conflicts or potential conflicts of interest between Waterford officials, agencies and/or Waterford citizens. Regarding the new Code, after its passage, the Town Attorney, Robert Avena, has been talking to Waterford Agencies; answering questions and advising relative to officials' responsibilities and how to respond to claims of Ethics' violations.

Second, the Ethics Commission handled a formal complaint made by a member of a Town Committee against another member of that Committee. The complainant maintained that an officer of that Committee should not have voted on a matter where a close relative was an employee of the matter being voted on. After conducting hearings and meetings on the complaint, the Ethics Commission decided that this Complaint was decided under the former Ethics Code, and that under that then applicable Code, to prevail on the Complaint, an actual conflict of interests must be shown. In this context the Commission decided that the necessary level of Conflict had not been proven.

Third, in a related matter, the Commission was requested to issue an Advisory Opinion that was made under the new Code of Ethics. The requested advisory opinion hinged on the question of Conflicts of Interest, and it ultimately decided that in the context of the requested advisory opinion the **perception** of a conflict can be sufficient to establish a Code violation.

It should be noted that the foregoing is meant only to depict the work of the Commission over the past year. Anyone interested in more specifics should contact the source material, available in most instances at the Town Clerks Office or the Commission's Chair.

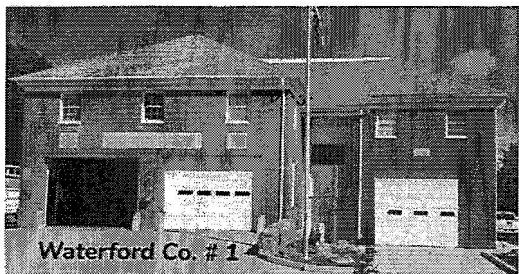
In recent weeks, Commissioner Steve Garvin found it necessary to resign his position because he won election to Waterford's RTM. As a result, the Commission now has one vacancy.

Submitted by Martin Zeldis, Chairperson of Waterford's Ethics Commission

This page left intentionally blank



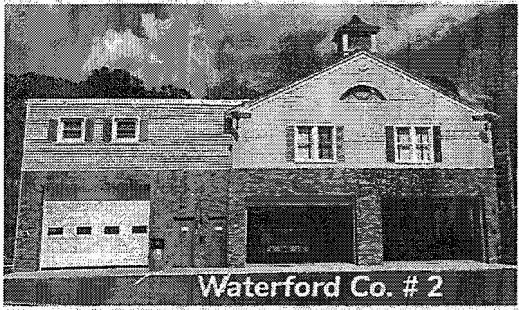
# Waterford Fire Department



Waterford Co. #1

## Waterford Co. #1

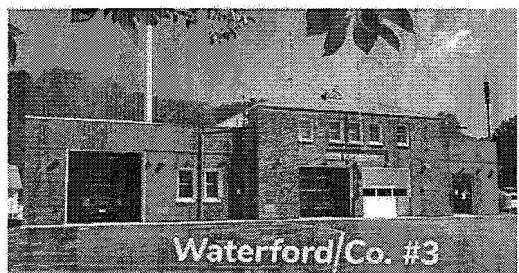
Jordan Fire Department  
89 Rope Ferry Road, Waterford  
Est. 1920



Waterford Co. #2

## Waterford Co. #2

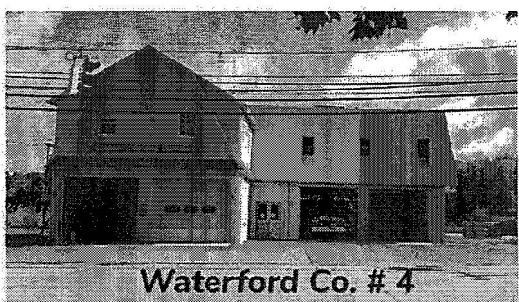
Quaker Hill Fire Department  
17 Old Colchester Rd, Quaker Hill  
Est. 1927



Waterford Co. #3

## Waterford Co. #3

Goshen Fire Department  
63 Goshen Road, Waterford  
Est. 1927



Waterford Co. #4

## Waterford Co. #4

Oswegatchie Fire Department  
441 Boston Post Rd. Waterford  
Est. 1929



Waterford Co. #5

## Waterford Co. 5

Cohanzie Fire Department  
53 Dayton Road, Waterford  
Est. 1942

## Waterford Fire Department

Fiscal Year 2021



Fiscal year 2021 was a major transition year for the Waterford Fire Department. Created by Representative Town Meeting on October 7, 2019, The Waterford Fire Department is a multi-discipline emergency service organization. The department provides fire prevention and fire suppression services in addition to emergency medical services, advanced rescue techniques, and hazardous materials containment and mitigation planning.

Fire suppression, rescue and other emergency service work is conducted not by individuals, but by teams. Each team is dependent upon itself and others, to accomplish specific tasks at hand, and to ensure that all operations are conducted safely. This "safe conduct" refers to both the safety of the public we serve, and to our fellow team members.

The COVID-19 pandemic, still in full swing during the beginning of the fiscal year, compelled the Fire Department to become creative with its interaction with the public, while continuing to provide excellent emergency services, personnel training and fire prevention education.

The Waterford Fire Department is a combination department, which utilizes volunteer and career members, and is comprised of five (5) volunteer fire stations: Waterford Fire Company #1 (Jordan), Waterford Fire Company #2 (Quaker Hill), Waterford Fire Company #3 (Goshen), Waterford Fire Company #4 (Oswegatchie) Waterford Fire Company #5 (Cohanzie) and a contracted ambulance company.

This division protects the life and property of Town residents and visitors from fires and critical health threats through its primary operations in response to fire and medical emergencies.

## Vision

The Mission Statement is the bedrock of any organization. By identifying the purpose of the fire service, one can better understand the goals the department shall be committed to accomplishing.

To provide a range of programs designed to protect the lives and property of Waterford's residents and visitors from the adverse effects of fires, sudden medical emergencies or exposure to dangerous conditions, caused by nature or humans.

Our service delivery is enhanced through training, education, planning, and teamwork. The goal is to safely achieve our mission while remaining fiscally responsible, professionally effective and proficient in the use of all appropriate resources.

An essential function of the Department is to provide a positive presence in the community. A strong emphasis will always be placed on strengthening the bonds between the Fire Department and the community it serves.

## National Fire Incident Reporting



The National Fire Incident Reporting System (NFIRS) is a reporting standard that fire departments use to uniformly report on the full range of their activities, from fire to Emergency Medical Services (EMS) to severe weather and natural disasters. During fiscal year 2021, the fire department responded to **2239** incidents. Our Incident Reporting System will be undergoing a major upgrade in F/Y 23. The new system has many new features we are now required to document and track in the fire service. We will be able to look at our incidents and track our training, responses, and geographical locations to pin point areas of need in public education on fire and medical emergencies. This will allow us to serve our community more efficiently.

## Fire Suppression



Fire Suppression operations are organized to effectively combat the types of fires that are likely to occur in the community. The priority goals of suppression are as follows:

- A. Save lives
- B. Limit the spread of fire
- C. Extinguish the fire
- D. Minimize the property damage from the fire-related hazards

Firefighters are equipped and trained to perform an aggressive interior attack on structure fires in order to accomplish the goals. Fires in structures present the highest probable risk life and property. This includes fire involving occupancies such as single and multiple family dwellings, health care facilities, educational facilities, hotels, stores, office buildings, warehouses and various industries. There are various construction types common within the fire protection area ranging from wood frame detached buildings to sprawling strip malls constructed of concrete and steel trusses.

The department experiences a large risk of fire in non-structural locations and facilities. Outside fire involving brush, woods, propane and natural gas, and electrical equipment are not uncommon. The community also contains major highway and railway arteries and are within flight paths of major airports. These transportation networks present the additional risk of fire in the respective vehicles and cargo.

## **Emergency Medical Services**

Medical calls continue to be the largest part of the fire department's call volume. In FY2021, the fire department responded to **1,499** emergency medical calls to care for sick and injured people within the community. Firefighters are equipped and trained to perform to the level of Emergency Medical Technician to perform Basic Life Support level care. Our fire fighters carry on our fire trucks equipment and medications to assist us in a cardiac incident, overdose, or a major bleed. Our personnel maintain continuing education to keep certifications to better serve this community.

Waterford Ambulance Service (WAS) took over management and staffing of the ambulance service on July 1, 2020. Fire Services works very closely with Waterford Ambulance on a daily basis serving the needs of this community.

## **Code Enforcement**

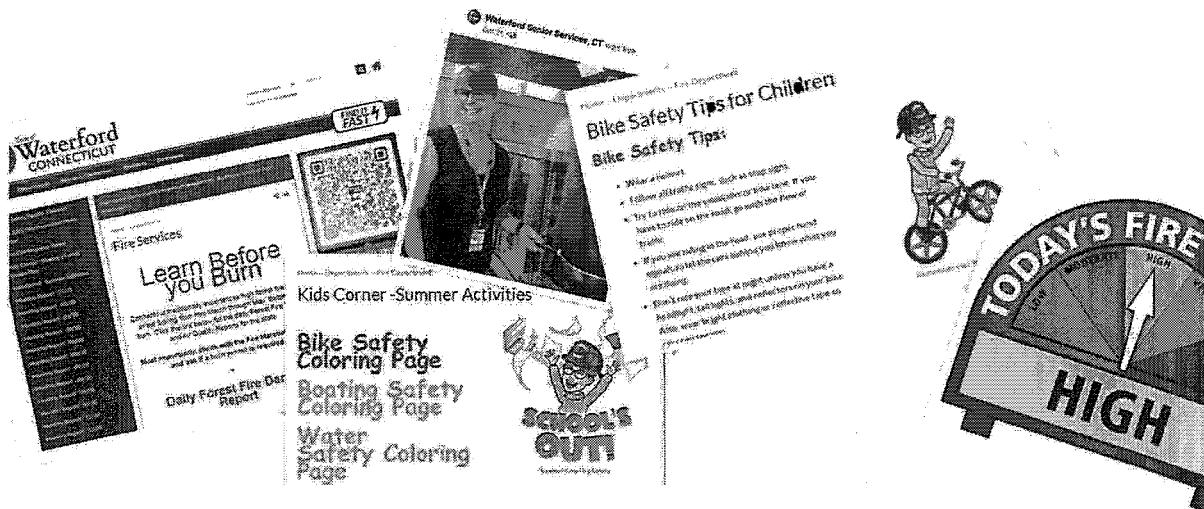
The Fire Marshal's Office is responsible for statutory and local ordinance requirements to ensure a complete level of community protection. Periodic inspections of buildings and plan reviews of proposed buildings for compliance with State statutes and regulations are conducted to rectify conditions which may cause fires or situations that may allow a fire to spread uncontrolled. The primary goal of these inspections is to ensure the safe egress of occupants who may be endangered by the fire or its products. The Fire Marshal's Office protects the life and property of Town residents and visitors through its primary operations of code enforcement, building and other inspections, fire cause and origin investigation.

Construction continues to take place in Town, and as of this time, there are over six hundred occupancies such as schools, convalescent homes, churches, retail establishments, business offices and gasoline stations that require yearly inspections. This does not include the Millstone Power Station whose auxiliary buildings are required to be inspected. During fiscal year 2021, the fire inspection staff conducted a total of **139** fire safety inspections, citing **69** fire code violations. Enforcement of the Fire Safety Code provides safety and security to our residents and visitors.

## Fire Investigation

An investigation of all fires is conducted to determine the origin and cause of the ignition. This information is required in order to prevent the occurrence of future fires or at the very least reduce the severity. If the fire is determined to be incendiary, a thorough investigation is intended to prosecute the guilty party. In this case, the investigation becomes a deterrent to the crime of arson. Fire Marshal personnel in conjunction with law enforcement agencies perform the investigations. The data obtained is useful in targeting the areas of the community, demographics, and occupancies, which are more likely to have fires.

## Fire Prevention and Life Safety

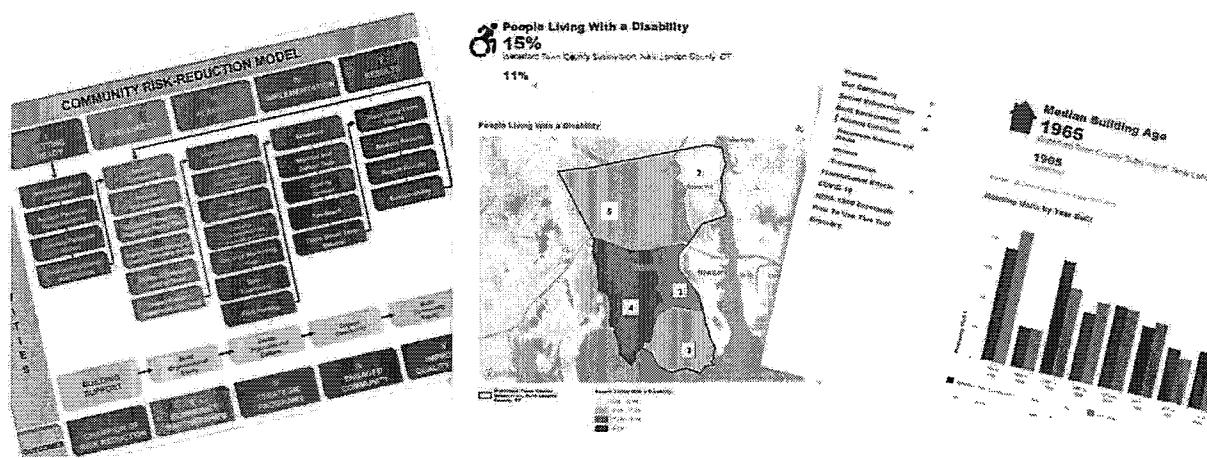


The Fire Department is extremely proud of its Community Safety Education program, which continues to be regarded as the cornerstone of our fire prevention efforts. Hundreds of hours are spent educating our school children and residents in the hazards of fire and methods in which to react in an emergency situation. Fire Prevention activities provided by the department are part of the comprehensive plan to protect life and property from fire and other hazards.

As with all facets of our department, Fire Prevention and Life Safety Education's reach into our community was transformed from mainly in person classroom instruction to a heavy presence on all forms of social media, virtual programs, educational material distribution and outdoor activities.

The benefits of distance learning allowed our Community Safety Educator to virtually complete four (4) courses from the National Fire Academy on Community Risk Assessment and Reduction plus over sixty (60) hours of continuing educational seminars at no cost to the tax payer.

## Community Risk Reduction



In January of 2021, the Waterford Fire Department was invited to participate in the National Fire Protection Association's (NFPA) Community Risk Assessment Pilot Project for 2021. Waterford was one of 14 Fire Departments in Connecticut to receive a customized dashboard which enabled community level data implementation to assist in the Town's Community Risk Reduction.

Community Risk Reduction is a data-informed process to help communities find out what their risks are and develop a plan, with the help of key stakeholders, to reduce the risks that are viewed as high priority. Through prevention and mitigation of incidents, the CRR process can reduce property damage, reduce injuries, and save lives.

The end result of CRR efforts is to create communities that are safe, healthy, prepared and resilient.

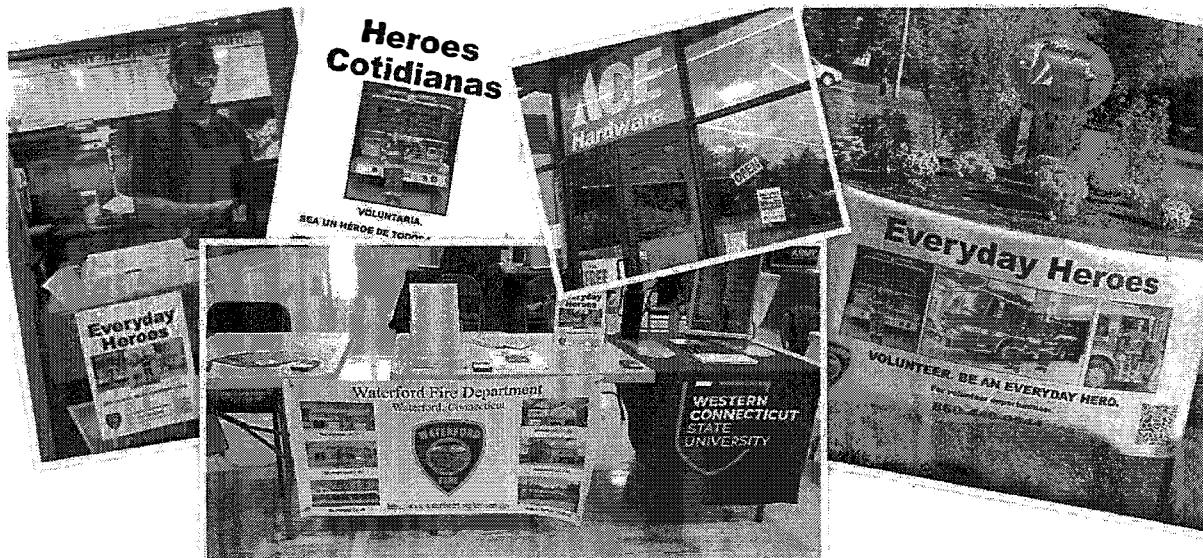
With the retirement of the Director of Fire Services, the Community Safety Educator became the lead liaison on the CRA pilot project for the Town. She

attended weekly workshop webinars and completed courses through the National Fire Academy on CRA and CRR as previously stated. The dashboard was shared with key department heads for their input. The overwhelming consensus was that the customized dashboard, not only an important tool for the Fire Department, could be utilized by all town departments for insights into Waterford's demographics as well as a tool for grant writing opportunities.

The Fire Department's plan is to purchase the dashboard after the project end in June 2021 and make Community Risk Reduction a top priority in fiscal year 2022.

## **Goals for Fiscal Year 2022**

### **Recruitment**



Volunteer recruitment is one of our top priorities for FY 22. As it is all over the country, volunteer recruitment and retention is a fire departments biggest challenge.

The Waterford Fire Department has started a bold recruitment campaign using exciting and innovated ways of getting our message to the community. Utilizing current volunteer personnel, new recruits and our Community Safety Educator's

background in advertising, the Fire Department has brought our efforts beyond the standard methods to a new and diverse audience.

Using a simple but powerful message distributed over all forms of social media and using targeted demographic and geographic reach, provided by Facebook insights, our campaign post over several months had been viewed almost 16,000 times.

We have also partnered with some community businesses to support our efforts. They generously agreed to display our posters in their restaurants and stores as well as post our message on their business and personal social media pages.

For the first time in October 2021, The Fire Department participated in the Waterford High School College fair. It gave our young adults an opportunity to learn about career firefighting continuing education at the Connecticut Fire Academy and volunteering for their local fire department.



Fiscal Year 2022 will continue to see a combination of remote and in person learning opportunities throughout our community.

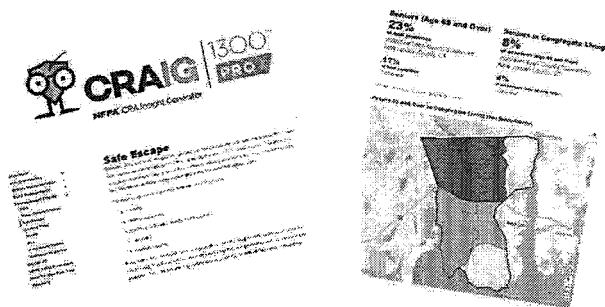
Fall of 2021 allowed for some outdoor education for Waterford's third grade classes and a fire house tour for SPED students from Clark Lane Middle School.

Plans are being made for classroom visits beginning in early 2022.

This fall the Community Safety Educator and the Director of Waterford Ambulance Association formed a partnership to deliver life safety instruction, education and support for the Town's at risk residents. Since both entities work daily with our senior and vulnerable populations, this collaboration not only benefits our residents but doubles resources in time and expertise. The team's first priority will be informational sessions at Senior Services Center along with Assisted and Senior Living facilities in the Town of Waterford.

A Fire and Life Safety presence will be seen at all community events for the continuing education of all residents and will distribute quarterly newsletters which was a high resident priority based on the Waterford Community Survey from 2019.

