

Town of Waterford, Connecticut



ANNUAL REPORT
For the Fiscal Year Ended June 30, 2023

TOWN OF WATERFORD
ELECTED TOWN OFFICIALS
2022 – 2023

FIRST SELECTMAN	Robert J. Brule
BOARD OF SELECTMEN	Greg Attanasio Rich Muckle
TOWN CLERK	David L. Campo
TAX COLLECTOR	Alan Wilensky
REGISTRARS OF VOTERS	Bigi Ebbin Patricia Waters
TREASURER	Abbas Danesh
BOARD OF EDUCATION	
Marcia A. Benvenuti Kathleen Elbaum Amanda Gates-LaMothe Chris Jones Malinda Stone	Pat Fedor, Chair Joy Gaughan Craig Merriman Deborah Roselli-Kelly
BOARD OF FINANCE	
Ronald Fedor Joe Filippetti Glenn Patterson, Chair David Peabody	Kevin Petchark John W. Sheehan Robert J. Tuneski
BOARD OF ASSESSMENT APPEALS	
Lee Couture Catherine Lynn Gonyo Marilyn Lusher, Chair David Peabody	Jerry Porter John Morgan
ZONING BOARD OF APPEALS	
Anne Darling Catherine Lynn Gonyo, Chair Michele Kripps Warren Mackenzie John Morgan	
<u>ALTERNATES</u>	
Greg Gallup William Herzfeld Jason Maryeski	

**REPRESENTATIVE TOWN MEETING
2022 – 2023**

First District

Condon, Timothy
Gauthier, Nicholas
Holmes, Richard
Kahn, Lindsay
Larder, Cheryl
Steward-Gelinas, Danielle

Second District

Augmon-Bossa, Kyrah
Childs, Mary
Girard, Kevin
Gonzalez, Kristin
Olynciw, Theodore
Welch, Dave

Third District

Barcciale, Jennifer
Colonis, Harry
Fioravanti, Timothy
Garvin, Steve
Goldstein, Paul
Healy, Ryan
Kohl, Jennifer

Fourth District

Bono, Michael
Dembek, Thomas
Driscoll, Susan
Radin, Daniel
Rocchetti, Michael E.
Sugrue, David

SENATOR

20TH Senatorial District: Martha Marx

REPRESENTATIVE

38TH Assembly District: Kathleen McCarty

**BOARDS AND COMMISSIONS
2022 – 2023**

BUILDING BOARD OF APPEALS

Albaine, Jose-Miguel
Dinoto, Russell, Chair
Holmwood, Courtney
Rowe, Sean
Vacant

CONSERVATION COMMISSION

Keatley, Matthew
Kriet, Keith
Lersch, David L.
Madelis, Talivadis
Muckle, Richard, Chair
Renegar, Geneva
Thomas, Wade M.
Plis, Ivy
Bray, III., George "Bud"
Wainscott, Julie

Alternates:

METROCAST CABLE TELEVISION

ADVISORY COUNCIL

Merriman, Craig
Robillard, Jeffrey
Vacant

ECONOMIC DEVELOPMENT

COMMISSION

Aledia, Edward
Buscetto III, Michael
Lusher, Edward A.
Mullen-Kohl, Kathleen
Russo, Guy
Vacant
Alternates: Gonyo, Catherine Lynn
Greco, Julie

**BOARDS AND COMMISSIONS
2022 – 2023**

**EMERGENCY MANAGEMENT
ADVISORY COUNCIL**

Sinagra, Steve
Cote, J. William "Bill"
Dembek, Thomas J.
Mancini, Joseph
Goodhind, Todd
Schneider, Gary
Balestracci, Marc
Margolis, Mitchell S.
Howley, Michael
Pawlak, Erik
Sabilia, Elizabeth
Sheehan, John
Shewbrooks, Bruce
Brule, Robert J.
Wiseman, Neil

ETHICS COMMISSION

Helvig, Paul
Messier, Alan
Nailon, Christopher
Ritter, Elizabeth B. (Betsy), Chair
Stone, Adam
Wolfley, Laurie
Mendelovicz, Naomi

Alternates:

FIRE COMPANIES

Waterford Fire Engine Company #1, Inc. (Jordan)
89 Rope Ferry Road
Chief: Deputy Chief Bill Grace

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

Goshen Fire Department, Inc.
63 Goshen Road
Chief: Todd Patton

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
2022 – 2023**

**FLOOD AND EROSION
CONTROL BOARD**

Callahan, Christopher L.
Harran, George R.
Hart, Craig
Kohl, Jennifer, Vice Chair
Kuvalanka, Alexander
Vacant
Vacant

**HARBOR MANAGEMENT
COMMISSION**

Adams, Jane B., Chair
Buths, Jr., Joseph
DeRosa, Robert
Dutton, Robert F.
Hamsher, James J.
Hughes, John
Jamroga, John
Wise, Fred
Alternates: Crocker, Gregory
Vacant

HARBOR MASTER

Crocker, David

DEPUTY HARBOR MASTER

Miller, Richard

**HISTORIC PROPERTIES
COMMISSION**

Crotty, Patrick
Olynciw, Eileen
O'Neill, John J., Chair
Pezzolesi, Justin
Walters, Debra T.
Alternates: MacKenzie, Warren
Guarnieri, Melissa

MUNICIPAL HISTORIAN

Nye, Robert M.