### **Community Risk Reduction and NFPA's CRAIG 1300 Insight Generator**



CRAIG 1300 customized dashboard is designed to help the Fire Department uncover risks, prioritize where to focus resources, and communicate data-driven plans with at-your-fingertips visualizations that can benefit all Town Departments and community leaders.

The dashboard, created exclusively for the Town of Waterford, provides access to datasets and turn them into insights toward the unique risks, hazards, and capacities of our community.

These comprehensive insights provide opportunities for collaboration across agencies to work towards broad, common goals including and outside of safety

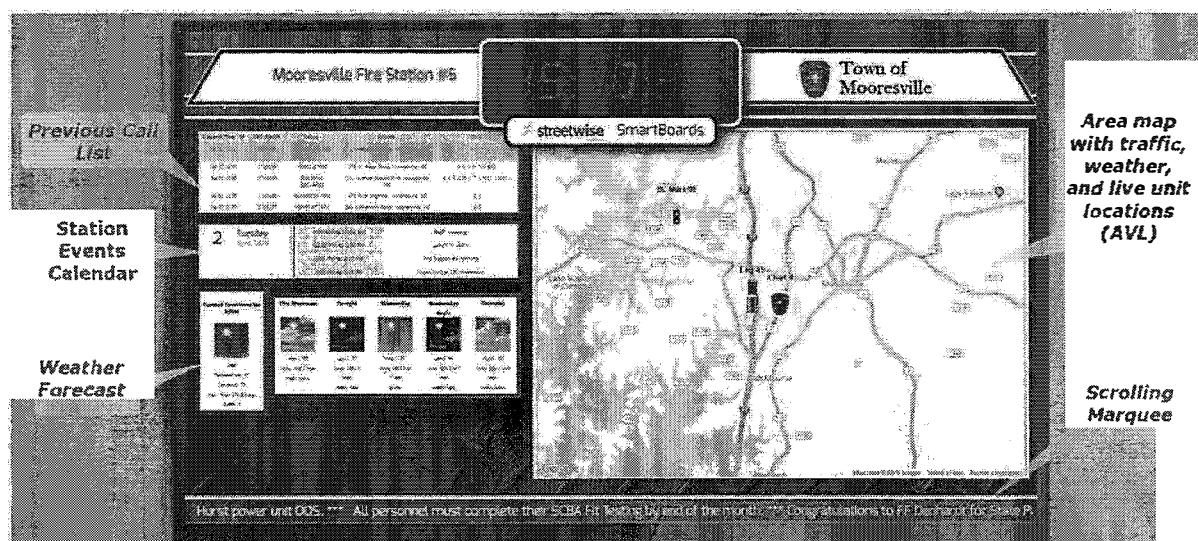
All Town departments can utilize this wealth of demographic information when applying for local, regional or national grant funding opportunities.

The Community Safety Educator will continue to be the lead liaison for Community Risk Assessment/ Reduction and will assist the Director of Fire Services in creating and supporting risk reduction initiatives designed strategically to mitigate future threats.

### Technology changes for the Fire Service

Technology changes for Waterford Fire Services will have a big impact on our operations. Having the information needed to mitigate an incident quickly, safely and to serve the residents, businesses and visitors in a more professional manner. In our Stations we will have our **Smartboards** that will assist our fire fighters daily. With all Stations getting the same message. To keep all personnel informed.

**SmartBoards** provide an overview of the department's activity, announcements, schedules, and a map showing recent calls, live unit locations and even current weather conditions. When a call for your station is received, the monitor provides an audible and visual alert and switches automatically to response mode, providing an instant glimpse of the call location, surrounding hydrants, FDC locations and other map customizations, along with a navigation route from station to call.

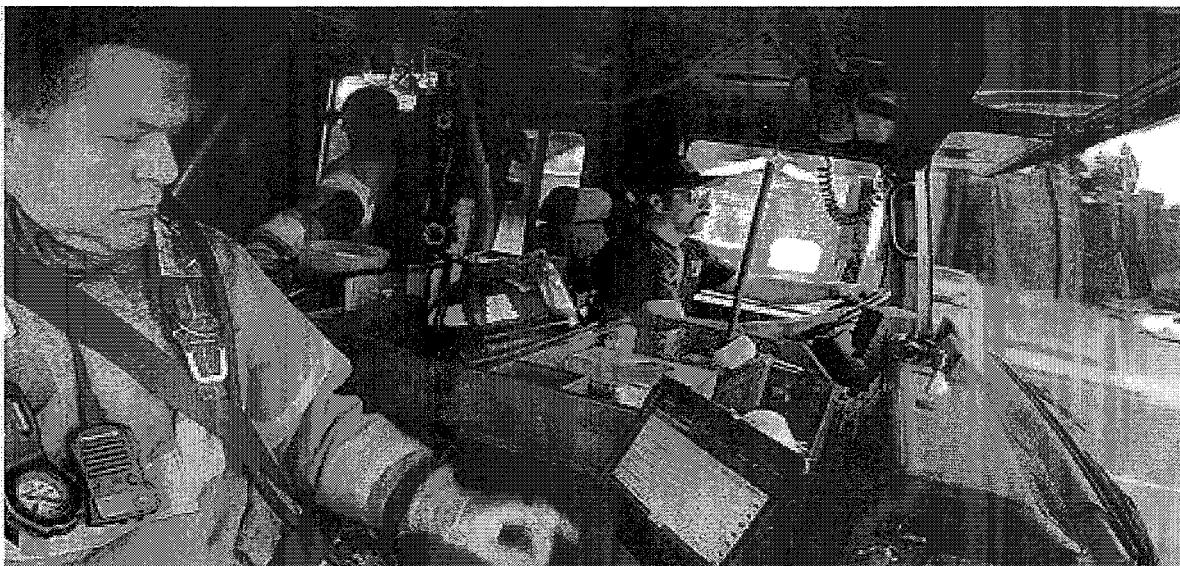


- Map with Live Traffic & Weather
- Live unit locations\*
- Messages from administration
- Incident log (last 5 calls)
- Daily Agenda Event Calendar
- Weather Widget

- Audible and visual alert with new calls
- Incident details provided by CAD
- New incident alert map with route from station

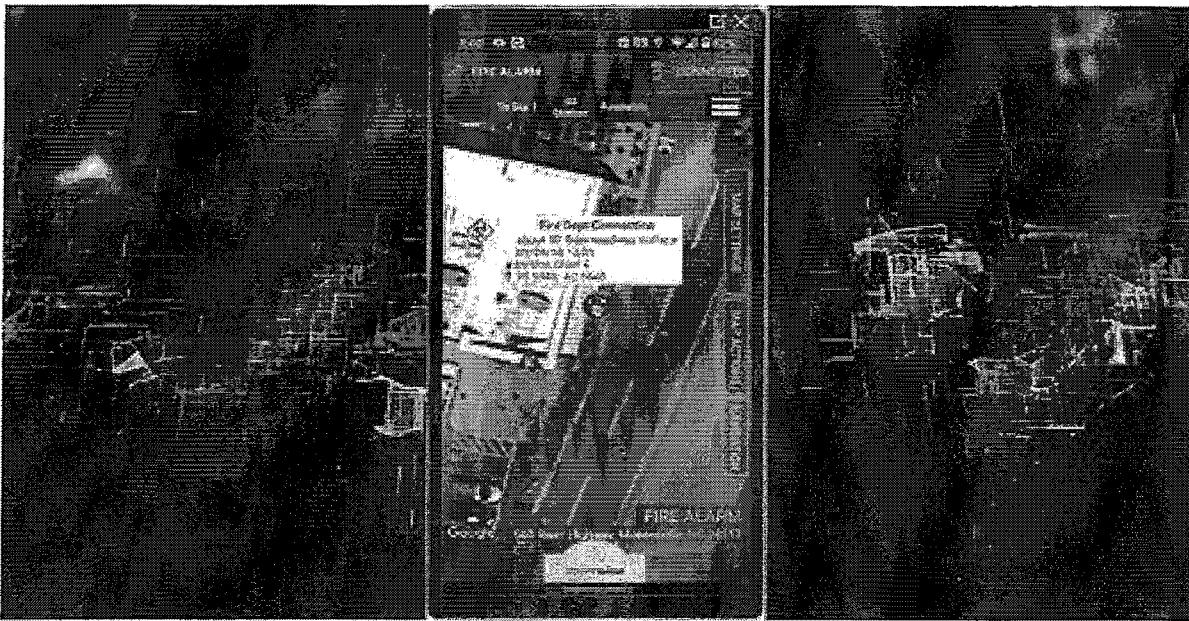
### **Streetwise CAD link Tablet MDT**

Apparatus mobile software. These tablets mounted in our apparatus will give our first responders the information in real time. Information directly from our Communications Center. Fire fighters will have, mapping directions, hydrant locations, GPS tracking of responding units and pre-plans of facilities. Showing hazards, type of occupancy, alarm panel information, sprinkler systems and more. These tablets are full-featured, cloud-based mobile solution, built specifically with fire and EMS apparatus in mind! What's more, StreetWise is a hybrid of response and preplan software, uniting these two traditionally distinct functions into a single platform. StreetWise makes it easy for our firefighters to conduct real on-site pre-incident surveys that follow NFPA 1620, then we make that information available during a response at the push of a button.



**StreetWise Responder for Smartphones**

Whether you're a volunteer, a part-time staff or a career firefighter with Waterford Fire, this app has all the features you've been looking for. It fully integrates with the other suite of StreetWise products we will have running, so whether you're another on-call responder, rolling down the road in a rig, or at the station, you'll always know who and what apparatus is responding on your call, where they are, and what they're doing.



By having the vision to transform today's fire/rescue service into a developing, proactive and professional service; a department that will exceed today's demands, and meet tomorrow's, the Director of Fire Services, Chief Michael J. Howley is continually evaluating the services that are provided to the Town. As we all strive to keep our budget within the preferred guidelines, we must also watch closely to assure that our level of services does not diminish. The proper deployment and staffing of resources will remain to be the focus as the time demands on our volunteers continues to show a strain on the number of qualified volunteers available during various time periods. Many agencies make up the Fire Department in the Town of Waterford, and we greatly appreciate their continued efforts.

Respectfully Submitted,



Chief Michael J. Howley  
Director of Fire Services

This page left intentionally blank



**Flood and Erosion Control Board  
2020/2021 ANNUAL REPORT**

The Flood and Erosion Control Board met six times in FY21. In addition to reviewing development plans as requested by the Planning and Zoning Commission, the Board discussed the following topics:

- Potential impacts to beach dunes from fireworks displays at the Waterford Town Beach.
- Flooding issues and tree removal on Gardiner's Wood Road.
- Sedimentation at Keeney Cove.

The Board also conducted two site visits to observe and document erosion along Niantic River Road and at Waterford Beach.

The Board continued to discuss opportunities to review and manage flooding and sedimentation issues related to Alewife Cove and the long-term management of Waterford Beach. The Flood and Erosion Control Board plans to coordinate its efforts in working with other Town departments and agencies to minimize erosion and damage to fragile dune and tidal marsh areas from pedestrians, watercraft and pets in accordance with the Plan of Conservation & Development and adopt recommendations of the Climate Change Risk Vulnerability, Assessment and Adaptation Study completed for the Town of Waterford.

---

**MEMBERS**

Baird Welch-Collins, Chair  
Geneva Renegar  
Christopher I. Callahan  
Baird Welch-Collins  
George R. Harran  
Alexander Kuvalanka

---

**STAFF**

Frances Ghersi, Recording Secretary

This page left intentionally blank

# WATERFORD HARBOR MANAGEMENT COMMISSION

---

## FY 2020/2021 ANNUAL REPORT

The Waterford Harbor Management Commission (WHMC) continued its efforts during FY2020-2021 to manage the waterways under its jurisdiction in accordance with the adopted Harbor Management Plan.

During calendar 2021, 207 mooring and 16 pulley pole permit applications were reviewed and approved by the Harbor Master in accordance with the Waterford Harbor Management Plan. As part of the mooring permit process, mooring inspections every 3 years continue to be required; pulley poles must be inspected annually. Due to the deterioration in mooring chain noted in the triennial inspections, the WHMC has begun discussions about increasing the frequency of inspections to every 2<sup>nd</sup> year.

During the year Brian Lynch resigned as Commissioner. Subsequent to the end of the fiscal year, Fred Wise was elevated from Alternate to Commissioner and a new Commissioner Alternate, Joseph Buths, was appointed. The WHMC again has a full slate of commissioners and alternates; this is the first change in membership since FY 2017-2018. Dave Crocker serves as our Harbor Master and Rich Miller as our Deputy Harbor Master. The WHMC continues to benefit from the continuity of Commissioners and Harbor Master and Deputy Harbor Master and from their depth of experience and expertise.

Our typical meetings include the review of applications for structures, such as docks, for consistency with the Harbor Management Plan. In August 2020 we undertook a comprehensive review of derelict and non-compliant mooring gear in the Waterford Harbor including the Niantic River, Jordon Cove, and the Quaker Hill areas. Over 70 derelict items were tagged with violation stickers; in May 2021 a number of those items were removed from the waters. In June 2021, registered letters were sent to individuals whose permits from 2020 or prior had not been renewed informing them of the need to renew their mooring permits or remove the gear from the waters. Of note (but more in our 2021-2022 annual report), fewer violations were observed in August 2021.

By: Jane B. Adams, Chair

FY 2020-2021

Harbor Management Commission

Jane Adams, Chair

Eva Bunnell

Greg Crocker, Alternate

Robert DeRosa

Robert Dutton

Philip Fine

James Hamsher

Fred Wise, Alternate

*One vacancy*

Harbor Master

David Crocker

Deputy Harbor Master

Richard Miller

This page left intentionally blank

FIFTEEN ROPE FERRY ROAD  
WATERFORD, CT 06385-2886



PHONE: 860-442-0553  
[www.waterfordct.org](http://www.waterfordct.org)

MUNICIPAL HISTORIAN  
HISTORIC PROPERTIES COMMISSION  
FY 2020-2210

The MUNICIPAL HISTORIAN is an agent of the town, appointed by the board of selectmen for a term of three years. The current historian was appointed in 1993. There is no job description. The 1987 enabling legislation simply allowed for municipalities to “[p]rovide for the appointment of a municipal historian. . .” What municipal historians statewide do is determined mostly by personal inclinations and local situations.

Among other accomplishments the historian was instrumental in the establishment of the HISTORIC PROPERTIES COMMISSION (HPC) in 1999. The HPC qualified the town for designation as a Certified Local Government (CLG), a program designed to promote the preservation of historic and cultural resources in partnership with the National Park Service and the State Historic Preservation Office (SHPO). The town has subsequently benefited from technical assistance and grant funding, amounting to some \$70,000 over the years, allowing Waterford to participate in federal and state historic preservation programs, including National Register nominations and historic structure assessments.

The HPC's challenge is summarized in its mission (Ch. 2.86, Code of Ordinances):

In order to promote the educational, cultural, economic and general welfare of the Town of Waterford, the purpose of [the Historic Properties Commission] shall be the preservation and protection of buildings, archaeological sites, landscapes, and places of historic and cultural significance and their settings in Waterford, Connecticut, recognizing such as landmarks in the history of the town, state or nation.

In the twenty-plus years since its establishment, the HPC has established an enviable record working in concert with the historian. Listings in the National Register of Historic Places include districts in Quaker Hill, Graniteville, the Oswegatchie Colony, and the Hartford Colony, as well as the listing of the Walnut Grove Farm (former Hammond Estate). Listings in the State Register include the 1923 Cohanzie School and the Secchiaroli Barn. (Additional National Register listings include the Jordan Village Historic District, Eolia (Harkness Estate), and the Seaside Sanatorium). The proposed Oil Mill district is still a work-in-progress. Listing in the National Register is anticipated spring of 2022.

Though the HPC and the historian continue to advocate and/or support projects/issues consistent with their mission, there is real concern about demolition by neglect relative to three town-owned historic buildings. Time is running out for both the Cohanzie School and the Nevins Tenant Cottage. Though the town approved \$100,000 for the latter in the FY'22 budget, it is nowhere enough for the building's restoration. Meanwhile time has essentially run out for the Secchiaroli barn. It is, in fact - and has been - a town liability. A fourth town-owned building, the Jordan Park House (formerly the town's first purpose-built library, 1928), is in urgent need of repairs. An established “historic property” and

contributing property to the Jordan Village National Register Historic District, a long-term maintenance program must be set in place and repairs begun in FY'22.

Chairman John O'Neill activated the HPC Facebook page in light of public response to Elaine Olynciw's forgotten cemeteries articles in the Waterford Times. The response has also included interest in their care and maintenance. The pandemic, however, has dampened enthusiasm for the time being. Retired State Archaeologist Nick Bellantoni returned to Durfey Hill on June 16 and flagged sites where last year's ground penetrating radar indicated possible burials. Soil from selected sites, with the possible exception of one, revealed no disturbance. Efforts to document slave burials both inside and outside the walled site have been fruitless. Meanwhile Patrick Crotty continued his oversight of the Morgan, Gorton, Rogers, Church & Williams and Durfey Hill cemeteries.

Assistant Municipal Historian Vivian Brooks' Anne Belle Rogers Minor, A Masterpiece in Modesty has been published. Copies are available from Vivian. The cost is \$20 which will be donated to the DAR.

A number of ongoing projects and concerns remain on the table, action stalled in some cases due to the pandemic. Regular meetings for July, January, April and May were all cancelled. Looking ahead to FY'23, the HPC could consider collaboration with the Historical Society as well as the Land Trust to explore common heritage themes relate to history, conservation and preservation. There is also a need for a discussion regarding an historic cemetery association, separate from HPC and officially recognized by the town to assume responsibility for neglected burial sites, among them Gorton, Durfey Hill and Church & Williams. In addition, the HPC could benefit with an increased on-line presence. Worthy of HPC agenda consideration are the nomination of the Hall of Records to the State Register; re-installation of the Jordan fishway marker and repair of the fishway itself; updating the 1996-67 Historic/Architectural Survey; advocating for maintenance of the extant buildings at the Eugene O'Neill Theater Center, listed in the National Register of Historic Places, (Chrm. O'Neill has reached out to the new Executive Director); monitoring Seaside Park and Friends of Seaside developments; and encouraging the Planning & Zoning Commission to approve village district regulations as applied to Jordan Village. Legal action regarding violation of the delay of demolition ordinance at 151 Oswegatchie Road in FY'19 has been sidelined for more than a year. A satisfactory conclusion to the suit is anticipated in FY'22. And finally, HPC continues to support Save the River - Save the Hills, Connecticut Preservation (formerly Connecticut Trust for Historic Preservation), and the Hartford-based lobbying group Preservation Action.

At the 2020 Annual Meeting in November, HPC officers elected were John O'Neill, Chairman; Eileen Olynciw, Vice-Chair; Secretary, Debra Walters; and Treasurer, Robert Nye. Rounding out the membership are Vivian Brooks (Assistant Municipal Historian), Mark Olynciw and Patrick Crotty. There remains an alternate vacancy.

Both historians R. Nye and V. Brooks continue to field historical and genealogical inquiries directly from individuals as well as through the town clerk's office, the Historical Society and the Library. The Historic Properties Commission and the Municipal Historian serve the entire Town of Waterford and are, in turn, supported by the town pursuant to state statute and town ordinance.

Respectfully submitted,

John J. O'Neill, Jr., Chairman, Historic Properties Commission  
Robert M. Nye, Municipal Historian



**INFORMATION TECHNOLOGY COMMITTEE  
ANNUAL REPORT  
JULY 2020 – JUNE 2021**

The Information Technology Committee is comprised of Town department heads, a member of the Board of Finance, and members of the RTM to determine needs of the Town as it pertains to information technology. The following members were appointed or assigned to the Town of Waterford's IT Committee for the fiscal year 2020-2021;

• Kimberly Allen	Director, Finance
• Lisa Cappuccio	Director, Senior Services
• Brian Flaherty	Director, Rec and Parks
• Michael Howley	Director, Fire Services
• Abby Piersall	Director, Planning and Zoning
• Christine Johnson	Director, Waterford Public Library
• Gary Schneider	Director, Public Works
• Neftali Soto	Chief Engineer, Water Pollution Control Authority
• David Campo	Town Clerk, Town of Waterford
• Paige Walton	Assessor, Town of Waterford
• Alan Wilensky	Tax Collector, Town of Waterford
• Joseph Trelli	Program Coordinator, Human Services
• Ruby York	Office Coordinator, Police Department
• Brett Mahoney	IT Chairperson/Chief of Police
• Ronald Fedor	Board of Finance appointee
• Tim Fiorvanti	RTM Appointee
• Michael Bono	RTM appointee
• Craig Powers	Assistant Superintendent of Schools
• Craig Merriman	Board of Education appointee
• Cindy Dupointe	Executive Assistant to the First Selectman's Office

The IT Committee meets bi-monthly in person at the Waterford Town Hall, or via Zoom meetings due to the COVID-19 pandemic. The IT Chairperson, Brett Mahoney and the Board of Education IT Department Head, Ed Crane hold meetings throughout the year regarding the progress of various IT projects, as well as unplanned or emergency situations of the IT Department. Both prepare a budget and capital expenses at meetings in October to plan for the upcoming year's needs, and to develop or continue long term needs for the continued growth and security of the Town of Waterford's IT infrastructure.

The IT chairperson has been in that position for seven years and has worked with the IT Committee to revamp the Town of Waterford's IT infrastructure, focusing on cyber and data security, software and hardware refreshes, and working toward streamlining solutions to ensure town users can provide the services required for the needs of the municipality.

## PROJECT UPDATES

- Network connectivity extending the Towns network to each firehouses using the state PSDN and Nutmeg network were completed. There was some delay to this project by several months because of COVID, scheduling, and technical problems that were finally resolved on the state side.
- The 5 firehouses existing phone lines were connected to new routing and switching equipment at each firehouse integrating them with the Town wide Cisco VOIP system. This system allows the phones at the firehouses to be reached by 4-digit dialing from any other allowed Cisco VOIP phone in town or within the school system without tying up an outside line.
- Computers in the Finance Office, Planning and Zoning, Police, First Selectman, Tax Collector, and Registrar's office were replaced with new computers supporting Windows 10. HP z240 series computers in the Tax Assessors office were upgraded to Windows 10.
- I.T. worked with vendors related to upgrades on the SCADA system for Utility Commission.
- Configured Milestone view station computers for public works and utility commission bill processing offices that have specific views of the entrance and lobby area for security. Configured a computer that has the ability to show all the cameras for the Director of Public Works.
- Worked with vendors related to the IT requirements, installation, and configuration of equipment in the new Municipal Building on 1000 Hartford Road.
- Implemented a securely connected emergency remote work solution for CAD dispatchers; in the event of EOC shutdown due to Covid-19.
- Built and deployed custom in house live chat and video conferencing solution for Patrol and Dispatch to communicate.
- Watchguard EL5 body camera deployment for patrol officers. This involved working with vendors for new wiring to be run for the base stations, a new Cisco network switch was installed to provide the connectivity requirements, installation of a new server for storing all the video collected, and troubleshooting all issues with the vendor.
- Built in-house MediaCMS python/Django based system that allows officers to post and share videos for training purposes.
- Designed a new easier to use interface for Mobile VisiNet with custom frontend, XML, and JavaScript.
- Provided detailed information on our infrastructure and made required changes to obtain a cybersecurity insurance policy for the Town.

## 2022-2023 PLANS

- Making physical changes to how we connect to the internet and internetworks to allow for more speed, security, and systems isolation.
- Upgrading the fiber between buildings to allow greater speed and redundancy for Town buildings located around the civic triangle.
- Update our data backup capability to support a larger amount of data and increase our retention period for all systems.
- Increase physical security of town buildings with further expansion of ip cameras and rfid door access controls infrastructure.
- Continuing PC replacement or upgrade of computer to Windows 10.
- Review and implement systems required for FY22 and expected to be required for FY23 cybersecurity insurance policies.

Respectfully submitted,



Jeffrey Robillard

IT Manager

This page left intentionally blank

## Ledge Light Health District

Ledge Light Health District (LLHD) serves as the local health department for the municipalities of Ledyard, East Lyme, Lyme, Groton, Waterford, Old Lyme, Stonington, North Stonington, and New London. The LLHD team, comprised of experts in administration and finance, environmental health, communicable disease prevention, and health education & community outreach, work cooperatively to promote healthy communities and ensure that healthy opportunities are available to everyone.

### Environmental Health

#### *Regulated Establishments*

LLHD inspects food service establishments to ensure they are compliant with the Connecticut Public Health Code (PHC) and are following good food safety practices. These establishments are inspected based on the risk associated with their level of food preparation activities; Class III establishments (those with extensive hot holding, cooling, preparation, etc.) are required to be inspected three times each year, while Class I establishments only require inspections annually. We work with these local businesses to implement comprehensive food safety practices and provide cost-effective foodservice education programs. Our *Café* program provides our establishments and volunteers with food safety instruction that fulfills the "designated alternate" requirement of the PHC. *Café* classes are scheduled on an as-needed basis for volunteer groups, temporary event staff, and persons who do not normally engage in food preparation. Our ServSafe® Certified Food Protection Manager (CFPM) classes are geared toward foodservice managers and employees who desire more comprehensive instruction that fulfills the PHC requirement for a CFPM to be onsite at Class III and IV establishments. When the FDA Food Code is implemented, which is likely to be in the coming year, the CFPM requirement will also apply to Class II establishments. LLHD inspects temporary events where food is served to assure proper food safety practices are being followed. We also inspect public pools, cosmetology, day care and lodging establishments to ensure these entities are taking measures to protect the public health. We visit residential and commercial properties in response to complaints or concerns raised by the public. Our online complaint reporting system provides residents the opportunity to submit their concerns electronically. LLHD is also responsible for assuring that our coastal and inland waterways are safe for recreational activities. We work with our local shellfish commissions and the Connecticut Department of Aquaculture to assure that our waters are safe for shell fishing and conduct weekly inspections and water sampling at bathing beaches.

#### *Land Use*

Our environmental land use staff of five sanitarians conduct soil testing, plan reviews, groundwater monitoring and construction inspection activities for building lots served by onsite septic systems and/or wells. In addition to new lot reviews, we oversee the review of lot line changes, residential and commercial additions, accessory structures (sheds, decks, pools, and detached garages), and changes in use (residential to commercial or an increase in the number of bedrooms). LLHD also conducts the site location review, permit approval, site inspection and water test review for private and public drinking water wells, irrigation wells and geothermal wells.

### **Communicable Disease Prevention**

LLHD holds annual free flu vaccination clinics for all ages. We provide education to the public and organizations about infection prevention and control practices and investigate reports of communicable and/or infectious diseases such as tuberculosis or food borne illnesses. These investigations may include conducting partner follow-up, delivering direct observed therapy (to ensure patients are taking their medications as required), implementing control measures, and providing general support to the affected individual and their families.

LLHD provides support to schools and long-term care facilities during reported outbreaks to help prevent the spread of illness. We also provide yearly educational opportunities for infection control personnel in long term care facilities and schools. We meet with Infection Preventionists from area Long Term Care facilities to provide education and guidance.

In October, LLHD held its 10<sup>th</sup> annual *Drive-Thru to Beat the Flu* exercise in Groton, where we provided free flu shots to more than 150 residents in a drive-thru scenario. Throughout the District, we strive to provide flu vaccinations to individuals who may otherwise “fall through the cracks”. We visit homeless shelters, soup kitchens, schools, adult education centers, community meal settings and other locations where underserved populations may gather.

### **Preparedness Activities**

LLHD works closely with municipal and regional partners to prepare for and respond to emergency situations. These activities include participation in the Millstone exercises, working with local partners to develop Continuity of Operations and Closed Point of Dispensing plans, and recruiting and training volunteer members of the Medical Reserve Corps. Because of the COVID pandemic, our participation in weekly preparedness activities has increased dramatically.

LLHD is a regional leader in emergency preparedness; Director Stephen Mansfield currently represents the public health sector on the Regional Emergency Preparedness Planning Team (REPT) and is the chair of the DEMHS Region 4 ESF-8 Group. In addition, he is the preparedness lead and a board member of the Connecticut Association of Directors of Health and represents local health on the DPH COVID Subcommittee.

### **Health Education & Community Outreach**

LLHD engages and supports the communities we serve in health education, health promotion, and health policy development activities in a variety of ways. These efforts draw on scientific, evidence-based best practices to ensure that the programmatic processes involved make efficient use of available funding, while achieving measurable and desired changes in our population's overall health and resilience. LLHD works diligently to secure external funding to support these activities and supplement our municipal members' contributions. LLHD continues to support public health projects initiated by other agencies by serving on a variety of coalitions, providing community outreach, educational presentations and materials to schools, healthcare providers, businesses and the community-at-large.

#### *Regional Asthma Management Program – Breathe Well-Respira Bien*

Asthma is the most common chronic disease of childhood and a leading cause of preventable hospital admissions for both children and adults. Asthma rates in CT are among the highest in the nation; there are approximately 50 deaths from asthma each year in our state. LLHD has a long history of participating in programs to help reduce the burden of asthma. Although asthma cannot be cured, it can be managed. Understanding medications and their use can prevent emergency situations. Breathe Well is a free program co-sponsored by Lawrence and Memorial Hospital, designed to help children and adults with asthma to manage their asthma better. A trained asthma educator and public health environmental specialist review medications and provide an in-home environmental assessment of asthma triggers.

#### *Health Services Block Grant*

The Connecticut Department of Public Health offers Local Health Departments/Districts the opportunity to participate in the Preventive Health Services Block Grant program. The grant is awarded for a three-year period. Funding levels are determined and adjusted annually using a per-capita formula. Each contract year, DPH outlines the programmatic options to advance the Healthy People 2020 objective. LLHD is currently using these funds to:

- Implement a Live Well with Diabetes Self-Management Program for adults living with diabetes, pre-diabetes and/or their support person(s).
- Provide a Train-the-Trainer Cook Well with Diabetes Program – a four-week cooking program for adults with diabetes for senior and recreation centers interested in implementing the program.

LLHD works collaboratively with local senior centers and parks and recreation departments to offer these programs in addition to Senior Resources Area Agency on Aging.

#### *Immunization Action Program (IAP)*

The IAP is a Connecticut Department of Public Health funded program aimed at reducing preventable and sometimes fatal diseases by increasing childhood immunization rates for the vaccines currently recommended by the Centers for Disease Control and Prevention (CDC). Over the next four years LLHD will provide professional development for healthcare providers, work to ensure that vaccine is provided by health care providers, reach out to children who have missed vaccine doses or need a vaccine provider, conduct community outreach and awareness campaigns, and enroll families into the statewide immunization registry, called CTWiZ. A SECT Immunization Partnership meets twice annually to guide program activities and assist in the promotion of childhood immunizations.

#### *Overdose Action Team*

The Overdose Action Team continues to advance the shared goals of increasing access to effective treatment for opioid use disorder, saturating the community with naloxone and reducing stigma. Through our work engaging with people in community settings and responding to calls to the phone line, our Recovery Navigators continue support their individual health goals. Stigma reduction work is primarily carried out through work to increase community understanding of substance use disorder and change the language used to discuss this chronic disease. The Overdose Action Team's work continues to serve as a model for other communities in Connecticut to take collective action to address this public health epidemic.

*Community Health Assessment (CHA) and Improvement Plan (CHIP)*

LLHD continues to work with the many community partners on the Health Improvement Collaborative of Southeastern Connecticut to monitor the health of our communities and take collective action to address prioritized health concerns. The Health Improvement Collaborative produced an updated Community Health Assessment and Community Health Improvement Plan, which are available on our website at <https://llhd.org/healthy-communities/health-improvement-collaborative-of-sect/community-health-needs-assessment-cha/>. The Community Health Improvement Plan includes goals and objectives around the prioritized health concerns which are: Access to Care; Black Health Across the Lifespan; Latinx Mental Health; Opioid Use Disorder and Overdose and Racism as a Public Health Issue. In addition, the Health Improvement Collaborative of Southeastern Connecticut continues to participate in the State Office of Health Strategy State Innovation Model Health Enhancement Communities work. The idea of Health Enhancement Communities is that communities would take collective action on “upstream” things that impact health – housing, food security, etc., and that action would result in documented savings in healthcare expenditures, a portion of which would be returned to the communities to continue the prevention work.

**COVID-19**

Schools

LLHD continues to help assure that all our school systems are prepared to respond to cases of COVID among their students and faculty. We have met with numerous school officials to discuss scenarios and procedures associated with safely keeping students in school and developed and distributed a decision tree and guidance documents to help respond to cases or clusters of COVID. Although recommended policies and procedures have changed significantly as the pandemic has progressed, we are confident that we have provided our school systems with the most up-to-date, comprehensive guidance available.

Sector Guidance

Director Mansfield has participated in a DPH/DECD subcommittee whose purpose was to provide a public health perspective on the proposed and amended Sector Rules developed by the DECD. This group of six health directors met multiple times each week, usually after hours, to consider the implications of certain re-opening strategies, and how these decisions may affect the health of our communities. Getting a seat at this table was a hard-fought battle, as the initial re-opening committee did not contain any representatives from local public health. The Connecticut Department of Public Health worked closely with our group to help align the economic, public health and social implications of the Sector Rules. Our environmental and administrative teams have played a key role in the interpretation and enforcement of the Sector Rules; we have developed comprehensive policies and procedures to follow up on complaints of violations in restaurants, cosmetology establishments, etc. In recent months, the sector “rules” have been replaced by “guidance”, which has lessened the administrative burden associated with enforcement.

Contact Tracing

Mary Day continues to lead our contact tracing activities. We have utilized the Connecticut Department of Public Health’s contact tracing system and have been working in close partnership with DPH representatives to assure that our contact tracing efforts are the best they can be. Recently, the DPH contact tracing program has been reduced dramatically, leaving the majority of contact tracing activities to local health departments and

their community partners. We are confident that we will continue to be successful in our contact tracing efforts as we move into the winter, and are hopeful that the availability of vaccine for expanded populations will lessen the need for extensive contact tracing activities.

#### COVID Vaccinations

LLHD dedicated extensive resources to providing vaccinations to our residents during the initial stages of the vaccination campaign. As the demand for the vaccine lessened, we moved our efforts toward focusing on those populations with lower vaccination rates. Although the number of individuals that we vaccinated at each clinic was reduced dramatically, the logistics of this operation was complicated and labor intensive. LLHD continues to prepare for COVID mass dispensing activities associated with the COVID booster. We will continue to work with our many community partners to assure that everyone has equal access to the COVID vaccine.

#### COVID Funding

In cooperation with the Connecticut Association of Directors of Health, and with the support of our municipal and legislative partners, LLHD has been advocating for increased funding for local health departments, both in response to the COVID pandemic and due to the lack of adequate funding for core public health activities and responsibilities. Last year, we were notified that the per capita contributions from the state to local health districts and departments had been increased significantly. We owe a debt of gratitude to all of our legislators, municipal leaders and other supporters for helping to push this initiative forward.

LLHD also received a significant amount of COVID related funding from our nine municipalities. In Connecticut, a large portion of federal funding associated with the pandemic was directed to municipalities. At LLHD, we are fortunate to have a group of municipalities that values our organization and the work we do. This funding was associated with the American Rescue Plan and Corona Virus Relief funding, and provided us with a significant income stream that allowed us to purchase much needed supplies, hire additional contact tracers, community health workers and other staff to assist with our COVID response.

#### COVID and the Social Determinants of Health

COVID has certainly emphasized the need for our work to include action and advocacy to address barriers to health in systems such as employment and income, education, transportation, and food access. In conjunction with our partners on the Health Improvement Collaborative, we have participated in numerous activities focused on the “social determinants of health” including food distributions, connecting people with rent/housing relief, reducing barriers to COVID testing and vaccinations, and helping community members access food and other resources while under isolation/quarantine. This work is enriched by the ongoing efforts of the Health Improvement Collaborative to broaden and deepen capacity in our region to address Racism as a Public Health Issue. The Collaborative is offering regular education to its members and works with community partners to advocate for action to address systemic racism.

This page left intentionally blank



**WATERFORD PUBLIC LIBRARY**  
**Annual Report**  
**July 2020 – June 2021**

Fiscal Year 2021 continued to present challenges for in-person services due to the ongoing COVID restrictions. The library was able to provide in-building services from July through mid-December. On January 14, we reopened the Quaker Hill book drop to make returns easier for those residents during the winter weather. The public was very appreciative of the services offered. However, due to the second wave of COVID cases, in accordance with the Town guidelines, we closed the library building from December 16 to February 3. During those seven weeks, we reverted to *Grab & Go* curbside deliveries. Library staff provided 2,190 COVID-safe deliveries of library materials during, and after the shutdown.

Programs for all ages were provided virtually using the Zoom platform. As highlighted in the Department Head reports, some of the positives of this change in format was the ability to offer programs without worry of weather cancellations and to book interesting speakers from around the country.

Happily, the availability of vaccines, beginning in mid-February, brought many of our seniors back into the library once they were fully vaccinated. Due to this increase in users, we added back the 9-10am service hour as of April 5. These 6 additional hours of service were provided in spite of the library being short 3 PT service positions, 2 adult and 1 children's, for a total deficit of 44 staff hours.

Spring, along with decreases in COVID cases and increases in vaccinated library staff and users, enabled us to bring back most of our pre-COVID furnishings, displays, the popular book sale, and more public computers. Although the Town followed the Governor's May 19 ending of the mask mandate for fully vaccinated persons, with the Board's support, the library opted to continue the mask requirements for all persons entering the building through the end of June. We ended the quarantining of library returns as of June 1 and began accepting returns at the front desk again.

Since assuming the role of director in December, I have focused on four main initiatives:

1. Familiarizing myself with staff and community
2. Observing and learning the existing organizational processes
3. Increasing marketing and public relations efforts
4. Exploring and applying for programming grant opportunities

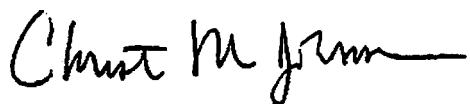
To achieve these goals, I have taken the following steps: I had one-one meetings with all staff, in addition to ongoing weekly meetings with department heads, and monthly all-staff meetings. I plan to meet again individually with all staff at least twice each year. Overall, I have been extremely impressed with the majority of the current library processes and procedures but am working with staff to fine tune and make small improvements where needed.

In February, we launched the library's new e-newsletter, *Discover More*. We currently have 694 subscribers. Our Facebook followers are up 23% over the past year, from 1,847 to 2,278 and our Instagram, launched in July 2020, now has 537 followers.

Personally, joining the library in mid-December, in the midst of a global pandemic, while still challenging, was definitely made easier by the planning and documentation provided by the previous director, Roz Rubinstein. Roz's foresight, fiscal responsibility, and organizational skills enabled me to easily "pick up the reigns" and move forward without the need to worry about, or fix, existing problems. This organizational foundation was perfectly complemented by the library's conscientious, experienced, professional, skilled, and helpful staff. This combination of strengths allowed me to focus on continuing to provide the best possible services while maintaining safety standards to protect both staff and our community of users.

The addenda update of the strategic plan and the department annual reports highlight new initiatives, programs and special events that took place this past year.