PERSONNEL REVIEW BOARD

Bowens Browder, Stephane
Chuchev, Krum
Maidelis, Talivadis
Mullen-Kohl, Kathleen
Wells, Rikki W., Chair

**BOARDS AND COMMISSIONS
2022 – 2023**

PLANNING AND ZONING COMMISSION	Barnett, Karen Bleasdale, Timothy Conderino, Timothy Ebersole, Jr., Victor Massad, Gregory, Chair <u>Alternates:</u> Chenard, Bertrand Crum, Doris Joseph DiBuono
POLICE COMMISSION	Dimmock, James A. Gamble, Christopher M. Gelinas, Mark R. Sheridan, Thomas, Chair Brule, Robert J.
RECREATION AND PARKS COMMISSION	Beaney, Lucas Chiappone, Melissa Erricson, Rich Gregg, James Gwudz, Megan Murphy, Edward K. Santos, Traci Scheiber, Nan Stino, Taylor
RETIREMENT COMMISSION	Dimmock, James Driscoll, Susan, Chair Finnegan, Linda Goldstein, Paul Merriman, Craig Petchark, Kevin Brule, Robert J.
SCHOOL BUILDING COMMITTEE	Dembek, Thomas Koning, John Muckle, Richard, Chair Nazarchyk, Jody Norton, James W. O'Leary, Liam Reid, James

**BOARDS AND COMMISSIONS
2022 – 2023**

SENIOR CITIZENS COMMISSION

Beaney, Richard
Collins, Anita M.
Darling, Anne A.
Lopes, Dina G.
McNamara, Kathleen A.
Rissi, MD., Daniel
Sanders, Carol Lee, Chair
Vlaun, Joyce M.

**WATERFORD/EAST LYME
SHELLFISH COMMISSION**

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

**WATERFORD SHELLFISH
COMMISSION**

Calkins, Chris
Drennen, Raymond
Francolino, Thomas J
Healy, Ryan
Jamroga, John
Lawson, Douglas W., Chair
Alternates:
Porter, Jerry
Vacant
Vacant

**SOUTHEASTERN CT REGIONAL
RESOURCES RECOVERY AUTHORITY**

Schneider, Gary
Matheson, Daniel

UTILITY COMMISSION

Dembek, Thomas
Kirkman, Kenneth, Chair
Negri, Stephen J.
Pinkham, Rodney A.
Valentini, Raymond L.

**BOARDS AND COMMISSIONS
2022 – 2023**

**YOUTH SERVICE BUREAU
ADVISORY COUNCIL**

Brule, Robert J.
Balestracci, Marc
Buscetto, III., Michael, Chair
Cash, Sheila
Cristofaro, Michael
Dunkerly, Jordan
Elbaum, Kathleen
Filippetti, Joseph
Gorman, Dani, Director
Lane, Dan
McNamara, Erin
McNamara, Ryan
Muckle, Chris
Mullane, Alison
Ryan, Gene
Sachatello, Lisa
Smith, Brianna
Smith, Jennifer
Trelli, Joe
Valentine, Davonta

PROFESSIONAL STAFF
2023 – 2024

Assessor	Paige Walton
Building Official	Steven Cardelle
Chief of Police	Marc Balestracci
Emergency Management Director	Steven Sinagra
Finance Director	Kimberly Allen
Fire Services Director	Michael Howley
Fire Marshal	Stephen Dubicki
Human Resources Director	Christine Walters
Ledge Light Health District Director	Jennifer Muggeo
Library Director	Christine Johnson
Planning Director	Jonathan Mullen
Planner	Mark A. Wujtewicz
Public Works Director	Gary Schneider
Recreation and Parks Director	Ryan McNamara
Senior Services Director and Municipal Agent for the Elderly	Daniela Gorman, Interim Director
Superintendent of Schools	Thomas Giard, III
Town Counsel	Nick Kepple
Utility Director	James Bartelli
Youth Services Director	Daniela Gorman
Zoning Official	Wayne Scott

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Last Name	First Name	Address	Town	State	Zip Code	DEM	REP	UNAFF
Attanasio	Gregory	229 Bloomingdale Road	Quaker Hill	CT	06375	D		
Balestracci	Marc	41 Avery Lane	Waterford	CT	06385	D		
Barnard	Catherine	182 Niantic River Road	Waterford	CT	06385	D		
Barnard	Margaret	183 Niantic River Road	Waterford	CT	06385	D		
Barry	Lisa	5 Gunshot Road	Waterford	CT	06385		R	
Bendfeldt	Joan	2 B Lane	Waterford	CT	06385		R	
Bendfeldt	Peter	2 B Lane	Waterford	CT	06385		R	
Browder	Stephane	12 Two Mile Hill Rd	Waterford	CT	06385	D		
Brule	Robert	15 Leary Drive	Waterford	CT	06385		R	
Bustamante	Esmeralda	2 Best View Road	Quaker Hill	CT	06375	D		
Cairns	April	30 Old Colchester Road	Quaker Hill	CT	06375		R	
Cairns	Kacey	30 Old Colchester Road	Quaker Hill	CT	06375		R	
Campo	David	3 Colonial Drive	Waterford	CT	06385		R	
Chuchev	Krum	55 Colonial Dr	Waterford	CT	06385		R	
Collins	Billy	9 Farmstead Lane	Waterford	CT	06385	D		
Craft	Robert	52 Fourth Avenue	Waterford	CT	06385			U
Cramer	Edward	22 Alewife Road	Waterford	CT	06385	D		
Darling	Anne	132 Shore Road Apt. A	Waterford	CT	06385		R	
Dinoto	Russell	38 Goshen Rd.	Waterford	CT	06385		R	
Donovan	William	310 Boston Post Road Unit 88	Waterford	CT	06385			U
Doshna	Eric	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	11 Hillcrest Drive	Waterford	CT	06385	D		
Fine	Susan	20 Jordan Cove Road	Waterford	CT	06385	D		
Finn	Joyce	24 Jordan Cove Road	Waterford	CT	06385		R	
Fontaine	Wendy	13R Burlake Road	Quaker Hill	CT	06375			U
Friedman	Joshua	260 Great Neck Rd.	Waterford	CT	06385	D		
Garcia-Gonzalez	Elizabeth	19 Boston Post Road	Waterford	CT	06385	D		
Gardiner	Alan	75 Millstone Road West	Waterford	CT	06385		R	
Gaughan	Joy	60 Douglas Lane	Waterford	CT	06385	D		
Gauthier	Nicholas	38 Norman Street	Waterford	CT	06385	D		