Respectfully submitted,



Christine Johnson  
Library Director

## FISCAL YEAR 2021 - STRATEGIC PLAN

### THE LIBRARY AS PLACE

*The Waterford Public Library serves as the destination for people of all ages to find educational, informational, and recreational materials that will enrich their lives. The library provides a wide array of materials, programs, services, and professional assistance in a safe, clean, comfortable, attractive environment for public and staff.*

#### FY'21 Projects/Initiatives:

- Library provided safe in-building services to the Waterford community by following recommended local, state and federal COVID guidelines
- Return of pre-COVID furniture and displays in adult and teen areas
- Reopened the book sale, now including jigsaw puzzles
- Virtual programming for all ages continues
- *Book-A-Tech*, one-on-one technical assistance; virtual assistance continues
- Introduced circulating puzzle collection
- Renovated library's pollinator garden
- Outdoor programs begun in spring
  - Family Storytimes, Sunset Cinema, STEAM Programs & Make Music Day Event
- Purchased new collection of *Playaway Launchpads* for children
- Weeded and replaced materials as needed for adult, teen, and children's collections

### THE LIBRARY AS PEOPLE

*People in Waterford consistently receive quality library service from well-trained, dedicated, knowledgeable, and customer-oriented staff.*

#### FY'21 Staff training, professional development and engagement:

- Regular schedule of full staff and department-specific meetings
- Weekly 1:1 director/department head meetings
- Staff completed Town CIRMA trainings
- Staff participated in training offered by American Library Association (ALA), Connecticut Library Association (CLA), Connecticut State Library (CSLIB), the Connecticut Library Consortium (CLC) and OCLC
- Adult services department assistant represented the library at meetings of the CLC's Interlibrary Loan Roundtable
- Director, board president and treasurer attend the annual Association of Connecticut Library Boards (ACLB) conference
- Director member of ALA, CLA and New England Library Association (NELA)

- Director Communications & Membership Chair of ALA Library Services to Dementia & Alzheimers (LSDA) Interest Group
- Director member of Waterford Rotary
- Director serves on Town IT and SustainableCT Committees
- Youth services department head serves on Youth and Family Services Advisory Board
- Director and youth services department head serves on Town Diversity, Equity & Inclusion (DEI) committee

### **THE LIBRARY AS COMMUNITY**

*The Waterford Public Library is a customer-centric organization committed to providing the community with the collections, programs, and services it needs and wants. The Library, through outreach and marketing, efficiently and effectively communicates its mission.*

#### **FY'21 Initiatives/Collaborations:**

- Successful 2020 Summer Reading Program for adult, children, and teens
- Introduced Instagram Page to increase outreach to children and families
- On-going outreach to Senior Services, Recreation & Parks and Youth & Family Services
- On-going outreach to Waterford Public Schools
- Director provides weekly written update to Town First Selectman
- Pivoted to “GRAB & GO” curbside pickup of library materials as necessitated by COVID shutdown in January
- Collected magazines for distribution to homebound seniors by Youth & Family Services
- Introduced monthly e-newsletter, *Discover More*
- Participated virtually in the tenth annual statewide *Take Your Child to the Library Day*
- Improvements to the Library website to better showcase programs and services and improve navigation and mobile responsiveness
- Partnered with Waterford Rotary to provide free masks for adults and children
- Upgraded *Enterprise* catalog software to more functional, mobile responsive version
- Participated in kick-off event for the 19<sup>th</sup> annual *One Book, One Region* Community Read

## THE LIBRARY AS ENTERPRISE

*The Waterford Public Library is committed to working with the Town of Waterford to provide support for the optimal operation of the Library. The Library will continue to explore fund development opportunities to enhance library programs and services. The Waterford Public Library ensures that its policies and procedures reflect its mission, goals, and values.*

### FY'21 Achievements:

- Successful annual fund drive
- Conducted on-going review of general and personnel policies and procedures to ensure operational efficacy and efficiency
- Grants/donations:
  - Kelsey Harrington Foundation grant to support *Discovery Table* for Children's Room
  - Waterford Rotary Grant to support STEAM programming for youth
  - *Evelyn Carlson Widham Memorial Fund* funded books and periodicals on local history and genealogy programs.
  - Dominion Energy Grant to support technology and supplies for *Sunset Cinema* outdoor film series
  - Chelsea Groton Foundation Grant to support summer *al fresco* series of outdoor performances
  - CSLIB/IMLS American Rescue Plan Act (ARPA) grant to support library technology and COVID response equipment

## **Adult Services Department**

### **July 2020 to June 2021**

Adult Services has taken on many changes and adjustments over the past 13 months. During covid-19 the library closed, re-opened, and closed again. Prior to opening permanently in February 2021 this staff continued to give 110% to the flow of information to our patrons and remade reader's advisory as a relevant reference service.

While the library was closed and browsing no longer available to our patrons we needed to redefine what we do and how we do it. We initiated changes to accommodate what we do best – the flow of information and reader's advisory. As curbside service began and browsing the collection unavailable for patrons, we created a reader's advisory form to assist patrons with book selections. "Request a Reading List or a Book/Media Bundle" was a form created and placed in each Grab 'n Go bag. Patrons would complete the form and return it in the book drop or complete the online form and submit it via email, or, if they so choose, give us a call. Staff would discuss genres, titles and authors over the phone with patrons, fill the requests, and set up a curbside appointment.

Grab 'n Go became full service. It was not just about picking up books. We did exchanges at the patron's car to pick up and print off tax forms, print off documents, photocopy documents and encouraged patrons to use our wireless printing and that we would bring the printed documents out to their car.

During closure we took care of some long-awaited projects. We inventoried the historical collection and found homes for a few neglected titles, and we also found some treasures. We gave many titles some TLC and also had oral interviews and historical talks, originally recorded on cassettes and VHS tapes, converted to DVDs.

Library programming was reinvented. In many discussions and coffee talks with our colleagues around the state, we shared ideas and collaborated on programming. We subscribed to the online meeting software Zoom and began publicizing and holding virtual programs in June. Those who needed computer or mobile device assistance were helped via phone and later on with one-on-one appointments to help create Zoom accounts and learn how to log on using this software.

Although unfortunate circumstances brought on virtual programming it also came with many positives. We have been able to schedule speakers from Colorado, California, New York City, Massachusetts and elsewhere that we would never have had in person. Patrons who do not like to drive at night or due to poor weather can attend a talk in the comfort of their own home.

Adult Services again joined in the Summer Reading festivities for its fourth year offering an adult summer reading challenge. The theme "Imagine your Story" gave us a great subject to work with – the gift of storytelling. Summer reading programs and challenges are not just for kids!

Although summer reading was quiet that summer, we greatly enjoyed the theme of stories and planned what we could for July and August. "Storytelling Explored" with three nationally known storytellers was a wonderful Saturday morning talk in addition to another storytelling event was held with C.S. Cooney, author, poet, musician, storyteller with her husband, also an author and storyteller. This was a wonderful lively presentation with song, poetry, role playing with cards and laughter.

We enjoyed our second year of "Where in Waterford is . . .?" a Facebook activity for families called "Gnome on the Roam" who appeared throughout Waterford for the summer. With a photograph and a clue, Facebook users had to guess where the traveling gnome was and post their answer. Each first correct post would win a prize.

Beginning in September we had a year of virtual programming: an upcycling craft program with an old t-shirt made into a scarf; an audiobook narrator who shared the secrets of her profession with us; we learned about Iceland and Icelandic horses from a CT author; created mosaic cement bricks for the library pollinator garden; had nature writing, sound meditation and mindfulness meditation workshops; financial seminars with Liberty Bank and saving money and the earth with a stay-at home mom; discussed a scandal on Plum Island, a talk on suffragettes in corselettes by a mother and daughter duo and a talk about the Civil War submarine the H.L. Hunley; we had bobcats and housecats and foraged for food; we discussed the nervous system, herbal remedies, auras and healing crystals; and bestselling local author Jeff Benedict discussed his newest title *Dynasty*.

Our monthly Write Night writer's group, daytime book discussion and evening speculative fiction discussion groups all met regularly; we learned about homeschooling and traveling cheaply; several guest authors joined us; we had a sunflower paint night with Pam's Picassos! We had 73 attendees for a talk on the state of science with CT College professor Marc Zimmer and welcomed state historian Dr. Walter Woodward who discussed his new book *Creating Connecticut*. We had an author from Houston who discussed her book on the Washington-Rochambeau revolutionary route through Connecticut with 88 in attendance from all around the country!

It was nice to bring back genealogy workshops and these classes did very well in attendance with Italian roots and genealogy basics. A member of our board of trustees Miriam Wagner, through various donations, created a seed library this past spring that became an instant success, and we plan to do it again next year! We had a talk about starting seeds indoors with over 100 attending the program! A wonderful turnout we

had for our first Great Backyard Bird Count with the Bent in the River Audubon Center who also provided a wonderful spring talk on wildflower folklore. We finished up the year with a talk on the tiny home movement with a collaboration of 14 libraries across the state who helped with promotion of this event. Our two speakers zoomed from southern California with 82 in attendance!

The One Book, One Region selected *Crazy Brave* by Joy Harjo, 23<sup>rd</sup> U.S. Poet Laureate, for its regional read. We had a virtual book discussion for the Waterford community and the author/poet spoke virtually in September to the southeastern CT community.

It is always nice to do a shout-out to Justin Barczak who is our Book-a-Tech computer guru who has continued to serve Waterford as a volunteer for the past two years.

Our library book clubs have continued to meet monthly via zoom. We have been truly fortunate to have facilitators who were willing to work with zoom and continue to lead lively and engaging discussions.

This past year we had 134 programs with 1450 in attendance.

As we look forward to the fall and being 100 percent open to our community, we will adjust to a hybrid approach for a combination of in-person and virtual events.

We have gradually opened up our Computer Center and initiated computer sign-up and appointments and did away with the clipboard sign-in. One computer has been deemed a "Quick Access - 10 minutes or less" for those who need to quickly check email or print without having to sign up.

We had to say goodbye to our pages for most of 2020. As we re-opened we welcomed back one original page as the others had all graduated. Two new pages were hired this spring and we will add two more in the fall.

Because of covid-19 staff have had to make adjustments due to unforeseeable changes in their work lives and in their personal lives. We have a great team in Adult Services, and everyone has stepped up to cover changes in hours, duties and projects assigned. Amy Sindel is our full-time department assistant and Diane Beaulieu our part-time reference assistant. A part-time position opened in our department in late spring of 2020 and has remained unfilled. This position should be filled during summer 2021.

It has been nice to see our patrons again. We have enjoyed hearing that they missed us and how we missed them! As always, we move forward, make changes, and look ahead.

Jill Adams  
Department Head, Adult Services

**Children's Services**  
**July 2020 – June 2021**

As the Library begins to transition back towards full service, the Children's team is constantly adapting to exceed the needs and expectations of families. Over the course of this challenging year, we restructured just about every aspect of Youth Services despite staffing shortages and frozen positions. A variety of programming experiences were scheduled including virtual performances, and grab and go offerings, along with recently adding in-person outdoor events to the mix. Digital content such as recorded book recommendations, online craft tutorials, and virtual Storytimes were created and shared to our social media platforms to continue to engage kids and teens at home. In addition, the layout of the Children's and Teen collections were adjusted to adhere to social distancing guidelines.

Collaborations in our community included virtual and in-person Storytimes with special guests comprising of our Waterford First Selectman Rob Brule, Community Safety Educator Kathleen Peterson, and local musicians Steve Elci and Friends. As Covid restrictions started to loosen, the library also participated in a town wide "Waterford Senior Parade," offering a Storytime to kick-off the events as well as a staffed table on the library lawn to promote library resources and summer events. This past year, Children's staff reached out to Waterford Schools and created a virtual promotional video to get students excited for Summer Reading. We are also excited to be joining forces with Waterford Youth and Family Services to offer weekly library visits with all Camp Dash attendees. Campers will have the chance to sign up for our Summer Reading Program, keep track of their reading, and check out materials to read during the week at Camp Dash.

Some of our virtual program highlights include our Bubble Workshop with Casey Carle, a Cartooning Workshop with local author Jason Deeble, and a Happy Birds Performing Parrot Show with Julie and Ed Cardoza from San Martin, California! All of these special events were both educational and fun for our online attendees. After a year of promoting our new social media platform, we are thrilled to have over 465 followers on our Waterford Library Instagram account with new people and organizations joining us each week.

Creating space for a new collection of Children's Playaway Launchpads is underway in our Children's Department. These Launchpads are designed for borrowing for little explorers. They are pre-loaded learning tablets, which contain apps created to test kids' knowledge and build a solid foundation for preschool and kindergarten. In addition, we added a circulating collection of puzzles to our Teen collection this year to give our patrons an option for some screen free brain building. There are also big plans to develop a

circulating board game collection in the coming year which is sure to attract families and teens alike.

Kelsey Harrington Foundation, a local philanthropic organization, fully funded our grant request for a Discovery Table which will be used in the Children's Room for active play, vocabulary building, brain development and social interaction. Play is one of the five Early Literacy Skills that is essential for kindergarten readiness. Because our goal is to make the library a welcoming resource for families and kids of all ages, we strive to incorporate a positive library experience full of fun, smiles, songs, learning and books on every visit!

Jennifer Smith  
Department Head, Children's Services

## **Technical & Circulation Services**

### **Fiscal Year 2020-2021**

In a year defined by change and upheaval, the library staff persevered and continued to provide the high quality of customer service that we are known for. Grab & Go, the curbside pickup program launched at the beginning of the pandemic, became a mainstay of our operations. During the December-February closure to the public, Grab & Go averaged 305 appointments per week—the highest usage at any point.

In addition to materials received curbside, customers have more ways to access online resources and download or stream them from home. Hoopla was introduced in the fall and provides streaming video and music in addition to no-waitlist ebooks and e-audiobooks. The library also enabled the SimplyE app from the Connecticut State Library. Customers may borrow e-materials from the Connecticut State Library's collection, as well as from Waterford's Overdrive collection, all within one app.

The library's online catalog became more mobile-friendly. With the upgrade to 5.0.2, Enterprise is easier to use, cleaner to view, and intuitive to access on a range of mobile devices. Syndetics enhanced content, such as summary, series information, and read alike suggestions, have been moved front and center-- no longer hidden on a subpage, they are easily accessed from within the list of search results.

The library's self-checkout station also received an upgrade to its hardware and software. The graphics are updated and clean-looking, and the station better communicates whenever there is a scanning error. Customers also have the ability to choose whether or not to print a receipt, an environmentally friendly option that reduces the amount of paper waste. The self-checkout station is a popular choice, especially for contactless transactions, and it is easier to use than ever.

Lastly, the library staff wished Roz Rubinstein well in her retirement, after 16 years of dedicated service and leadership, and welcomed Christine Johnson as the new director. During the four-week interim between directors, I attended department head meetings led by the First Selectman, acted as a liaison to the town department heads and the library board of trustees, represented the library at meetings with the directors of SECONNLIB, and approved payroll and invoices to be paid by the town. Technical Assistant Tyasha Pace resigned her position and we welcomed Kristen MacLeod to the department.

Laura Erickson  
Head, Technical & Circulation Services Department



**WATERFORD**  
public library

Discovery begins here.

## 2021 YEAR AT A GLANCE

**136,447**

Total Items Borrowed

**2,190**

Curbside Deliveries

**>20% increase in downloads of  
e-books, e-audios & videos**

**FY2021: 17,706 vs FY2020: 14,709**

**304**

Programs

**5,824**

Program Attendees

**724**

New Cardholders

**72 Different Grab & Go Kits & Crafts  
distributed to 2,425 patrons**



Over 24,000  
Questions  
Answered

[www.waterfordpubliclibrary.org](http://www.waterfordpubliclibrary.org)

63,434 Website Visits

**1157,204**  
Library Visits



Connecticut Library Association  
2019 Excellence in Public Library Services Award

## WATERFORD PUBLIC LIBRARY - FY'21 STATISTICS

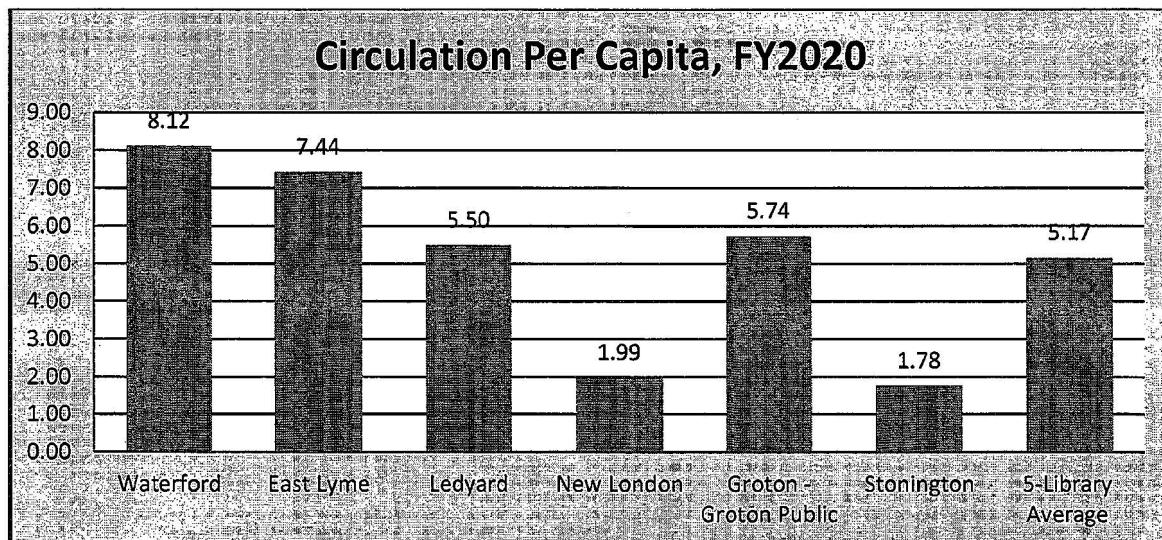
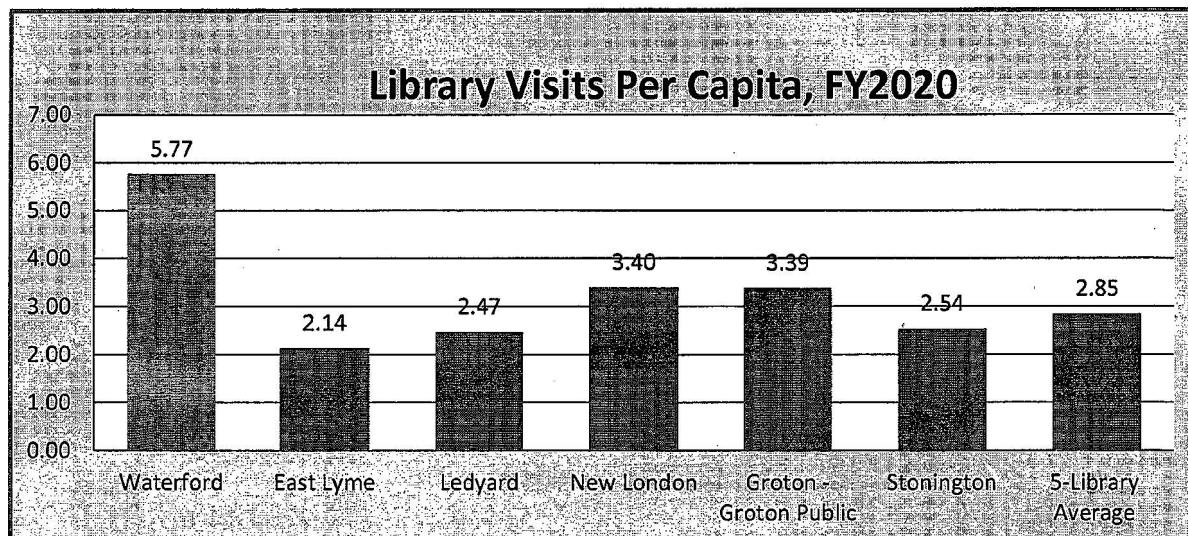
## COVID-19

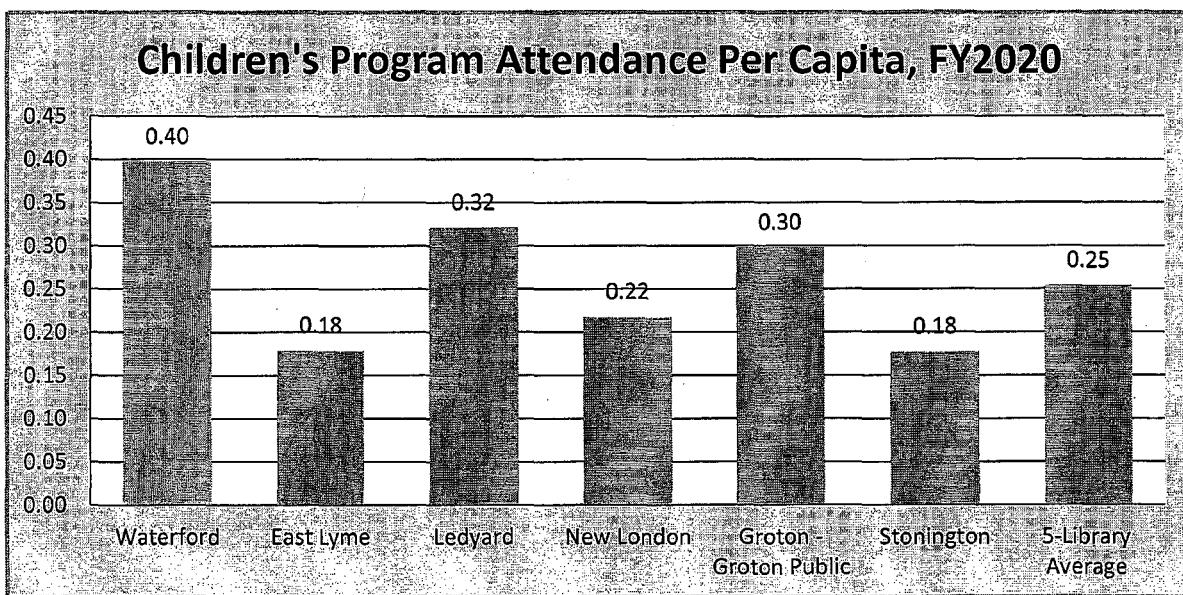
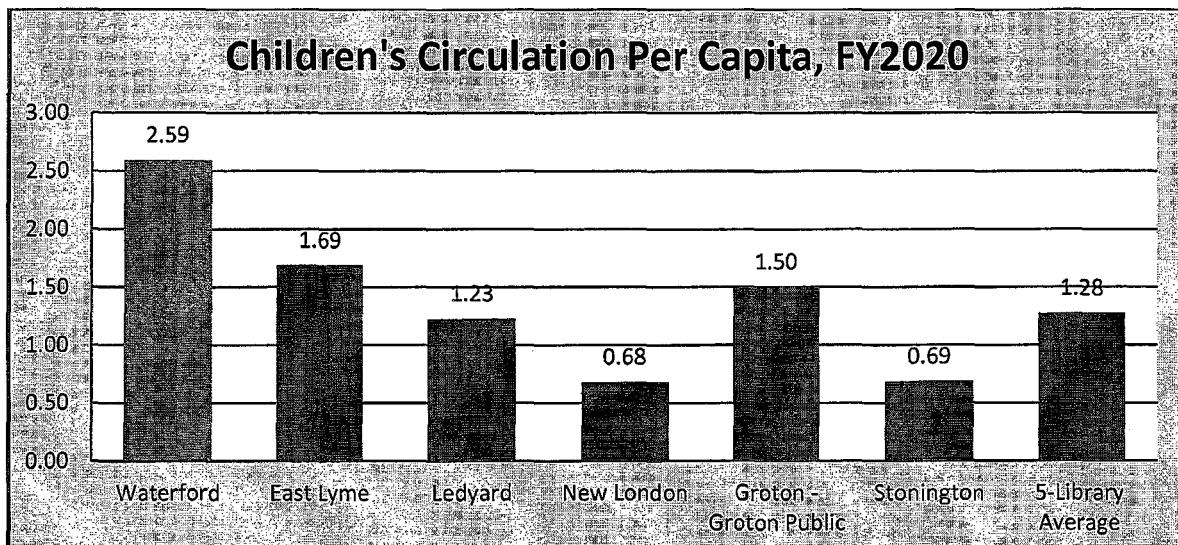
Library closed 12/16/20 - 2/02/21

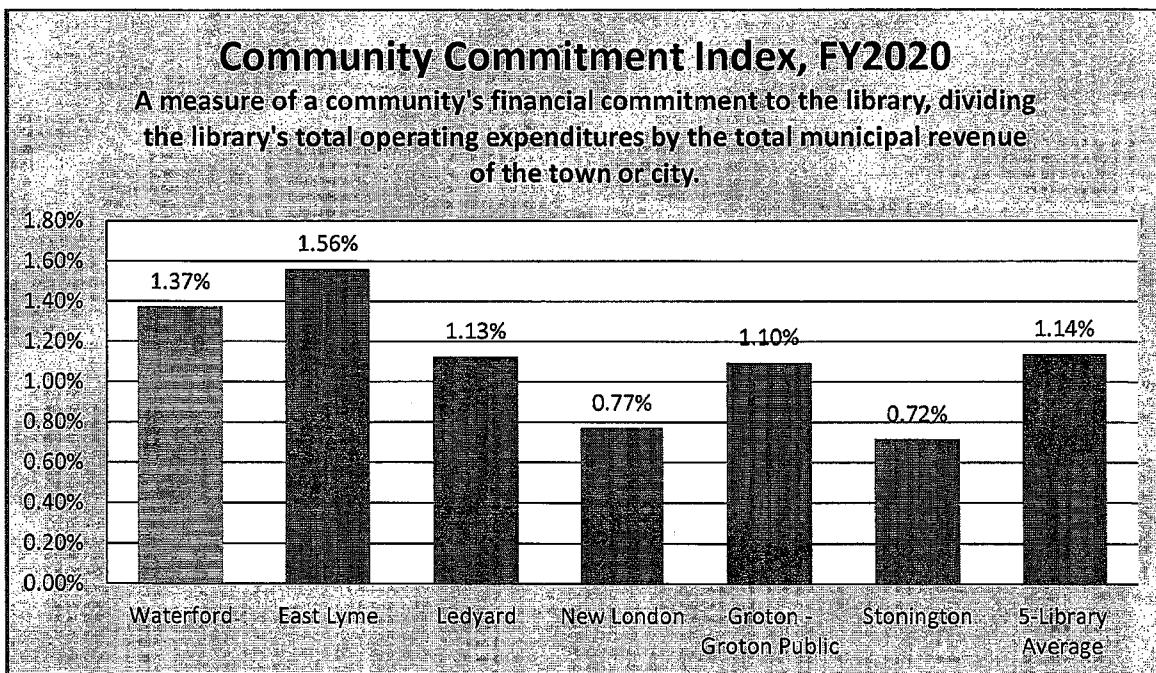
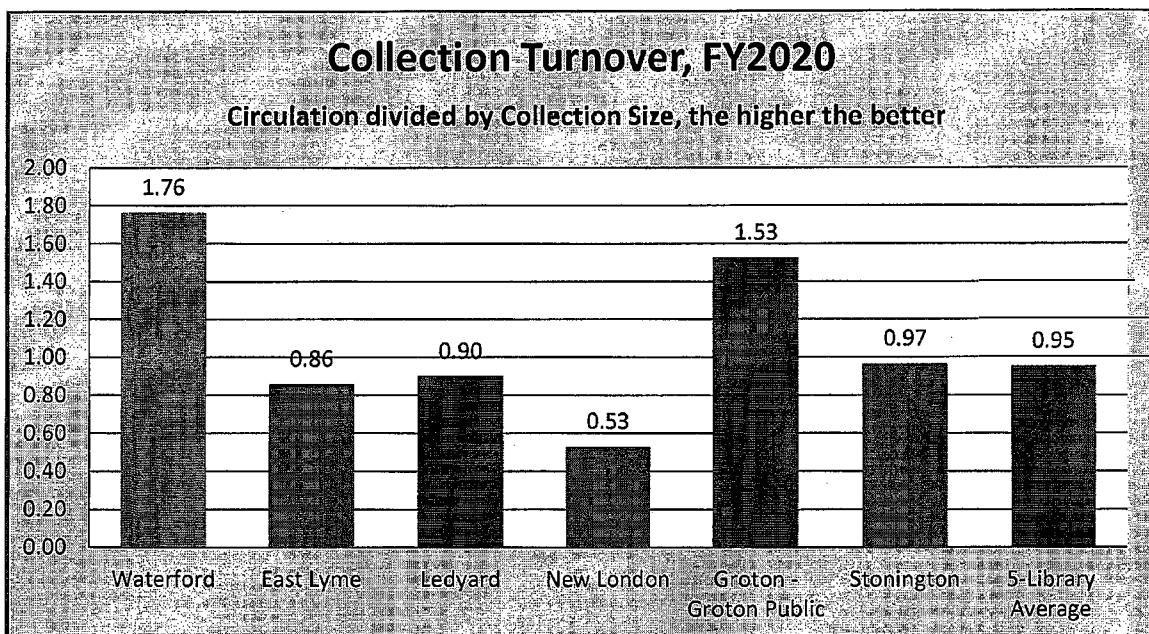
Re-opened 2/03/21-6/30/21

CHECK-OUTS		
ADULT		
BOOKS	55,789	
MAGAZINES	1,555	
VIDEOS	11,141	
AUDIOBOOKS	3,113	
MUSIC CDs	1,344	
MUSEUM PASSES	43	
DOWNLOADS	17,706	
GAMES/LAUNCHPADS	303	
TOTAL	90,994	
CHILDREN		
BOOKS	38,740	
MAGAZINES	106	
VIDEOS	2,004	
AUDIOBOOKS	545	
MUSIC CDs	306	
TOTAL	41,701	
TEEN		
BOOKS	3,752	
GRAND TOTAL CHECK-OUTS		136,447
CHECK-INS		105,229
DOWNLOADS (ADULT CIRC.)		
E-BOOKS	9,970	
E-AUDIOBOOKS	6,247	
E-MAGAZINES	659	
E-VIDEOS	804	
E-MUSIC	26	
TOTAL		17,706
WEBSITE HITS		63,434
ONLINE SEARCHES		1,208
ADULT REFERENCE/INFORMATION (includes telephone reference during closure)		14,203
CHILDREN'S REFERENCE/INFORMATION (includes telephone reference during closure)		3,592
CIRCULATION DESK QUESTIONS (includes telephone reference during closure)		6,692
WIFI LOGINS		10,560
ADULT COMPUTER SESSIONS		4,000
CHILDREN'S COMPUTER SESSIONS		89
INTERLIBRARY LOAN (items for customers obtained from other libraries)		7,516
CUSTOMER DOOR COUNT		57,204
ADULT PROGRAMS	Sessions/Attendance	134/1,538
CHILDREN		148/4,062
TEEN		22/224
GRAB & GO (curbside pickup) appointments 5/18/20-6/30/20		2,190
LIBRARY CARD REGISTRATION		724
COMMUNITY USE OF MEETING ROOMS		0

**Connecticut State Library – Public Library Annual Statistical Report**  
**Comparison Data FY2020**  
**(latest available state data)**







**Town of Waterford  
Public Health & Wellness  
Report FY 2021**

The VNA of Southeastern Connecticut has served the town of Waterford since July 1, 1996. This is a continuation of the service provided by the Waterford Public Health Nursing Service. In September, 2016 the L+M Healthcare system affiliated with Yale New Haven Health bring the VNA into the YNHH family as the first licensed home healthcare agency.

**Wellness Activities**

Indigent Care	101 visits
2 Flu Clinics	84 served
2 Blood Pressure Clinics	16 attended
6 Senior Center Clinics	34 attended
2 Nurse Managed Clinics	11 attended

All clinic activities were on the low side for most of FY 21 due to continuing pandemic. Most activities have now resumed.

**Home Healthcare Program**

Visits by:	# of visits
Nurses	4455
Physical Therapists	2745
Speech Therapists	268
Occupational therapists	911
Medical Social Worker	70
Home Health Aide	549
<b>Total</b>	<b>8998</b>

Visit volume continued to be low due to the continued pandemic. There was a decrease of 6340 visits from FY 20. Individuals remained wary of having visitors in their homes for fear of bringing in the virus. This trend is gradually changing since much of the population is now vaccinated and precautions are taken by our clinicians. Residents who wish to have more information about Home Healthcare Services may call the agency at 860-4441111. When you are in your doctor's office or the hospital it is necessary for you to ask for our agency by name, Visiting Nurse Association of Southeastern Connecticut.

**School Report  
2020-2021  
Waterford School District**

The VNA of Southeastern Connecticut continues to provide health services to both students and staff of the Waterford School District. Statistics for 2020-21 continued to be impacted by hybrid, remote and onsite learning models that were in place throughout the school year. It should also be noted that when comparing data from the previous year, statistics from that time period were impacted by an early closure caused by the pandemic.

	<b>2019-2020</b>	<b>2020-2021</b>
<b>First Aid</b>	6,820	4,266
<b>Illness</b>	9,524	3,986
<b>Sent Home</b>	963	797
<b>Medication Given</b>	4,784	2,217
<b>Medications Prepared for Field Trips</b>	221	356
<b>Vision Screening</b>	882	733
<b>Hearing Screening</b>	846	734
<b>Scoliosis Screening</b>	156	124
<b>Specialized Health Care (i.e. diabetic care, respiratory treatments, g-tube feedings)</b>	1,690	1,271

In addition to the daily assessment and care of students, the school nurses were available to staff for health counseling and blood pressure screenings. This year, 525 individuals were seen by the nurse. They also provided 12 hepatitis B vaccinations and 161 flu injections to staff members in their individual schools.

The nurses also attended 118 meetings that pertained to the medical needs of their students. The school nurse is a skilled professional who is available for a wide variety of both expected and unexpected health events.



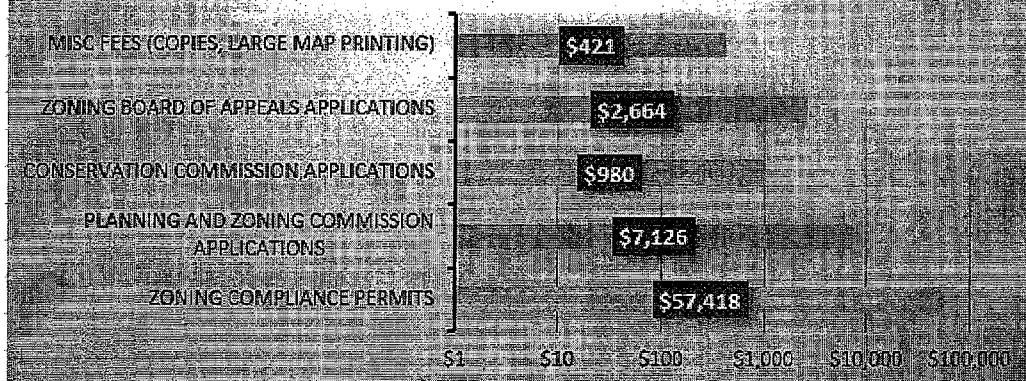
**ANNUAL REPORT  
PLANNING AND ZONING COMMISSION  
FISCAL YEAR 2020/2021**

The Waterford Planning and Zoning Commission serves the Town in three major ways. First, the Commission drafts and maintains zoning and subdivision regulations that enable development in Waterford. Second, the Commission evaluates applications for new projects and ensures that the regulations are being upheld. Third, the Commission develops long-range land use policy for Waterford and is responsible for making sure new development and regulations are consistent with the Waterford Plan of Preservation, Conservation, and Development.

Many of the services provided in the Planning and Development Office are funded through the Planning and Zoning Commission. The Commission budget provides staff for all land use and economic development services in Waterford. The Planning staff provide expertise and assistance to the Board of Selectmen, RTM, and other agencies in Waterford and beyond concerning land use and economic development opportunities in Town.

During Fiscal Year 2021 the Commission held 17 regular meetings and 1 special meeting to consider 17 applications. In early 2020, the Commission shifted to virtual meetings in response to the COVID-19 pandemic. Virtual meetings continued to be held throughout FY21. Both the Commission and the Planning Department worked quickly to keep the development approval process moving without significant interruption, and with the goal of enabling continued investment in Waterford. The Commission provided links to all virtual meetings and supporting materials on the Planning Department website, and posted meeting recordings in addition to meeting minutes in an effort to enable public engagement during the COVID-19 pandemic.

## Planning Department FY21 Revenues



The Department collected \$68,609 in permitting fees associated with development in Town. Application fees for matters directly reviewed by the Planning and Zoning Commission account for approximately 10% of department revenues. Zoning Compliance fees are collected in association with building permit applications and account for approximately 84% of revenues.

### DEVELOPMENT ACTIVITY

#### Residential Development

The Planning and Zoning Commission evaluates applications to subdivide land based on the standards in the Waterford Subdivision Regulations. This year, two residential subdivisions were approved, which created four lots for single family homes on Old Norwich Road.

#### Zoning compliance permits

Zoning Compliance permits are required in conjunction with building permits where certain exterior work or changes in use or occupancy of a building or site are proposed. Zoning Compliance permits are also used to permit by-right activities in the Zoning Regulations, such as Home Occupations. These permits are issued by the Zoning Official. Although the Commission does not review these permits directly, the Commission does control the regulations that govern how the permits can be issued. The Planning Department staff use feedback received from the Zoning Official about these permits to identify areas of the Zoning Regulations that can or should be improved. Staff then brings these recommendations to the Planning and Zoning Commission to consider. Zoning Compliance permits represent the largest volume of formal reviews performed under the umbrella of the Planning and Zoning Commission.

In FY21, the Department completed 282 Zoning Compliance reviews. 232 of these reviews were associated with building permits. Twenty-six zoning compliance permits were issued for the construction of new single-family homes. Fifty of the reviews were for strictly zoning-related inquiries and compliance reviews for site work associated with Commission-approved projects. The time required to review zoning compliance matters varies greatly. Reviewing setback compliance for a small shed may take 30 minutes, while a compliance letter concerning the historic use of a

property and the regulatory status governing redevelopment can take many hours. The Planning Department collects fees for Zoning reviews.

#### **Commercial Development**

All commercial properties are required to apply for approvals from the Planning and Zoning Commission before they are developed. The Commission relies on the Waterford Zoning Regulations and technical guidance from the Planning Department and other Town and regional agencies to evaluate applications. This year, the Commission approved 7 commercial developments.

- 116 Old Colchester Road – Agri-tourism (Received 2/10/20, Approved 7/13/20)
- 132 Cross Road – Vehicle Repair (This application was withdrawn)
- 446 Boston Post Road – Filling Station/Convenience Store (Received 6/8/20, Approved 7/13/20)
- 384 & 394 Willetts Avenue Extension – Multi-family development (Received 2/23/21, Approved 3/9/21)
- 77 Huntsbrook Road – Storage Building (Received 2/23/21, Approved 3/9/21)
- 82 Boston Post Road – Light Industrial (Received 3/23/21, Approved 4/13/21)
- 35 Great Neck Road –Scooter Rentals (Received 4/13/21, Approved 4/27/21)

#### **Municipal Projects**

Significant improvements to Town facilities require Planning and Zoning Commission review. These reviews are known as 8-24's, which is a reference to CT General Statutes Chapter 124 §8-24 "Municipal Improvements." When a Town project is proposed, the Commission evaluates its consistency with the Plan of Preservation, Conservation, and Development and the Town's land use regulations. The Commission's review is one of the factors the Town considers when acquiring property or interests such as conservation easements, or when funding major improvements to Town property. This year the Commission approved the extension of the public water main infrastructure on Foster Road.

#### **Construction in the coastal boundary**

- 4 Bayside Drive – Installation of Bulkhead
- 17 Division Street – Single Family Dwelling
- 172 Niantic River Road – Single Family Dwelling

### **ZONE CHANGES AND REGULATION AMENDMENTS**

The Zoning Regulations are a critical and controlling factor in the way people develop property in Waterford. Waterford's Zoning Regulations were first adopted in 1954. Over the years, changes in Town priorities for development, conservation opportunities, and evolving legal requirements have led to regulation amendments. One of the Planning and Zoning Commission's fundamental responsibilities is the legislative role of writing and enforcing the Zoning Regulations. In recent years, the Commission has sought to clarify, simplify, and improve sections of the Zoning Regulations. Regulation amendments can be initiated by the Commission or by an applicant. Regardless of how a regulation amendment is first conceived, the Commission reviews how the proposal may affect all properties and uses the proposal relates to throughout Town. The

Commission uses research from staff, public comments, and the Plan of Preservation, Conservation, and Development to guide decisions.