Gelinas	Mark	92R Butlertown Road	Waterford	CT	06385		R	
Gilman	Margaret	4 Reed Avenue	Waterford	CT	06385		R	
Goldstein	Paul	34 Fifth Avenue	Waterford	CT	06385		R	
Holt	Caroline	82 Longview Street Unit 24	Waterford	CT	06385	D		
Jones	Christopher	14 Twin Lakes Drive	Waterford	CT	06385		R	
Kamishlian	John	3 Deborah Street	Waterford	CT	06385	D		
Kane	Sean	PO Box 43	Waterford	CT	06385			U
Kanfer	Andrea	16 Baldwin Drive	Waterford	CT	06385	D		
Kirkman	Kenneth	344 Great Neck Road	Waterford	CT	06385		R	
Kohl	Kathy	18 Oswegatchie Road	Waterford	CT	06385	D		
Kuvalanka	Ivan	45 New Shore Road	Waterford	CT	06385		R	
Lee	Lakisha	120 Old Norwich Road	Quaker Hill	CT	06375	D		
Lewis	David	52 New Shore Road	Waterford	CT	06385		R	
MacKenzie	Kate	154 Old Norwich Road	Quaker Hill	CT	06375		R	
MacKenzie	Warren	154 Old Norwich Road	Quaker Hill	CT	06375		R	
Madelis	Talivaldis	38 Beacon Hill Drive	Waterford	CT	06385		R	
Mallari	Sara	6 Reed Avenue	Waterford	CT	06385		R	
Maryeski	Jason	4 Graham Street	Waterford	CT	06385	D		
McCarty	Kathleen	226 Great Neck Road	Waterford	CT	06385		R	
McNeely	Alan	24 Jordan Cove Road	Waterford	CT	06385			U
Merriman	Calley	21 Louise Street	Waterford	CT	06385		R	
Merriman	Craig	21 Louise Street	Waterford	CT	06385		R	
Minner	James	75 Clark Lane	Waterford	CT	06385		R	
Muckle	Richard	864 Vauxhall Street Ext.	Quaker Hill	CT	06375		R	
Negri	Stephen	2 Lanyard Lane	Waterford	CT	06385	D		
Nye	Ann	96 Rope Ferry Road	Waterford	CT	06385	D		
Nye	Robert	96 Rope Ferry Road	Waterford	CT	06385	D		
Olynciw	Mark	62 Twin Lakes Drive	Waterford	CT	06385	D		
Olynciw	Ted	62 Twin Lakes Drive	Waterford	CT	06385	D		
Ormond	Margaret	114 Butler Town Road	Waterford	CT	06385	D		
Parise	Joseph	41 Devonshire Road	Waterford	CT	06385		R	
Pezzolesi	Kristin	48 New Shore Road	Waterford	CT	06385		R	
Plis	Ivy	21 Dimmock Road	Waterford	CT	06385		R	
Provatas	Rita	36 Niantic River Road	Waterford	CT	06385	D		

Ritter	Elizabeth	24 Old Mill Road	Waterford	CT	06385	D		
Rochester	Steven	1081 Hartford Road	Waterford	CT	06385		R	
Roselli Kelly	Deborah	70 Oswegatchie Road	Waterford	CT	06385	D		
Sabilia	Elizabeth	132 Oswegatchie Road	Waterford	CT	06385	D		
Scarpa	Kenneth	108R Bloomingdale Road	Quaker Hill	CT	06375		R	
Sheehan	John	19 Laurel Crest Drive	Waterford	CT	06385	D		
Sheridan	Thomas	318 Great Neck Road	Waterford	CT	06385	D		
Stone	Malinda	16 Windy Ridge Place	Waterford	CT	06385		R	
Swanson	Gregg	119 Shore Road	Waterford	CT	06385		R	
Vlaun	Joyce	12 Wallace Street	Waterford	CT	06385	D		
Welch	Margaret	9 Farmstead Lane	Waterford	CT	06385	D		
Welch-Collins	Baird	9 Farmstead Lane	Waterford	CT	06385	D		
West	Julie-Cherie	182 Oswegatchie Road	Waterford	CT	06385		R	
White	George	22 New Shore Road	Waterford	CT	06385		R	
Wolfley	Laurie	15 Anita Avenue	Waterford	CT	06385	D		
Yother	Elizabeth	226 Great Neck Road	Waterford	CT	06385		R	

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BOARD OF SELECTMEN

ROBERT J. BRULE, FIRST SELECTMAN

2023 ANNUAL REPORT

RICH MUCKLE, SELECTMAN

GREG ATTANASIO, SELECTMAN

SHANNON WITHEY, EXECUTIVE ADMINISTRATIVE ASSISTANT



**(FROM R TO L) SELECTMAN GREG ATTANASIO,
FIRST SELECTMAN ROBERT BRULE AND
SELECTMAN RICHARD MUCKLE**

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 continue to value trust, communication, transparency, a sense of belonging and always putting the Waterford community first in my decision-making. I am proud to work alongside Selectman Rich Muckle and Selectman Greg Attanasio and present the 2023 Board of Selectmen Annual Report.