**Regulation Amendments:**

- Section 16.3 –Minimum Lot Frontage & Width
- Section 18.3.8 – Maximum Building Height
- Section 3.19 – Temporary Outdoor Entertainment (Received 8/10/20, Approved 8/24/20)
- Section 3.44 – Outdoor Dining (Received 8/10/20, Approved 8/24/20)
- Section 8a.2.5 – Remove Drive-Thru restrictions in SDD Zone (Received 10/19/20, Approved 11/9/20)
- Section 21.3(d) – Definition of Public Way (Received 1/26/21, Approved 2/9/21)
- Section 21.7 – Building Mounted Signage (Received 1/26/21, Approved 2/9/21)

**Zone District Changes:**

- 384 & 394 Willets Avenue Extension – Change from C-G (General Commercial) to C-MF (Commercial Multi-Family) (Received 9/14/20, Approved 9/28/20)

**ENFORCEMENT**

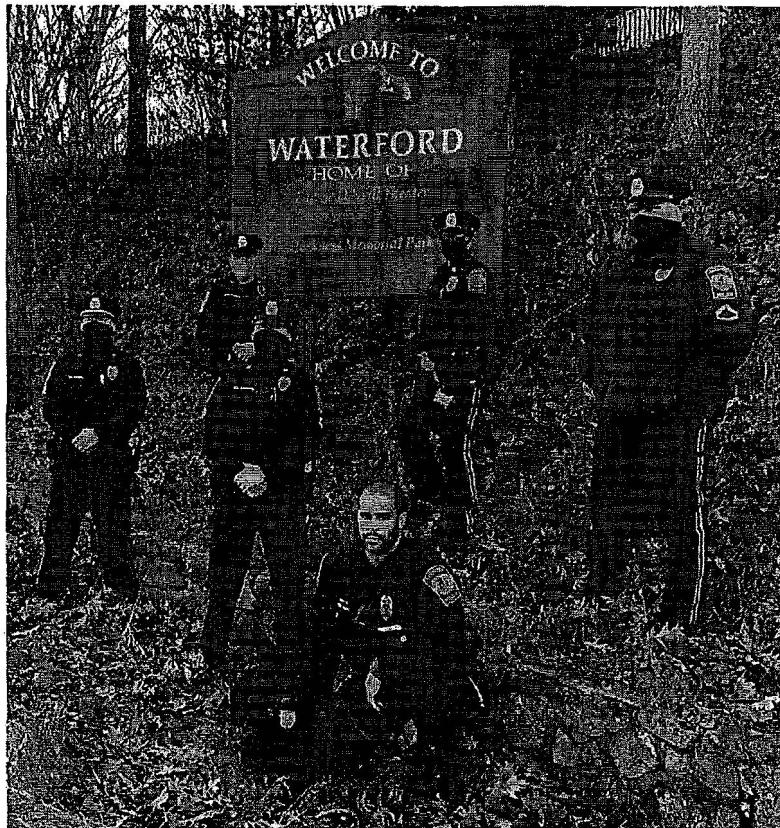
The Zoning Enforcement Officer investigates complaints related to violations of the Waterford Zoning Regulations. When a complaint is received, the Officer performs site visits and property research to ascertain whether there is a violation. In FY21, the Zoning Enforcement Officer received 156 telephone calls related to Zoning Enforcement. These calls included requests to clarify regulatory requirements and allowed uses of property and complaints concerning alleged violations of the Zoning Regulations. In FY 21, 49 complaints were made to the Zoning Official. All complaints are thoroughly investigated, however not all complaints result in finding violations. 43 complaints were confirmed to be violations of the Zoning Regulations. Of those, 27 were resolved, 16 were in various stages of enforcement at the end of the fiscal year.

MEMBERS	STAFF
Joseph Bunkley, Chairman through April 2021 Gregory Massad, Chairman April, 2021 - present John Bashaw Timothy Bleasdale Karen Barnett Joseph DiBuono	Abby Y. Piersall, AICP, Planning Director Mark Wujtewicz, Planner Maureen FitzGerald, Environmental Planner Jill Pisechko, Zoning Official Dawn Choisy, Secretary I

This page left intentionally blank



## **TOWN OF WATERFORD CONNECTICUT POLICE DEPARTMENT**



## **ANNUAL REPORT FISCAL YEAR 2020/2021**

**"TO PROTECT AND SERVE THE PUBLIC, PREVENT CRIME, AND PROVIDE PROFESSIONAL LAW ENFORCEMENT SERVICES TO OUR COMMUNITY."**  
**-Waterford Police Department Mission Statement-**

---

*"In The Community Interest"*



## WATERFORD POLICE DEPARTMENT FY 2020/2021 ANNUAL REPORT



Waterford officers volunteering at Tip-A-Cop for CT Special Olympics

### INTRODUCTION

The Waterford Police Department is a 49-member community oriented police agency with many of the current Waterford Police Officers living and paying taxes in the Town of Waterford. The department provides exceptional service to the town and works closely with other town departments to keep our community safe. During Fiscal Year 2020/2021, under the guidance and direction of the Board of Police Commissioners and Chief Brett Mahoney, the Waterford Police Department continued to fulfill its motto, *"In the Community Interest."*

This year, as like last year, was heavily impacted by the COVID-19 pandemic. The events that we participate in, the way officers handle calls for service and even self-initiated activity were all influenced.

The Connecticut Police Accountability Bill as well as the Connecticut cannabis legislation, have changed long-standing methods of policing, caused police officers to be examined in various ways to remain certified and created increased costs to the department.

---

*"In The Community Interest"*



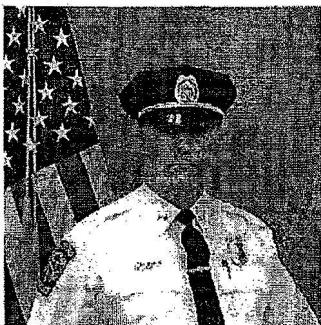
### **BOARD OF POLICE COMMISSIONERS**



The Board of Police Commissioners is comprised of (L-R) members Christopher Gamble, James Dimmock, Mark Gelinas, Thomas "Tony" Sheridan and First Selectman Rob Brule.

The Waterford Police Commission is a civilian oversight board, empowered under Connecticut state statutes and Town of Waterford, Connecticut Ordinances. Connecticut state statute 7-276 details the authority of the Police Commission, but the members are appointed by the town's Representative Town Meeting and comprise of two members each from the Democrat and Republican Town Committees, as well as the Town's First Selectperson.

The members of the Police Commission are all volunteers and make the final decisions regarding hiring, promotions, demotions and certain civilian complaints.



Chief Mahoney meets every Monday with the administrative team of the Waterford Police Department to look at the state of the department's budget and to assign and update tasks.

The Administrative Team consists of Investigative Services Lieutenant Timothy Silva, Patrol Services Lieutenant Marc Balestracci, Administrative Services Lieutenant Nicole VanOverloop, Administrative Sergeant David Ferland, Office Coordinator Ruby York and IT Manager Tom Price.

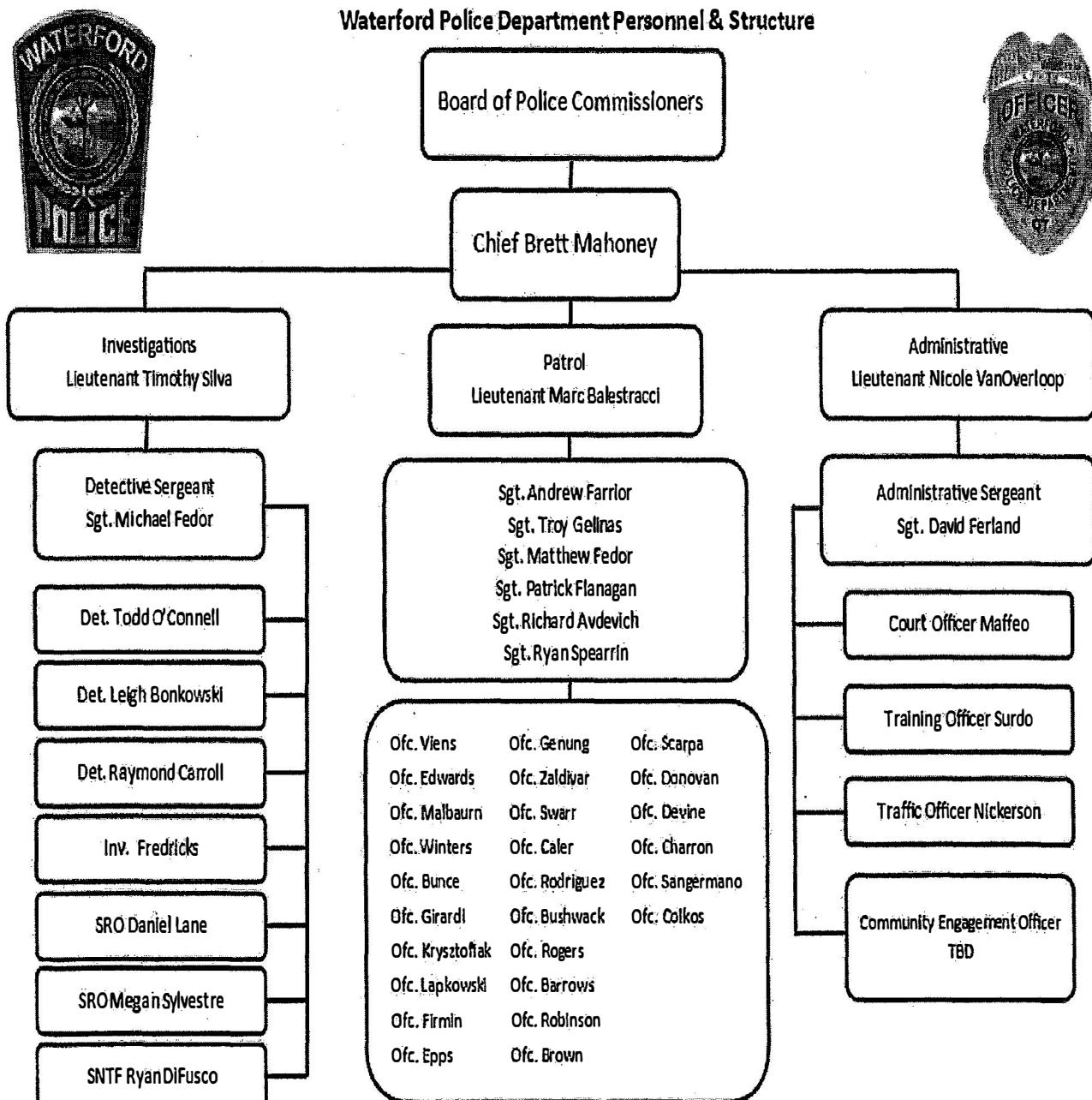
Staff Meetings are held throughout the year with all Lieutenants and Sergeants to discuss departmental needs, personnel and equipment, morale, training issues, budget, scheduling, building and vehicle issues and assignments.

---

*"In The Community Interest"*



## Waterford Police Department Personnel & Structure



*"In The Community Interest"*



## 2020/2021 Fiscal Year Waterford Police Department Prominent Events

- Detective Richard Morgan retired in July of 2020 after 25 years of service to the town.
- Officer Richard Avdevich was promoted to the rank of Sergeant in July of 2020.
- Sgt. Michael Fedor was assigned to Investigative Services in July of 2020.
- The department assisted in the management of Hurricane Isaias in August of 2020.
- The department managed a task force for a homeless camp transition from June 2020 through the month of December 2020.
- A bomb threat was made to the Waterford High School in October of 2020. Patrol and Investigative Services worked collaboratively to secure the scene, assist school administrators and ultimately identify the caller.
- The department transitioned to new uniforms in November of 2020.
- A stolen vehicle occupied by armed individuals crashed into a WPD cruiser in November of 2020. The incident caused minor injury to the officer driving the cruiser; however, the work of all units of the agency allowed for quick apprehension of all involved.
- Officer candidates Scarpa, Brown and Robinson graduated the state police academy in November of 2020.
- Officer Coordinator Marlena Montgomery retired after 27 years of service with the town.
- A stolen vehicle crashed into a home on Oswegatchie Road in December of 2020. The patrol division was able to quickly apprehend the suspect.
- The patrol division and the accident investigation team investigated a fatal motor vehicle accident on Niantic River Road in November of 2020.
- In December of 2020, officer candidates Kylie Sangermano and Stephen Colkos were sworn in.
- In January of 2021, Officer Bonkowski was named Waterford Police Officer of the Year.
- In January of 2021, Sgt. Jonathan Pettigrew retired after 18 years of service to the town.
- In February of 2021, the Investigative Services Division made a manslaughter arrest in conjunction with a drug overdose death that occurred in town.
- Officer Spearrin was promoted to the rank of Sergeant in February of 2021.
- In March of 2021, Officer Surdo was assigned as the Waterford Police Department Training Officer.
- In March of 2021, Officer Nickerson was assigned as the department Traffic Officer.
- In April of 2021, the Waterford Police Department began use of police officer Body Worn Cameras (BWC). Our agency implemented this program in advance of the state mandate.
- In April of 2021, the Waterford Police Department collaborated with the DEA to hold a drug takeback event.
- In May of 2021, an armed standoff took place on Spithead Road. Patrol, Investigative Services and the Special Response Team all assisted to bring this incident to a safe conclusion.

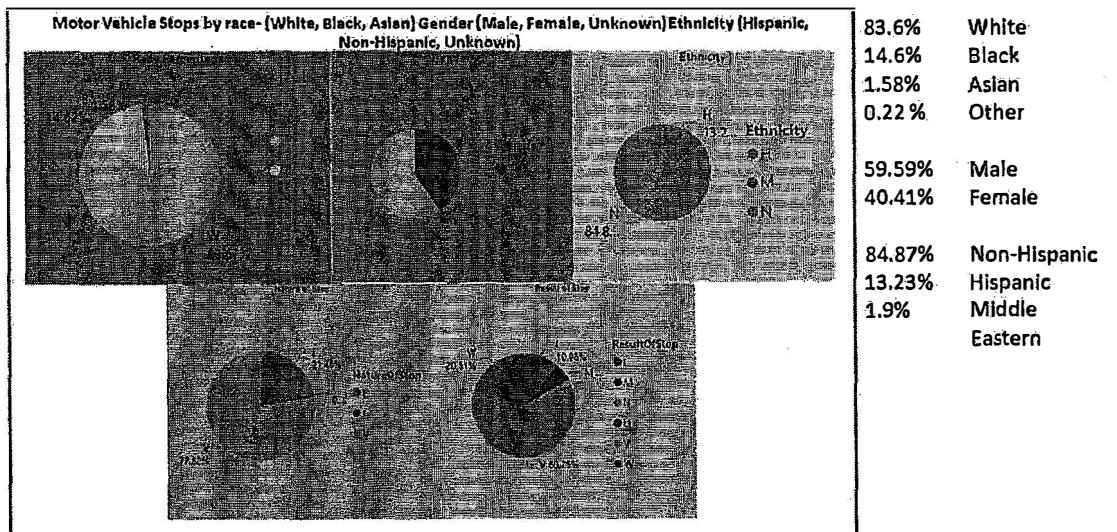
---

*"In The Community Interest"*



**WATERFORD POLICE TYPES OF CALLS, USE OF FORCE\*,  
AND CAR STOP DATA FISCAL YEAR 2020/2021**

Category	Number	Monthly Average
Arrests	708	59
Calls For Service	24,934	2,077
Case Numbers	1,878	156
Motor Vehicle Stops	3,159	263
EDP/Welfare Checks	418	34.8
Larceny/Shoplifting	265	22
Domestic Violence	155	12.9
Assault	19	1.5
Drug Overdose	16	1.3
Impaired Driving	55	4.5
Missing Person	106	8.8
School Checks	700	58
Assist/Respond/Comm. Help	351	29
Motor Vehicle Crashes	684	57
Walk-in Complaints	337	28
Stolen Cars	15	1.2



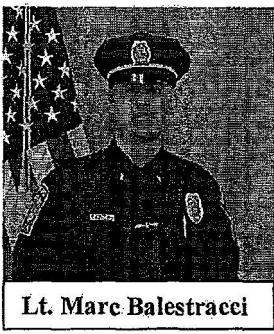
Waterford Police Department Use of Force: Multiple types of force can be used in a single incident											
Total UOF Incidents	Verbal Commands	Takedown	Control Hands	Firearm Display	Pointed Firearm	Taser (Taser Only)	Taser Deployed	K9	Strikes	Restraint Chair	Baton
30	30	15	10	1	8	2	2	1	2	0	0

Waterford Use of Force by gender/race				
	White	Black	Hispanic	Total
Female	7	2	0	9
Male	10	8	3	21

*"In The Community Interest"*

*\*Each use of force by an officer requires the completion of a State of Connecticut Police Officers Standards and Training C Use of Force report, in addition to a narrative report from every officer involved. All uses of force are first reviewed by the on-duty supervisor for their determination if the use of force was justified and within policy. The report is then forwarded to a Use of Force committee, which consists of four Use of Force instructors who are certified in the various methods of force, including firearms, defensive tactics, and less lethal force options. The Use of Force committee reviews the Use of Force and all associated reports and evidence, making a determination of whether or not the use of force was within policy. The Use of Force incident is then forwarded to a Lieutenant for review to determine if it was justified. Any use of force that is deemed not justified and/or not within policy is forwarded to the Chief of Police for review. The Chief of Police receives all notifications for use of force incidents immediately upon entry into our computer systems and can review any of them at any time.*

## **PATROL SERVICES**



The uniformed police officer in a marked police car is usually the first image a person pictures when thinking of law enforcement. This same image is usually the first impression and contact a member of our community has with the Waterford Police Department.

Patrol services, the largest of all the services the department provides, coordinates and implements community policing and enforcement activities for the Town of Waterford. The town is broken into three separate patrol zones or beats, identified as zone Alpha (A), zone Bravo (B), and zone Charlie (C). Zone A and C consist primarily of community based areas from residential neighborhoods, parks, beaches and schools. Zone B houses the town's largest retail developments and a youth facility that caters to troubled juveniles. Zones A and B share resources to cover the necessary call volume while zone C (Quaker Hill) has an officer dedicated to that patrol area exclusively.

Patrol services is organized into three shifts - midnight, day and evening, with a varying number of officers assigned. Every shift has a Sergeant assigned to ensure there is a patrol supervisor on at all times. The shifts vary based on time of year, activity, and budgetary guidelines. Patrol services are led by Lieutenant Marc Balestracci, who oversees six Sergeants and twenty-six Patrol Officers.

Patrol services provides service to approximately 20,000 residents and a population that swells far beyond that during the daytime. The Town of Waterford has numerous wooded areas and is also a shoreline community, which the department must use specialized equipment to navigate. The presence of a large number of retail establishments along with a nuclear power facility, a racetrack, two interstate highways, a railway system, a town beach and state parks combine to keep Waterford Police Officers busy throughout their shifts. All of these areas are patrolled with 20 marked and unmarked patrol vehicles equipped with Mobile Data Computers (MDCs), 4 All-Terrain Vehicles (ATVs), 1 Regional Marine Patrol Boat, 2 jet skis, 3 bicycles and a mobile command vehicle. Years ago, the department obtained Humvee type vehicles through the military surplus program, which it uses for community events and storm responses. Patrol services continues to mark its police patrol vehicles with a "black and white" color scheme to reflect a more traditional police service while capturing the essence of community policing.

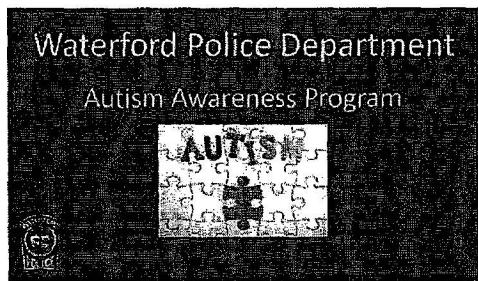
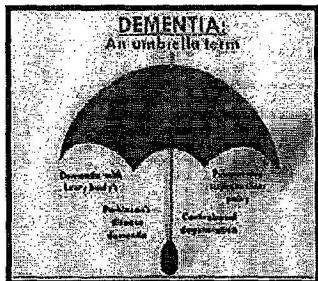
---

*"In The Community Interest"*

In the 2020/2021 fiscal year, the police department handled approximately 24,934 calls for service. Patrol services deals with a wide variety of calls, ranging from criminal investigations and civil disputes to assisting people who need different services such as medical, psychological, and/or financial assistance. In addition to these duties, officers perform security checks of businesses and residences, conduct security walk-throughs of the public schools and one private school, locate wanted persons and enforce traffic offenses including impaired driving investigations. They also assist the public with other non-criminal situations such as missing persons, juvenile runaways and have the ability to deploy Naloxone to combat opiate related overdoses and deaths. In this year, patrol services was tasked with additional responsibilities related to Covid-19, including PPE distribution, complaints related to the Governor's executive orders not being followed, birthday parades, online complaints and changes to procedures to protect the public as well as the members of the department.