In 2023, the BOS presented an operating budget with an increase of just 1.32%, consistent with previous budget increases of 1.25%, 1.65% and 2.07%, respectfully. The 5-year Capital Plan presented in 2023 highlighted a “Snap Shot” which identified use from the General Fund Balance for capital projects with a focus on road paving, water utility, building maintenance and parks, which was well received from elected officials on both sides of the aisle. Waterford completed its state-mandated revaluation and saw a significant number of property values continue to climb. The Grand List increased for the 8th consecutive year, a 30% increase. Waterford continues to work closely with the Board of Finance and RTM to complete existing capital projects and initiate necessary town-wide capital infrastructure projects. The First Selectman will continue to provide the Board of Selectmen, Board of Finance and the RTM quarterly updates to ensure consistent communication continues.

Over the past year, First Selectman Brule served as Vice Chairman of the Southeastern Connecticut Council of Governments (SCCOG) and a member of the Executive Committee for SCCOG and the Southeast Area Transit District (SEAT). In 2023, First Selectman Brule was selected and honored as a “First 100 Plus - Class of 2023” recipient by the Connecticut Coalition Against Domestic Violence, for

demonstrated leadership and commitment to improving the lives of domestic violence survivors in Connecticut.

Community Engagement

The First Selectman's Office remains committed to community engagement and accessibility to town parks and outdoor space. The First Selectman's "Waterford Cares" initiative started four years ago and continues with great participation by the community - to provide holiday meals to veterans and families in need. It also includes creating and supporting community events in town, for example, Veterans ceremonies, holiday tree lightings, hosting a Diaper Bank drive, hosting food drives, Waterford Day Parade, trunk or treat, Town Coin presentations, Town Proclamation ceremonies, Honoring Scouts, and the American flag display from Memorial Day to Veterans Day. The Town continues to commit to its veterans by hosting Memorial Day and Veterans Day Ceremonies through the First Selectman's Office, as well as participating in Wreaths Across America every December. These events honoring



and remembering our Waterford Veterans remains a priority. The Waterford Veterans Coffeehouse continues to gain membership and attendance. The Coffeehouse is held at Filomenas Restaurant in town and remains the largest attended Veterans Coffeehouse in Eastern CT. The First Selectman's Office continues to sponsor the Waterford Veterans Day Ceremony, Memorial Day Ceremony and 9/11 Remembrance Ceremony, as well as, Wreaths Across America at Jordan Cemetery.

The 3rd Annual Waterford Day Parade continued this summer and was a huge success for residents of all ages! The Town of Waterford continues its strong relationship with the American Red Cross and has continued to host monthly blood drives at Town Hall. The town continued to partner with Ledge Light Health District, to provide residents vaccine clinic options and Covid-19 Test Kit distribution opportunities. In 2023, the Waterford Country School celebrated 100 years of service. Congratulations! The Waterford Country School employs 150 staff and sits on 320 acres of rural land. Every day, the WCS use of therapeutic animal interaction, nature based enrichment activities, hands on learning, and compassionate staff to change the growth trajectory for children and young adults. The Town of Waterford

remains a proud supporter of the Waterford Country School. The Eugene O'Neill Theater Center recently produced the musical “Shucked” which was a Tony Award winner in 2023! Amazing accomplishment! The First Selectman remains a proud Ex-Officio member of the Board of Trustees at The O’Neill. The town’s efforts continue to focus on the campus’ capital needs, while ensuring the day-to-day maintenance of the buildings and grounds remain the O’Neill’s responsibility. The Town worked directly with the Diaper Bank of CT, Waterford resident Jennifer Kohl, and Waterford Human Service Administrator, Dani Gorman to create the First Selectman’s Diaper Bank Drive! The Diaper Bank Drive falls under the First Selectman’s Waterford Cares program, an initiative



focused on addressing the day-to-day needs of all our residents, emotionally, financially, spiritually, and physically. The turn out from the community and town employees was amazing and did not disappoint! Waterford continues to donate and deliver holiday meals to veterans and seniors in town, as well as, families in need.

In 2023, the First Selectman’s Office participated in a town-wide, regional school crisis drill, which included all town departments and first responders. Also participating were school administrators, teachers, students, parents and community members in Quaker Hill. The First Selectman signed two Inter-local Agreements on behalf of the Waterford Police Department. The first was an agreement with the Town of Ledyard, creating the Southeastern Connecticut Special Response Team. The second was an agreement with the Town of East Lyme, creating the Shoreline Traffic Accident Reconstruction Team (START). This regional agreement is another example of Waterford working together with our neighbor East Lyme. The two towns currently partner on animal control services, a shared regional police boat and equally contributed funds to a new pump-out boat on the Niantic River for Save the River-Save the Hills. First Selectman Brule joined Mayor Keith Hedrick and Mayor Michael Passero in 2023 to support the annual Wyland National Mayor’s Challenge for Water Conservation (Mayor’s Challenge). With no cost to



cities, towns or taxpayers, the Mayor’s Challenge offers a unique and compelling way to motivate residents to conserve water.



In addition, the town remains committed to the success of the Waterford Fire Department as a “combination department. The First Selectman participated in active firefighter training to see first-hand how firefighters safely enter a burning building to prepare for the day when they are called upon. Waterford firefighters are placed in a position that requires them to handle extraordinary amounts of responsibilities when they become a part of this career. First, they will be placing themselves in harm’s way and taking risks to ensure the safety of others. While firefighters undergo extensive training as recruits, they need to develop or already have specific skills to perform their duties safely and effectively. The First Selectman’s day of training included a debriefing session with a team of 12 firefighters by Captain Martin. It then included entering a smoke-filled building on a 90-degree summer day to rescue a victim on the second floor, seeing nothing because of the smoke machine, wearing all the gear, carrying an ax, wearing an oxygen mask and feeling my way to the victim with my partner.



Capital Projects



As noted previously, in 2023, the 5-year capital plan reflected a “Snap-Shot” for the responsible and transparent use of the general fund balance for capital projects. Thank you to the Board of Selectman and Board of Finance Chairman, Glenn Patterson, for your input and support in 2023. The 5-year capital plan will again reflect use of the general fund balance as to ensure operating budgets and impact on the tax rate remains stable. Road paving projects will continue to have the Utility Commission replace all 30-year old plastic water connectors over to copper prior to road paving, eliminating the possibility of leaks forming under the newly paved roads. The First Selectman’s Office continues to communicate with the Superintendent of Schools and put forward an \$800,000 capital project to replace the AC Chillers at Clark Lane Middle School. The First Selectman initiated a town-wide school and community



security upgrade capital project with input from leaders within the police, fire, emergency management, IT, finance and planning departments and the Superintendent. The \$2M request for funding this school security project is the largest capital project for school and community safety the town has ever requested and been approved by the Board of Selectmen, Board of Finance and the Representative Town Meeting. The Waterford Duck Pond dredging project was approved in 2023

and saw the \$900,000 dredging project completed in the fall, while the ADA pathways are still under construction. Trees around the pond were removed due to Ash bore disease or root systems negatively impacting the project and will be replaced with new healthy trees that will be here for another 50 years! The Town of Waterford completed the new concrete sidewalk within the Historic Jordan Village from B-Lane to Avery Lane with the help from a State of Connecticut grant, thereby, extending the connection to the Jordan Historic Village Green. In 2023, the \$1M approved road paving and reclamation project of Old Norwich Road in Quaker Hill became the largest road-paving project the Town of Waterford approved in decades.



Other Notable Capital Projects Completed in 2023:

- The Public Safety Building (Emergency Management, Dispatchers and Fire Services) HVAC rooftop unit and roof replaced.
- The Town Hall front door was replaced.
- The \$2.75M Cross Road (state-funded grant) Paving Project was closed.
- The Southwest School underground septic tanks were removed.
- The oil tanks at the Eugene O'Neill Theater Center were removed.
- The underground oil tank at the Police Department was removed.
- The AC Units at Emergency Radio Sites were replaced. The \$400,000 Underground fuel tanks at the Public Safety Building and the Library were removed.
- The Utility Commission initiated the replacement of 30-year old plastic water connectors with copper connectors prior to paving new roads.
- Town paved Tiffany Avenue, Oil Mill Road, East Brook Drive, Shore Road, Cedar Street, Savi Avenue, Cherry Street and Niantic River Road.

Fleet Management Plan

The Public Works Department and the Police Department fleet plans remain a priority. As supply chain issues have occurred, the Town remains in good position to purchase the fleet necessary to keep our town safe and operating efficiently. The Town continues to remove vehicles and equipment from the fleet in an effort to reduce the size of the fleet. The new Municipal Complex's 70,000 square foot garage continues to keep our trucks and other fleet equipment inside and protected from the elements. The First Selectman will continue to focus on Fleet Management, focusing on how many vehicles the Town has in its fleet, maintenance of vehicles to extend life and budgeting for large vehicle replacement when the time is needed. FY25 will see the Town committing funds for three large pieces of apparatus within Public Works, including a Sweeper for \$348,209, a 5-ton Dump Truck for \$276,695 and a Side Load Refuse Truck for \$391,997.

Planning & Economic Development



The Town of Waterford is proud to recognize Waterford resident and business owner, Cindy Hersom, President/Owner of Dicin Electric. In 2023, Dicin Electric was honored by President Biden at the White House for being selected U.S. Small Business Administration Sub-Contractor of the Year, for the entire country! Congratulations Cindy, Chris and the entire

Dicin Electric family for 50 years of dedicated service in town. The Planning Department continues to be very busy with new business and the number of permit requests. Over the past year, there continues to be commitment towards responsible economic development and our continued efforts to "fill empty storefronts" and attract new businesses to Waterford. In 2023, the Town welcomed M&T Bank to town in the old Webster Bank location and saw the closed Hendels Americana Furniture Barn space filled with Americana Fabrics, one of the largest online fabric stores in New England. Posh Wash Carwash renovated and opened the carwash across from Job Lot. Long-time Waterford business Hillyers Tackle Shop was purchased and is under new ownership and the town saw Play it Again Sports renovated and open the space between Planet Fitness and Big Lots. Many in town are excited to see Chipotle purchase the land near Aldi's and the start of construction, while the old Hess Gas Station



nearby was demolished to make room for a gas station and market at the same location. The former Sunset Rib Restaurant in Mago Point was remodeled and opened for business under the new name Fat Tuna. Graniteville Dentistry completed its construction and has moved into the vacant space in Utopia Centre. The first phase of the Waterford Woods Luxury Apartments Complex on Willets Avenue was completed. This needed apartment housing development for young professionals in the area is a \$100M project, and is on schedule to start Phase 2 in the spring of 2024. Waterford Woods includes a state of the art clubhouse and pool, rain gardens, 3-mile walking trail, pickleball courts, dog parks, community vegetable and herb gardens and garage units for additional storage for residents.



The First Selectman, on behalf of the Economic Development Commission, attended the International Council of Shopping Centers National Convention in New York City. During the convention he met with developers from around the country to discuss possibilities of development at the Crystal Mall property and the Airport property.