Laws in Connecticut change frequently and those changes have impacted patrol services considerably. As a result of some recent changes, specifically related to pursuits and juveniles, adjustments were made to better prevent stolen vehicles and burglaries in town. Increased patrols as well as adjustments to standard patrols was instituted as a method to better protect the property of Waterford residents and businesses. The Connecticut Police Accountability Bill has also required officers to be screened for drug use and mental health concerns to remain certified. These added steps to the recertification process have created increases to the operating budget as the mandate is unfunded by the state.

Patrol Services works cooperatively with other law enforcement and governmental agencies and non-profit groups including Senior Services, Emergency Management, Youth and Family Services, Recreation and Parks, the Department of Children and Families and Safe Futures (which provides domestic violence counseling services). These types of partnerships as well as the continued regional Southeastern Connecticut Marine Patrol that provides maritime safety, equipment and training, have allowed reduced individual department costs through the sharing of resources.



The department continues to expand its Cognitive Issues Program through the year by increasing the number of families connected with the department. It has also continued to connect with families with its Autism Awareness Program, focused on those families who whose loved ones are diagnosed with Autism.

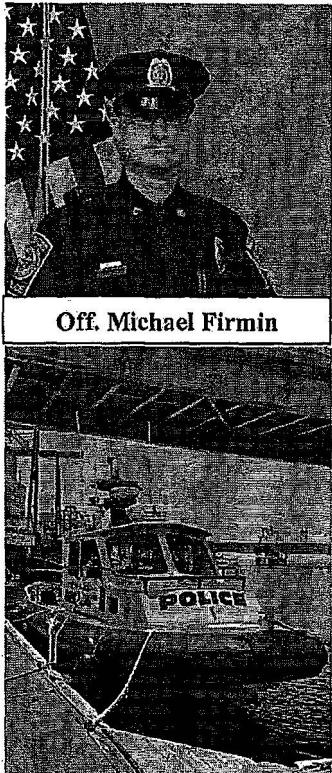
Both programs allow for better safety plans, improved response and communication by police and provide families with additional options and resources. The Cognitive Issues Program had several success stories during the year because of these relationships.

---

*"In The Community Interest"*

All of this activity is documented in written reports, which assist officers when presenting testimony and evidence in court. Every time a police officer handles a call, the officer is committed to providing a high-level service with professionalism, confidence and pride.

### **MARINE PATROL**



The Town of Waterford Police Department and the Town of East Lyme Police Department continue to operate a regional marine patrol vessel. Both towns share responsibility with staffing, maintenance and fuel costs. The Southeast Marine Patrol vessel patrols the navigable waters of both communities to include the Niantic River, Niantic Bay, Long Island Sound, Fishers Island Sound and the Thames River.

The Southeast Marine Patrol is available for service calls year round and staffed by each department separately with a Captain and Crewmember on various weekdays, weekends and holidays from Memorial Day to Labor Day.

#### **During the 2021 boating season Waterford Officers:**

Conducted 22 patrols totaling over 108 hours.

Attended a Search and Rescue training held at the WPD by the United States Coast Guard.

Assisted with a multi-agency security zone in the Thames River for President Biden's visit to the United States Coast Guard Academy on May 19, 2021.

Responded to a possible drowning at the Waterford Beach and assisted the New London Police Department with a reported overturned kayaker.

Utilized the WPD jet ski to deter and enforce speed and wake violations in the Niantic River.

Located missing persons in Oswegatchie Hills using the shallow water capable jet ski.

Assisted the Waterford Harbormaster regarding abandoned vessels and illegal moorings in the Niantic River.

Maintained a high visibility presence, conducted vessel safety inspections and assisted disabled boaters.

Educated kayakers regarding the importance of labeling their kayaks to prevent unnecessarily search and rescue responses and provided "If Found Stickers."

The vessel is slated to have its outboard engines replaced in the spring of 2022 as part of an approved capital improvement for the 2022 fiscal year.

As Waterford Police Department's representative, Officer Firmin participated in monthly meetings of the New London Marine Group regarding the safety and security of the maritime environment for the areas of Long Island Sound and the Port of New London.

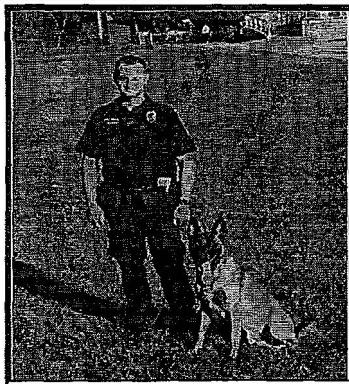
### K9 UNIT



Off. Epps and K9 Neo

The 2020/2021 fiscal year was another successful year for the Waterford Police Department's K9 Unit.

K9 Neo (Five-Year-old German Shepherd/Belgian Malinois mix) and Officer Epps, is a dual-purpose team, which is trained in patrol work and narcotics detection, continues to be regarded as one of the best in the area. Throughout the year, the team was involved in numerous criminal arrests and narcotics finds.



Off. Genung and K9 Ozzy

K9 Ozzy (Three -Year-old Belgian Malinois) and K9 Officer Genung, are also a dual purpose team trained in patrol work and narcotics detection. Throughout the 2020-2021 fiscal year, K9 Ozzy and Officer Genung have tracked and located individuals including criminal suspects, emotionally disturbed persons and missing persons, (Not only in the Town of Waterford, but also for surrounding agencies on mutual aid requests). K9 Ozzy and K9 Officer Genung continue to develop and had a successful first year as a K9 team.

The K9 units continue to provide support to Patrol Services and Investigative Services and were used in a variety of capacities throughout the fiscal year.

This includes various searches for missing persons/suspects, locating stolen items/article searches, conducting narcotics searches and apprehending wanted suspects. The K9 units also provide a high level of officer safety by searching buildings and areas where criminals posing a high risk of danger may be hiding. During FY 2020/2021, the K9 units provided assistance to outside agencies (both in Waterford and outside of Waterford) to include local police departments, Connecticut State Police Statewide Narcotics Task Force and the United States Postal Service. In order to keep up on their training and skills, both teams (Ofc Epps/K9 Neo and Ofc Genung/K9 Ozzy) train twice a month (16 hours) with the southeastern Connecticut regional K9 group which consists of teams from several local police departments. The teams benefit from working with the regional group, as they are able to train at various facilities and locations exposing the K9's to a variety of environmental situations.

---

*"In The Community Interest"*

Both K9 teams are certified by NAPWDA and CPWDA in patrol and narcotics (Dual Purpose Police K9's) and maintain these certifications with annual recertification tests. Due to the COVID safety restrictions put into place, the K9 units were not able to participate in many community events, however were able to attend Camp Dash. The teams continued their yearly routine by attending Waterford High School's Criminal Justice class for a two part demonstration (one part is a practical demonstration and the other part is done in the classroom).

The teams also participate in the Youth Promise education program sponsored by the Waterford Youth and Family Services Bureau. This event, which is highly anticipated by the students at our elementary schools, is also a highlight for the K9 officers and their partners as they enjoy interacting with our youth and highlighting the talents of our K9s.

**K9 Usages:**

Narcotics Searches: 40

Person Tracks: 33

Article Searches: 6

Area Searches: 3

Building Searches: 3

Criminal Apprehensions: 2

Community Service Events: 8

Total Usages: 95



**INVESTIGATIVE SERVICES**



During FY 2020/2021, Investigative Services was comprised of the following officers: Lieutenant Timothy Silva, Detective Sergeant Michael Fedor, Detective Richard Morgan, Detective Todd O'Connell, Investigator Eric Fredricks, Investigator Ray Carroll, Task Force Officers Leigh Bonkowski and Rich Avdevich. The Student Resource Officers were Dan Lane and Megan Sylvestre. Investigative Services is staffed by Executive Secretary Jenifer Anderson.

Investigative Services is comprised of Detectives, Investigators, School Resource Officers and Task Force Officers who are under the supervision of a Detective Sergeant with oversight from a Lieutenant.

---

*"In The Community Interest"*

The Investigative Services Division is responsible for investigating major criminal incidents within the Town of Waterford, along with state and national cases that have ties back to Waterford.

The Division routinely works with other agencies to investigate cases that have crossed jurisdictional boundaries.

The Division conducts necessary background checks for pistol permit applications as well as conducts weapons compliance investigations on persons prohibited from possessing firearms and performs address compliance checks on sex offenders and persons on the Deadly Weapons Offender Registry. Investigative Services also conducts background investigations for any person or organization that conducts door-to-door sales of goods or services within the town's borders. Once vetted, those who have passed the process are issued permits to show residents that these vendors are within compliance of the Town Ordinance.

During FY 2020/2021, Investigative Services was comprised of a Lieutenant, a Detective Sergeant., (2) two Detectives, (2) two Investigators, (1) one narcotics officer, and (2) two Student Resource Officers.

During the fiscal year, Det. Sergeant Ed DeLaura retired and was replaced by the assignment of Sgt. Michael Fedor to Det. Sergeant. Detective Richard Morgan retired and was replaced by the promotion of Officer Bonkowski to the rank of Detective. The Investigative Services Division also had (2) two Investigators – Invest. Carroll and Invest. Fredricks, who are assigned to assist with investigative efforts. Task Force Officer Ryan DiFusco was also assigned to work on Connecticut State Police Narcotics Task Force. School Resource Officer Dan Lane is assigned to Clark Lane Middle School, whereas School Resource Officer Megan Sylvestre is assigned to Waterford High School.

The Division is also responsible for completing and submitting annual reports to State and Federal agencies related to criminal procedure. These reports include sexual assault investigations, use of Ex-Parte Orders for internet and cellular records and Federal Asset Forfeiture Accountability.

**Investigative Services were responsible for the following cases in FY 2020/2021**

Case Numbers	250
Arrests	22
Value Investigated	\$507,938.61
Value Recovered	\$74,156.50
Burglaries (residential and commercial)	16
Ex-Parte Court Orders	16
Search Warrants	39
Unattended Death Investigations	18
Fraud/Larceny	24
Sexual Assaults	19
Narcotics Investigations	11
Pistol Permit Backgrounds	217
Robberies	4
Overdose Investigations	7
Auto Thefts	14

---

*"In The Community Interest"*

## SCHOOL RESOURCE OFFICERS



**SRO Dan Lane**



**SRO Megan Sylvestre**

Youth Division Cases	103
Welfare Check	18
Drills	10
Home Visits	325

The School Resource Officers (SRO) are present in the school system all year with an officer assigned full time to both the Waterford High School and the Clark Lane Middle School. These two officers also cover the Town of Waterford's three elementary schools, two Magnet schools, country school, and the Solomon Schechter Academy as needed.

The SRO's are responsible for school-based investigations, coordinating school based education programs (i.e. Youth Promise, Freshman Seminars and Health Class Seminars). They are responsible for working in cooperation with Waterford's Juvenile Review Board and reviewing all juvenile arrests that may not have to enter the juvenile court system. They also coordinate with the Department of Children and Families, Waterford Youth Service Bureau to develop and realign mentoring programs and diversionary options for all youthful offenders.

The officers address school security concerns to include the coordination and monitoring of lock down drills, fire drills, shelter in place and evacuation drills. They also conduct vulnerability assessments to strengthen school safety and work cooperatively with the school system to implement logical changes.

All juvenile cases that the Waterford Police Department investigate are forwarded to the two SROs for review. Once the review is complete, these officers process those case reports for their final destinations, to include juvenile court, diversionary programs and the records division for storage. During the summer months when school is not in session, these officers return to the Patrol Division.

## TASK FORCE OFFICER



**TFO Ryan DiFusco**

Investigative Services works closely with the State of Connecticut Cold Case Squad, which continues to investigate unsolved cases. The Connecticut Cold Case Squad continues to investigate the homicide case of Kyle Seidel and Christopher Schmeller.

### **Connecticut State Police – Statewide Narcotic Task Force – Eastern District**

Investigative Services oversees the Officer assigned to the Statewide Narcotics Task Force (SNTF). SNTF utilizes a regional approach to

*"In The Community Interest"*

combatting drug trafficking organizations through the investigations of the sale and use of illegal substances by using Law Enforcement Officers from neighboring communities to conduct drug and human trafficking investigations. Officers assigned to SNTF are sworn in under the State Police and are provided powers of arrest for the entire State of Connecticut. Agencies who have officers assigned to this task force are able to share resources such as personnel and equipment while maintaining a fiscal responsibility to the taxpayer.

Additionally, participating towns receive funds through the sale of items lawfully seized as a result of these investigations.

### **Task Force Operations/Results**

During the fiscal year represented in this report the officer assigned to the Statewide Narcotics Task Force has conducted and seized the following:

8 Search and Seizure Warrants Served

6 Arrests

2 Kilos of Heroin

Assisted in 2 Title Three Wiretap cases

Various amounts of Fentanyl, "Crack" Cocaine, and prescription medications

## **ADMINISTRATION**



**Lt. Nicole VanOverloop**

The Administrative Services section of the Police Department is headed by Lieutenant Nicole VanOverloop and also supervised by Sergeant David Ferland and encompasses the Records, Training, Traffic, Court and Evidence segments of the Waterford Police Department. The addition of an Administrative Sergeant is new this year with the addition of the many new requirements the Police Accountability Bill mandates.

### **Records Department**

The Waterford Police Department Records Department is staffed by Valerie Tremblay, Joyce Brown and Oxana Krodell. Oxana Krodell is a new addition to the Records Division but not to the Waterford Police Department. Oxana Krodell made the transition from Police Officer to Data Technician II this year. The Records Department is tasked with all records for the Police Department, along with numerous requests for services, which are listed below. They are often the first point of contact for the Police Department and are a tremendous asset to the Police Department.

---

*"In The Community Interest"*

The Records Department was responsible for the following transactions:

Tickets Entered (written warnings, summons, infraction, parking)	1,560
Freedom of Information Act Requests/Insurance Requests	1,713
DOC/Court/DCF	134
Motor Vehicle Accidents (data entry/MUCC)	989
Patrons Assisted at Lobby Window	1,389
Warrant Data Entry	274

**Department Policies and Procedures:** The Waterford Police Department will need to reach state accreditation by the end of 2022. Lieutenant VanOverloop and Sergeant Ferland have been tasked with reviewing and updating all policy and procedures through the Power DMS system in preparation for accreditation. The beginning sections of the new online policy and procedures format were released to the Waterford Police Department members this fiscal year.

#### **Freedom of Information**

Reviewed the Freedom of information Act requirements and requests for department information and conducted ongoing compliance reviews of records and warrant activity.

#### **Dominion/Millstone**

Coordinated Waterford Police Department participation in Millstone Force on Force drills and participated in Millstone Work Group meetings regarding security and activity.

#### **Schedule:**

The schedule of all police, administrative and Community Service Officer employees is the responsibility of the Administrative Services Division.

#### **Special Response Team (SRT)**

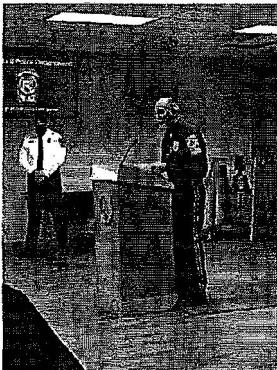
During 2021, the Waterford Police Department was able to launch their own SRT Team. They train in conjunction with the Ledyard Police Department. This is an eight member unit with an additional two trained negotiators. It took two years of training and preparation for this unit to go live in the Spring of 2021. They respond to calls such as high-risk warrants, barricaded subjects, instances needing large perimeters and any other events deemed appropriate.

**LEFTA:** The department began utilizing an expanded version of LEFTA Systems during Spring 2021, which includes modules for the electronic documentation and storage of officer training records, field training records for recruits, vehicle pursuits, use of force incidents, employee conduct and internal affairs investigations. The program will assist in providing greater transparency and accountability with the community.

The “Police Accountability Bill” produced the unfunded requirement that officers be subjected to drug screening every three years as a condition of recertification with the Police Officer Standards and Training Council. Officers are also subjected to mental health assessments every 5 years. The department has contracted with vendors for these services and the first cycle of officers have completed these requirements.

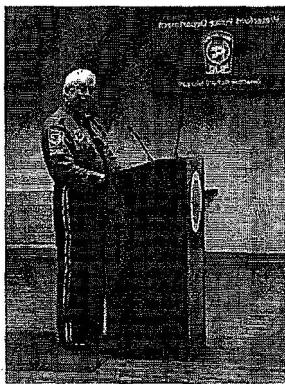
*“In The Community Interest”*

## CHAPLAIN PROGRAM



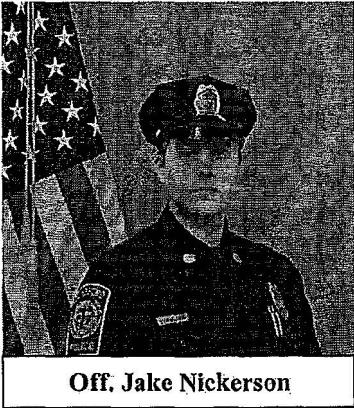
The Chaplain program continues to be a valuable asset to The Waterford Police Department. The non-denominational Chaplain program consists of five volunteers that are rooted in our community and rotate through one-week on call periods. The Chaplains undertake various tasks to assist our agency and the community during times of illness, injury, or death; with a primary function of assisting officers in the delivery of death notifications.

The Chaplains also provide funeral, wedding and other services as well as often maintaining relationships with community members they assist during a time of need.



The current Chaplains; Joe Parise, Chuck Tyree, Dave Moynihan, Gary Poorman and Tom Miyashiro, frequently assist the agency in community events and fundraisers, espousing our efforts to work "In the Community Interest." Chaplains Parise, Tyree, and Poorman also conduct death notification and stress management training for all officers in the region through the Law Enforcement Council.

## TRAFFIC SERVICES



Off. Jake Nickerson

Officer Nickerson was appointed as Traffic Officer in March of 2021 for a three-year term, taking over for newly promoted Sgt Spearrin.

The Traffic Officer remains the main point of contact for residents to request services, file complaints and air concerns regarding traffic safety. As a result, the Traffic Officer speaks directly to numerous residents on a daily basis, having a positive impact on community relations.

After receiving valid complaints, a traffic study, traffic enforcement, additional signage requests or a combination of activates is allotted to alleviate the complaints and concerns.

---

*"In The Community Interest"*

A long term study was completed on Niantic River Road due to accidents, speeding and complaints from residents. Assets were allocated to the concerns and with aide from traffic engineers, a new marking system for the road was suggested and approved by the Traffic Commission.

To help with traffic issues related to speed, distracted and aggressive driving, the Traffic Office utilized equipment allocated to the office regularly. On a weekly basis the two small battery powered electronic speed displays were installed, based on common speeding hotspots or by requests from residents.

Our tow behind solar powered displays were also utilized to urge people to slow down, drive without distractions and warn drivers of upcoming events in the town that would impact the traffic.

The Traffic Office completed several State DOT grants, including High Visibility Enforcement Grants (cellphone violations) road marking grants and equipment grants

The department received approximately \$6,200 of direct funds for traffic enforcement activates. These funds provided for 16-six hour shifts for officers which resulted in approximately 100 traffic stops for distracted and aggressive driving.

Through UConn's traffic safety program, the department obtained two large solar powered electronic speed displays. The units were installed (on a temporary basis) and had very positive feedback from residents. The value of the displays is approximately \$3,000 each and are owned, not on loan, by the town.

A comprehensive audit of the Impound lot was completed.

Due to ongoing Covid restrictions, several annual road races were not conducted during the summer months.

The Traffic Office aided in the development and implementation of the Senior High School Graduation Parade.

Part of the responsibilities of the Traffic Office is to review construction plans and proposals on behalf of the Chief of Police. The reviews are done to ensure that the plans take into account impacts on local traffic, line of sight issues, parking lot guideline adherence and general public safety issues.

The Traffic Office works closely with numerous town departments including Zoning and Planning, Fire Marshalls, Public Works and others during these reviews.

Reviews for the past fiscal year included several high occupancy residential units, a gas station upgrade, several small businesses and an elderly housing complex.

Along with the responsibilities of the Traffic Officer position, the Traffic Officer is engaged in training numerous classes for new recruits and at the recertification program run by the Law Enforcement Council.

### Court/Evidence

Officer Gilbert Maffeo is the WPD Court and Evidence Officer. As a result of Covid-19, GA 10 Part B, located at 112 Broad Street was closed for a significant part of the fiscal year. GA 10 Part A, located at 70 Huntington Street remained open. Due to the court closings, not as many cases were heard which resulted in over 4,000 pending cases in New London County.

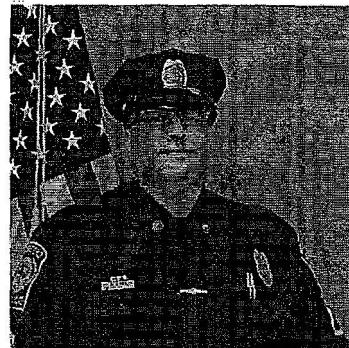
This has left the Court Officer focusing his time on coordinating with supervisors as to when and where suspects are transported, as well as paperwork associated with those arrests. Due to Covid 19 concerns, evidence retention has remained high.

The State of Connecticut Forensic Lab only took evidence from priority cases such as murders, sexual assaults and violent assault cases. As 2020 progressed, the State of Connecticut Forensic Lab returned to processing evidence in regards to more minor cases.

Due to Covid, not as many cases are being heard, and as a result, not as many cases are being cleared and evidence is not being disposed of as quickly as pre-Covid. In addition to this, female prisoners need to be brought to 70 Huntington Street, then brought to 112 Broad Street, due to a lack of holding cells and Covid concerns. Juvenile Court has opened and is handling cases pre-Covid.

The State of Connecticut Lab still has Covid policies in place requiring departments to make an appointment to drop off or pick up items. The court officer has been preparing for future renovations of the evidence room and planning for a property audit for accreditation, which is mandated under the Police Accountability Bill.

Approximately 577 items were taken into evidence while only 269 items approximately were disposed of during the fiscal year.



Off. Gil Maffeo

## Training



Off. Nick Surdo

Training for the Waterford Police Department is supervised by Lieutenant VanOverloop and is coordinated by Officer Nicolas Surdo. The training department is a vital part of the daily operations of the police department. Training begins at the start of an officer's career and continues to the end. The Training Officer is responsible for recruitment, the selection process, initial academy training and a 400-hour Field Training and Evaluation Program (FTEP).

## **Recruitment**

The Waterford Police Department continues to recruit only those who meet the standards set forth by the Law Enforcement Council (LEC), the Police Officers and Standards Training Council (POSTC) and the

Waterford Police Department. The Waterford Police Department coordinated one internship throughout the summer. AJ Sachatello, who is currently attending High Point University in North Carolina, is studying Criminal Justice and spent the summer doing ride-a-longs, attending different trainings and being introduced to a variety of billets held at the police department. AJ is enthusiastic in completing his college education and finding his path into law enforcement.

## **New Hires**

Officer Ian Donovan

Officer Mark Devine

Officer Christian Charron

Officer Kylie Sangermano

Officer Stephen Colkos



## **Continuing Training**

Training remains at the forefront at the Waterford Police Department and is the key to success. The agency believes that through training, in service or collegiate, officers will be better prepared to meet the needs of the community and have the knowledge and the resources available to them to assist in their decision making at calls for service. The Waterford Police Department encourages officers to attend higher education and currently has four officers attending college and obtaining Masters Degrees and Bachelors Degrees.

---

*"In The Community Interest"*

As the COVID-19 restrictions loosened officers were able to attend trainings throughout Connecticut, Massachusetts, New Jersey, Rhode Island and other states. Some of the most notable trainings attended this year was the new state wide Use of Force policy training held at POSTC, Fair and Impartial Policing, Active Shooter Instructor Course held at the Law Enforcement Council (LEC), Basic Sex Crimes, Advanced DUI, PEER Training, and Advanced Death Investigations.

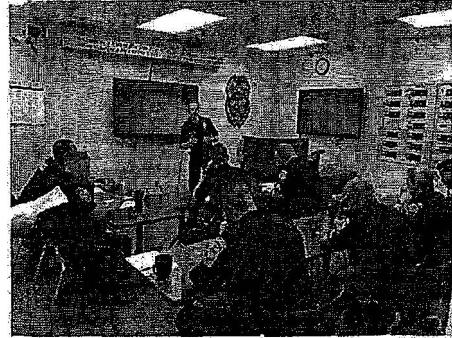
Officers are still required to attend mandatory trainings annually as well as Tri-Annually to meet POSTC standards to maintain their police officer certification.

The Waterford Police Department expanded the usage of LEFTA, which was previously only being used to maintain the Field Training Evaluation Program (FTEP) where Field Training Officers create a Daily Observation Report (DOR) while training a new officer on field training. Currently the Waterford Police Department is also managing officers training records electronically through the Employee Training Records portal in LEFTA. This will allow officers to view their training records so they can see what courses they have attended or need to attend to maintain certification. It also shows how many training credit hours they have and print out any certificates or POSTC forms that are attached. The training officer has begun scanning in training files into this new system.

As call volume stays consistent with emotionally disturbed persons and those in crisis, the Waterford Police Department continues to send officers to Crisis Intervention Training (CIT). CIT is a five-day course where officers gain training and resources on how to respond to these calls for service. The agency will continue its efforts in sending officers until all are CIT certified.

The Waterford Police Department has continued to send officers to Advanced Roadside Impaired Driving Enforcement (ARIDE). This class requires a prerequisite, which is an advanced DUI course or Standardized Field Sobriety Testing course. The police department has one (1) ARIDE/DRE instructor and three (3) DUI instructors. The State of Connecticut has added ARIDE to their curriculum and it will be mandated for recruits and officers who attend POSTC after January 1, 2022.

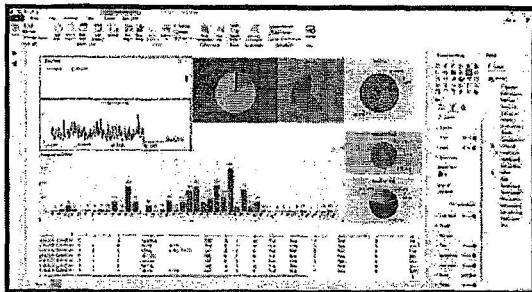
As we move into the future of policing, the need to train and maintain in-house instructors is vital. The Waterford Police Department takes pride in having police instructors in numerous disciplines who teach at the Law Enforcement Council (LEC) and at Police Officer Standards Training Council (POSTC). Having instructors readily available and properly trained allows the agency to instruct their own officers in mandated areas, meeting the needs of the Police Accountability Bill and electives for recertification.



---

*"In The Community Interest"*

## TECHNOLOGY



The Waterford Police has been involved in 23 different law enforcement related technology projects:

- Central Square Records Management System (RMS), Computer Aided Dispatch (CAD), Mobile Reporting Software, CAD/RMS regionalization.
- Data migration from previous desktop RMS to the new Web-based platform and the decommission of classic desktop RMS program
- State of Connecticut Statewide Automated Biometric Identification System (SABIS)
- RMS Connection Project to the State SABIS System
- Connecticut Criminal History Request System (CCHRS) (Fingerprints for permits, employment, etc.)
- WatchGuard Body Worn Cameras – 49 Cameras, charging stations, network connectivity, Updated User Interface, compatibility updates to existing In-Car Camera system, in-house back-up solution, Redaction Equipment and Software, Regional and Statewide Information Sharing Software (SLACK)
- Police Information Network – Roll Call Software, “Neighbors” mobile phone application
- Community Based camera system with license Plate Reader (LPR)
- Power BI Reporting – Racial Profiling, Calls for Service, Geolocation tagging of events
- Assisting with Fire and EMS PowerBI reporting
- Virtual Machine Ware (VMWare) internal structure management and updates

The Police Department also instituted several COVID Safety protocols to assist with workforce management during the pandemic. These solutions are as follows:

- Secure mobile private Chat and Video Conference (similar to Zoom and SLACK combined) Solution for Officers, Administrators, Supervisors, and Dispatchers for Roll Call
- Added a remote mobile solution for Dispatchers to access E911 infrastructure through a secure laptop connection
- Web-based incident reporting for the public
- Internal video sharing solution (like YouTube) for surveillance video, in-house training videos

## UNMANNED AERIAL VEHICLE

The Waterford Police Department continued the use of an Unmanned Aerial Vehicle Unit (Drone) and is utilizing a Yuneec H520 drone. The drone has both thermal and standard picture and video capabilities. The drone is to be used for search and rescue, accident investigation, evidence recovery and other public safety needs. The Drone Unit maintains 5 officers who hold Remote Pilot Certifications through the Federal Aviation Administration (FAA), allowing them to legally fly the drone for law enforcement purposes.

In March 2020, members of the Drone Unit and Accident Investigation Team obtained training in the use of the drone in capturing scaled scene photographs that can be imported and incorporated with scaled scene measurements of the AIT equipment. This tool provides the ability to provide an image of the actual scene and a better finished presentation for court.

The drone has been used for multiple incidents within Waterford, as well as assisting neighboring agencies with mutual aid. Some of the highlights include:

- Obtaining aerial photographs of neighborhoods for participants of the Cognitive Issues program.
- Inspections of radio towers and equipment maintained by and used for communications by the Town of Waterford.
- Capturing line of sight for potential placement of cameras within the Town of Waterford.
- Provided aerial view of a large demonstration in town.
- Aerial photographs to assist in the planning of the Waterford High School graduation as well as senior class photos at the Waterford Town Beach.
- Obtained photographs and videos for various Town of Waterford departments including:
  - WYFS promotion of the U.S Census
  - Economic Development Commission
  - Ongoing construction of the Public Works facility
  - Completion of the WHS softball field

---

*"In The Community Interest"*

## COMMUNITY SERVICE OFFICERS



**CSO Andrew Reed**

In 1991 the Police Department moved into a new building, which for the first time was separate from the dispatch center. This meant that there were times when the new building could be unattended. In the past, if a member of the public came to the police facility, they were met with, at a minimum, a dispatcher.

The migration to the new building removed this ability and required a sworn officer to be stationed in the police building to meet with the public or monitor a prisoner that was being held for court. This problem gave birth to the Community Service Officer program which the Department still utilizes.

Three years ago, in conjunction with the East Lyme Police Department, the CSO position became a 24 hour, 7 day a week, 365 day a year position, which is supplemented with pay from the ELPD.

This program has a dual purpose; first and foremost, to provide a more cost effective intermediary between the public and services needed and the ability to monitor arrested persons, and secondly, to provide an environment to evaluate and vet potential police officers. Over the years, the CSO program has hired 11 CSOs to full time Waterford Police Officers, with 4 of them promoted to supervisory roles and 4 others having been assigned to specialized units within the department. Other CSOs have been hired by other municipal and state police agencies.

The police department has seventeen part-time Community Service Officers (CSOs); each are non-sworn personnel with no arrest authority. The CSOs complete a 24-hour in-house training course in various skills such as prisoner control, fingerprinting, processing of prisoners, paperwork, and Records Management System (RMS) familiarization, as well as an eight to ten shift field training process. They are also required to attend a 24-hour state mandated training on the use of the COLLECT/NCIC computer systems. The CSOs are required to be knowledgeable in officer safety, defensive tactics, data entry, booking procedures and first aid.

The CSOs' primary job functions include greeting residents and other members of the public to assisting with directing them to the appropriate service, processing prisoners, and building security. The CSO's also assist in the Racial Profiling Initiative, Records Management data entry and other requirements of the police function. CSO's also help with the Residential House Check program by inputting requests as they come in and updating the logs when residents return.

A CSO in the building allows the officers and shift supervisors to remain on the road and available for calls for service. This uses a lower cost employee to monitor prisoners and greet the public who enter the police building while keeping the more trained officers available to respond to emergencies.

## NEIGHBORHOOD WATCH



Det. Sgt. Michael Fedor

The Waterford Police Department Neighborhood Watch program is comprised of various neighborhoods throughout the Town of Waterford. Sergeant Michael Fedor leads the WPD's efforts in Neighborhood Watch.

In 2020-2021 the Waterford Police Department Neighborhood Watch Program maintained a majority of its activity, while adapting to the restrictions placed on large gatherings due to Covid-19.

The current list of actively participating neighborhoods stands at 9; Pleasure Beach, North Road, Myrock Road, Old Barry Road, Roxwood Road, Totoket Road, Vauxhall Street Ext., Niantic River Road and Windy Ridge with over 100 individual members.

The Neighborhood Watch meetings are held every month at the Waterford Police Department. Neighborhood Coordinators are encouraged to speak with their members to get input on what is happening and how we, working as a team, can work to address issues. Topics that are regularly discussed are: noise complaints, trespassing, burglaries, car breaks, narcotics, identity theft and speeding.

Through email notifications, Sergeant Fedor has been able to reach large groups of people in specific neighborhoods to aid in criminal investigations shortly after an incident occurs. Not only does this potentially provide officers with crucial investigatory leads, but provides greater transparency into the actions of the police department.

Sergeant Fedor has found that those who attend the neighborhood watch meetings want to know what is going on in their area.

As we move into 2021-2022, we hope to continue to increase the membership of the Waterford Police Department Neighborhood Watch group.

## COMMUNITY AND VOLUNTEER EFFORTS

The men and women of the Waterford Police Department contribute much of their time in support of many charitable community events. This year they partnered with Youth Services, Senior Services, Waterford Public Schools and other town agencies and local community organizations as the need arose.

Some of these events are as follows - Stuff A Bus, Wal Mart Food, Toy, and Clothing Drive, Harvest Fest, Intern Program, Safety Fair, Touch a Truck – Crystal Mall, Daycare visits, East Lyme Light Parade, Child Fingerprinting and K9 demonstrations. Several, but not all, of community and volunteer efforts Waterford Officers worked on are shown here;

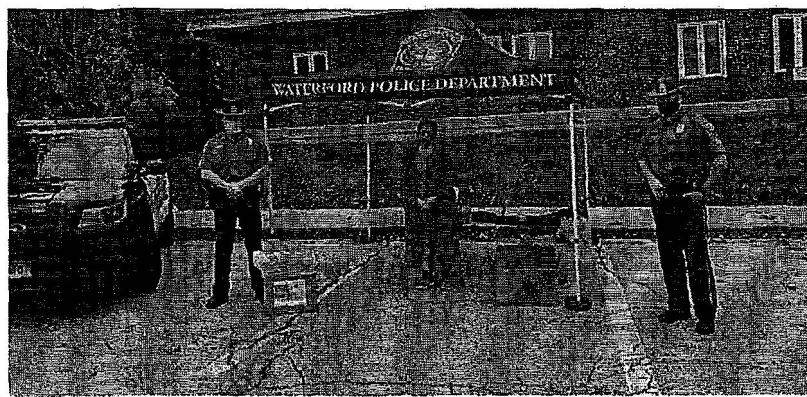
---

*"In The Community Interest"*



WPD working with a Waterford resident who needed to earn Girl Scout badge.

The annual CT Special Olympics Tip-A-Cop event was held at Filomena's restaurant.



Sgt. Michael Fedor and Sgt. Troy Gelinas team up with Selectperson Jody Nazarchyk for DEA drug take-back event.

Birthday parades continued as Covid-19 concerns were still preventing large gatherings.



---

*"In The Community Interest"*



Holiday "Stuff the Cruiser" event to gather donated toys and food supplies for families in need (At Wal-Mart).

In December, Officer John Bunce and Sgt. Ryan Spearrin picked up free holiday trees to hold at the police department for families in need.



In June, WPD members participates in the Law Enforcement Torch Run, benefitting the Connecticut Special Olympics.

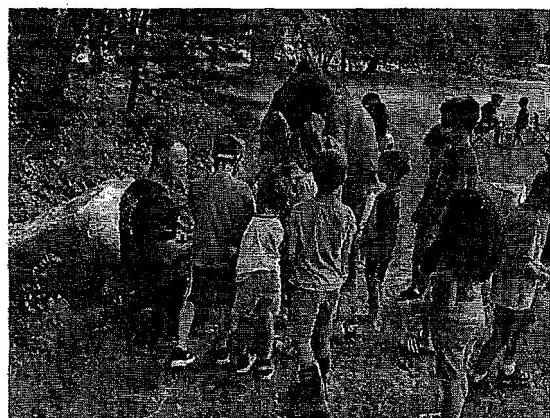
---

*"In The Community Interest"*



WPD Officers "taking advantage" of a local Cub Scout Troop car wash fundraiser.

WPD K9 Officers reading to kids at the Waterford Public Library.



Sgt. Matthew Fedor and SRO Megan Sylvestre participate in the Waterford Senior Parade in June.

WPD Officers participate in Shop-With-A-Cop at Target, providing holiday presents for families in need.

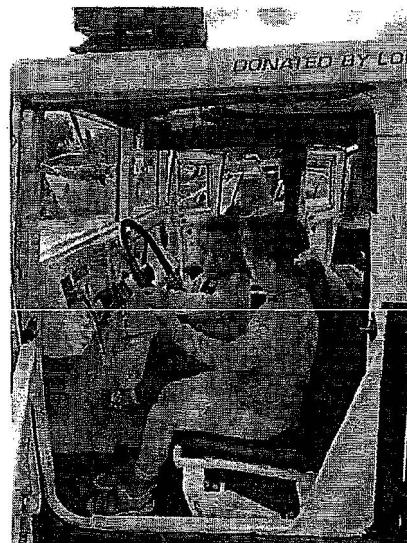


**School/Daycare visits** – The Waterford Police Department sends officers to daycares and schools that request us, so kids can play with the police cars and meet our officers. These visits occur all year long and are a great way of meeting kids and their parents.



**Serving lunch to seniors** – Officers serving lunch at the Community Center to seniors, we do this several times per year, which draws a nice reaction from our local senior population.

**Harvest Fest** – Waterford Officers participated in the Town's annual "Harvest Fest," partnering with Waterford Youth Services to provide and fit bike helmets for local kids to keep them safe while riding their bikes. Officer Fredricks organized and numerous other officers assisted in this great event.



---

*"In The Community Interest"*

## **RETIREMENTS**



**Detective Richard Morgan**



**Sergeant Jonathan Pettigrew**

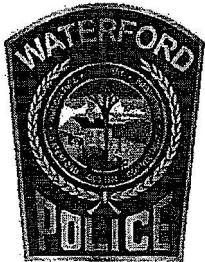


**Office Coordinator Marlena Montgomery**

Congratulations to Detective Richard Morgan, Sergeant Jonathan Pettigrew, and Officer Coordinator Marlena Montgomery on their retirements from the Waterford Police Department. Your contributions to our Town and Region will be missed, enjoy your retirement!

---

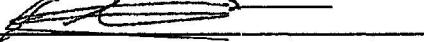
*"In The Community Interest"*



### **CONCLUSION**

The Waterford Police Department is focused on providing the best level of service we can for those who live, work, or recreate in our Town. We hold our motto of "In The Community Interest" to heart and truly believe in the public safety aspect of policing. We hope you have found this annual report informative. If you have any questions, they may be directed to Interim Police Chief Marc Balestracci at [mbalestracci@waterfordct.org](mailto:mbalestracci@waterfordct.org).

Respectfully submitted,

By: 

Board of Police Commissioners

Marc Balestracci, Interim Chief of Police

Commissioner Mark Gelinas, Chairman

Commissioner Thomas A. Sheridan, Vice Chairman

Commissioner Christopher Gamble, Secretary

Commissioner James Dimmock

Commissioner Rob Brule, First Selectman

---

*"In The Community Interest"*

This page is left intentionally blank