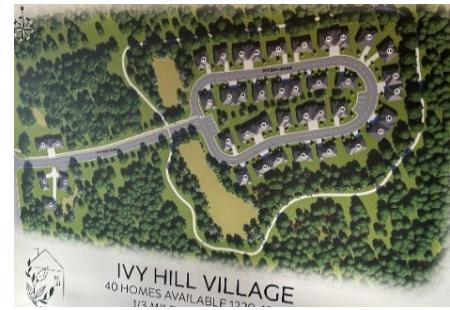
The Town of Waterford proudly welcomed United States Assistant Secretary of Energy, Dr. Kathryn Huff and Deputy Assistant Secretary of Spent Fuel and Waste Disposition, Dr. Kim Petry, for a visit to Waterford and a tour of the Millstone Power Station. Discussions focused on the future of nuclear energy by the Biden Administration and my official testimony to the U.S House of Representatives supporting Congressman Courtney's Consent-Based Siting of Interim Storage Legislation. This important legislation supports the First Selectman's commitment to the removal of dry cask storage from the Millstone Power Station.

The Town of Waterford is currently completing the town's Plan of Conservation and Development. "Plan Waterford" is our Town's guide for the future. It shows where we have been and lays out the vision for where we are going. Thank you to the staff and Planning & Zoning Commission for the effort put forward as we complete the final phases, including the online survey.

Budget Management

The town continues to look for new economic development that will have long-term effects and will enhance our Net Taxable Grand List. For example, the town Board of Selectmen and RTM voted unanimously to support Dominion Energy's interest in building data centers on its' property. In 2023, the First Selectman's Office has had positive communication with all three owners of the Crystal Mall property. The 40-home Ivy Hill Village residential project off Great Neck Road began construction in 2023. This cul-de-sac built by Adams Builders will feature energy efficient, smaller homes with an HOA that will take care of the lawn, trash and recycling and provide owners a nature walking trail. This newest residential cul-de-sac will allow homeowners to downsize in energy efficient "smaller homes" in the Great Neck area of town and grow the grand list. In 2023, the Town of Waterford enjoyed a mill rate decrease. Over the past year, there has

been a continued commitment to work closely with the Board of Selectmen, Board of Finance and the Representative Town Meeting to ensure Departmental Budgets, Capital Spending and Fleet Management Plans are thoughtful, deliberate and transparent. There has been a commitment to identify areas where Department Heads can find savings.



The Town continues to prioritize a working budget for our town that supports first responders, critical services and level of education we enjoy in town, while minimizing the growth of the taxpayers' burden. We have continued that philosophy with a minimal increase in the general government operating budget and updating job descriptions through the Human Resource Director, Commissions and the Program Review Board. The Town, like many of its' neighboring communities, has seen a continuation of retirements by eligible employees. There continues to be a focus placed on recruitment and retention of town employees, most notably, building officials, police officers and firefighters. The town successfully



negotiated a 4-year Police Contract, a 4-year 1303 Labor Contract, and a 4-year GGA Labor Contract, ensuring responsible budgeting, retaining our talented workforce and providing department heads with predictable personnel budgets going into the next four annual operating budgets. A trend moving away from the traditional 2-year labor contracts and high labor counsel costs to the town. The town, like many of its neighboring towns, has seen a continuation of retirements by eligible employees. There continues to be a focus placed on recruitment and retention of current employees. Over the past year, the First Selectman's Office worked with the Senior Service Commission, Human Resource Director, town labor counsel, the Youth & Family Services Advisory Council and the GGA union, to eliminate the Senior Service Director position and the Youth & Family Services Director position, and create one position, the Human Services Administrator. The impact has been noticeable and positive. No longer does a family "fall in between the cracks" while a more positive experience occurs between residents and the town. In 2023, the town saw Planning Director retire as well as the Fire Marshal. The town continues to absorb the aforementioned number of retirements of long-time town leaders and employees, yet, provide great opportunities and services for the residents. The Town leadership team remains committed to the growth and stability of the Town of Waterford.

Waterford continues to grow and attract families and businesses to town. We continue to have some of the largest retail shopping stores and plazas in southeastern CT and are home to two nuclear power plants. These provide many benefits to our town. We have more growth forecast for the town and look forward to planning that growth with the various builders and developers. Like so many of our neighboring communities, the year posed serious challenges due to supply chain issues and significant cost increases within capital expenses, adjusting to post-pandemic realities and the impact Electric Boat hiring thousands of highly compensated employees has had and will continue to have on the recruitment and retention of town employees.



FIRST SELECTMAN BRULE AND
CHIEF OF POLICE, MARC
BALESTRACCI

American Rescue Plan Act



All expected ARPA funding from the federal government has been received by the Town of Waterford (\$5,547,889). The allocation the Town of Waterford received from the American Rescue Plan Act (ARPA) and the Plan to spend the funding was submitted to the RTM –

appropriating the funding to emergency service upgrades, small businesses, tourism, mental health needs, water utility upgrades and maintenance and outdoor parks. One adjustment to the Plan thus far, that being, the town-wide broadband was not an acceptable project by ARPA, due to Waterford not operating its own Utility. As a result, these ARPA funds transferred to the Civic Triangle Park Capital Project, due to that Master Plan being already approved by the Civic Triangle Park Ad-Hoc Committee and all town bodies and consistent with the initial ARPA plan submitted to the town for approval.

Projects completed with ARPA funds in 2023:

- Small Business Grant Program
- Hired Human Services Coordinator for Senior Services Department
- 45 capital projects were completed for an approximate total of \$6.1M



Projects ongoing in 2024:

- Waterford Park Pond ADA Pathways, Holm Memorial and Boardwalk
- Waterford Park Streetscape – Along Rope Ferry Road
- Waterford Park Playground ADA Pathways to Pond / Restrooms
- Old Norwich Road Pump Station Upgrade
- Fargo Lane Water (Tank) Tower Rehabilitation
- Town GIS Updates
- Eugene O'Neill Theater Hammond Mansion Roof Replacement

Conclusion

The First Selectman is proud of the work we accomplished in a bi-partisan and professional manner in 2023 and remains committed to continuing positive, transparent and thoughtful discussions in the year ahead. Finally, and sadly, The First Selectman would be remiss if he did not acknowledge the profound loss of former Selectwoman and running mate, Jody Nazarchyk. Jody had an impact on the lives of countless Waterford residents this past year. Jody was an amazing person and community member. Her greatest gift was her love for her neighbor and her advocacy for veterans, seniors and children. Jody is missed terribly by our community, however, her legacy lives on forever in Waterford.



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OFFICE OF THE TAX COLLECTOR
Fiscal Year 2023 Annual Report

The Tax Office submits the following Annual Report for the Fiscal Year ended June 30, 2023.

The mill rate of 27.56 mills was set by the Board of Finance on May 18, 2022, generating a total levy at July 1, 2021, of \$96,522,676.97 from the October 1, 2021 Grand List. This represented an increase of 1.03% over the prior year's levy. Lawful adjustments and corrections of \$216,540.84 throughout the year, and transfers to suspense of \$24,491.56, reduced the adjusted levy to \$96,281,644.57.

On May 11, 2022, the Representative Town Meeting established the following collection schedule for Fiscal Year 2023: Real estate bills over \$100 were to be collected in two equal installments due July 1, 2022, and January 1, 2023. 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, 2022. Motor vehicle supplemental bills were to be collected in one installment due January 1, 2023. Bills were collectible without penalty through the first business day of the following month, by State statute.

On May 17, 2023, the Board of Finance approved a suspense list of \$24,491.56 as submitted. The accounts were transferred to suspense on May 18, 2023. 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 \$21,280.81.

The Tax Office achieved a collection rate of 99.48% as of June 30, 2023, on the bills from the 2021 Grand List:

<u>2021 Grand List - Adjusted Levy</u>	<u>Taxes Collected</u>	<u>Taxes Uncollected</u>	<u>Collection Rate</u>
\$97,051,659.93	\$96,544,175.43	\$502,168.90	99.48%

This was 0.20 percentage points below the collection rate of 99.68% achieved in Fiscal Year 2022. This is the third highest collection rate in the 22 years for which I have historical data.

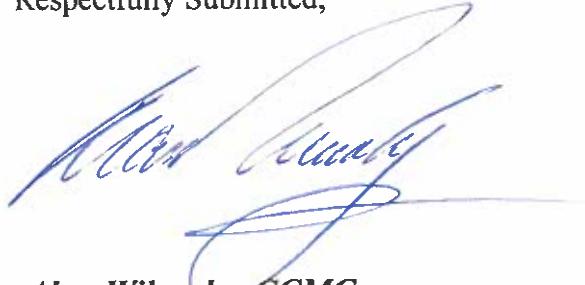
At July 1, 2022, total taxes of \$873,983.60 were uncollected from all prior year tax levies. Collections in Fiscal Year 2023, reductions due to Assessor adjustments, refunds of overpayments, and transfers to suspense, resulted in previous years' uncollected taxes at June 30, 2023, of \$929,426.95. This is an increase of \$55,443.35 or 6% above the prior year's figure. Interest of \$531,588.02 (+226%) and fees of \$28,752.29 (+3%) were collected from all prior year levies during the fiscal year.

In response to uncollected taxes, 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. In addition, the Tax Office continues to utilize the Rossi Law Office collection agency to aid in the collection process. Rossi Law Office collected \$141,567.04 (+59.7%) for the Town of Waterford in Fiscal Year 2023.

Since approximately FY 2011, tax payments have been accepted electronically with our online payment processor. In that first year, we collected \$181,279.77 in online payments. 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 2023, a total of \$6,225,445.26 was collected in this manner, an increase of 25.98% from the prior year. With the increase in online payments, we have not needed the assistance of the lockbox service formerly provided by the Town's bank.

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, CCMC
Waterford Tax Collector

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Town Clerk's Office

FY 2023 Annual Report

Staff: David Campo, Darleen Celotto, Lisa Stearns

The primary duties of the Town Clerk's Department include, but not limited to, records retention and preservation, vital statistics (Birth, Marriage, Death), 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 and agendas. 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 and are committed to offering a high level of customer service to the residents. Statutory requirements continue to change and we have stayed up-to-date through education, the Connecticut Town Clerks' Association, New London County Town Clerks' Association and working closely with other Town Departments.

We experienced significant personnel changes in FY23. Deputy Town Clerk Mary Thompson retired early in FY23. Mary's experience and professionalism will be missed moving forward and I thank her for her years of service. She has since been replaced by Darleen Celotto. A special thanks to the new Deputy Town Clerk Darleen Celotto (former assistant), who took the time to learn the duties of Deputy while being Assistant, upgraded some processes, creating a near seamless transition. New Assistant Lisa Stearns has fit in nicely and continues to develop her skills as she understands her roll. It cannot be said enough that the responsibilities placed on this office in regards to absentee ballots over the past few years has been a challenge that we have faced head on. Applications were processed without a single clerical error or complaint. This was due to a collaborative effort among multiple departments throughout town, along with significant dedication from the entire Town Clerk's staff.

We continue to focus on making the Town Clerk's office more accessible to the public. Links and forms continue to be added on the town's website, reducing the amount of phone calls, email inquiries, and mailings. We have continued to move forward with back scanning of the land records. Land records can now be viewed back to April of 1990, 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 now use ADP, an employee time clock and scheduling software, and Munis, the financing software. We went live with OnBoard, a committee, board and elected officials member tracking software, in FY22 and proved to be a valuable tool in FY23. We continue to use the state provided absentee ballot system (Connecticut Voter Registration System). The system worked near flawlessly and proves to be an amazing time saver. The Election Management System is used to submit forms and track election statistics. The two systems are targeted to be combined as one system prior to the 2024 Presidential Election, which will also include early voting. 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 FY23 totaled \$610,778, down from FY22 (-\$113,059). It should be noted that this is the third highest year on record for revenues, and was noted in last year's report that I expected a sharp decrease due to interest rates. I expect this to happen again. With department expenditures at \$300,295, this office generated a net income for the town in the amount of \$310,483, a 30% decrease from FY21.

Vital Statistics: 146 births (152 last year), 299 deaths (307 last year), and 268 marriages (204 last year). Harkness Memorial State Park, Langley's, Filomena's, and religious institutions 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 8, 2022, State Election brought out 63.5% of registered voters. This was a decrease of 11% points 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 and maps 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. Town Clerk Campo was appointed as the state vendor chair for the Connecticut Town Clerks' Association.

We continue to place an emphasis on education by attending conferences and other educational offerings through the State and the Town Clerks' Association.

Respectfully submitted,

David L. Campo, CCTC
Town Clerk & Registrar of Vital Statistics

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**Assessor's Office****FY 2023-2024****GL 2022****Staff: Paige Walton, Nicole Serra, 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, audits business personal property equipment and lists and values all vehicles located within the Town of Waterford as of the October 1st 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 transfer and ownership changes in order to maintain an accurate and current database.

In accordance with Connecticut statutes, the Assessor's office must also oversee the periodic revaluation of all real property within the Town of Waterford to insure valuation uniformity by eliminating inequities that may have developed since the previous revaluation. In collaboration with Vision Government Solutions Inc. the Assessor's office successfully completed and implemented the state-mandated 2022 revaluation, meeting all required state performance based testing standards. Overall, residential properties experienced a median increase of 32% while commercial and industrial property values increased by 5.5%.

Our goal is to perform responsible assessment, appraisal and administrative work to maintain 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 data 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 subdivision, assemblage, boundary agreements and surveys.

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

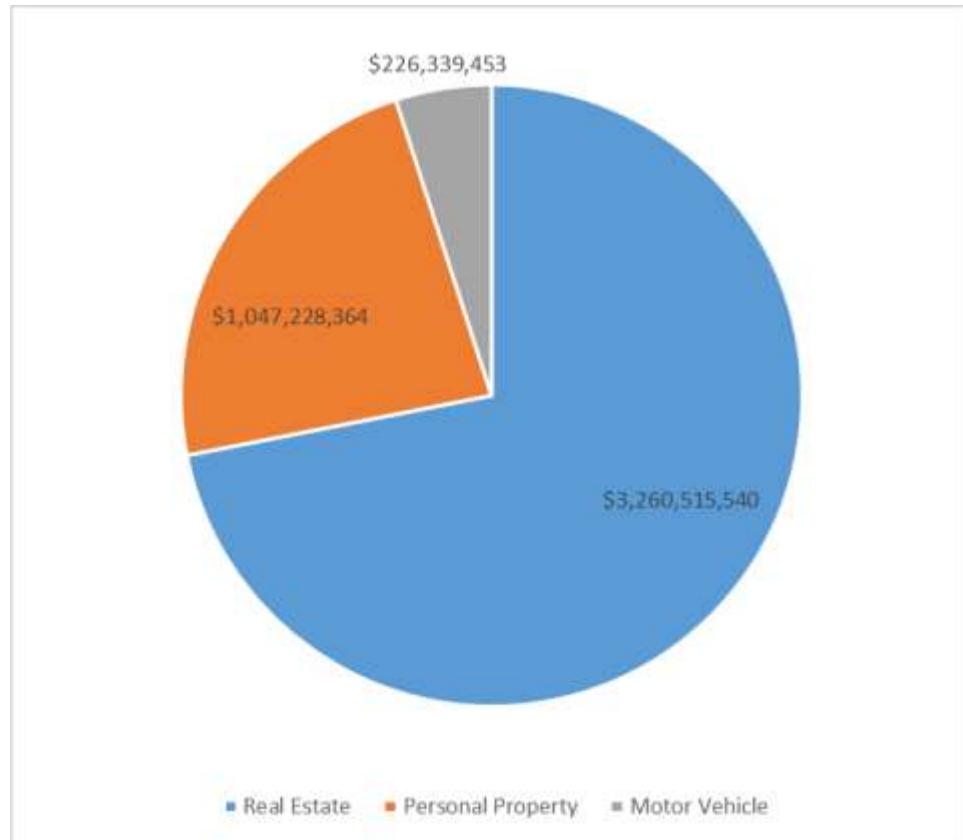
Before corrections and Board of Assessment Appeals adjustments the 2022 Net Grand List totaled \$4,544,279,712. The Board of Assessment Appeals met throughout the month of April and reduced the Net Grand List by \$10,196,355. The final 2022 taxable net Grand List as reported to OPM was:

\$4,534,083,357

2022 Grand List Summary:

2022 GRAND LIST OF TAXABLE AND EXEMPT					
TYPE OF ACCOUNT	# OF ACCOUNTS	GROSS ASSESSMENT	TOTAL EXEMPTIONS	TOTAL NET VALUE	
REAL ESTATE REGULAR	9058	\$ 3,268,258,671	\$ 34,233,716	\$ 3,234,024,955	
REAL ESTATE ELDERLY HOMEOWNER	212	\$ 36,691,240	\$ 811,500	\$ 35,879,740	
TOTAL REAL ESTATE TAXABLE	9270	\$ 3,304,949,911	\$ 35,045,216	\$ 3,269,904,695	
REAL ESTATE EXEMPT	300	\$ 357,764,340	\$ 357,764,340	\$ -	
REAL ESTATE TOTALS	9570	\$ 3,662,714,251	\$ 392,809,556	\$ 3,269,904,695	
PERSONAL	1295	\$ 1,077,221,940	\$ 29,186,376	\$ 1,048,035,564	
MV	20444	\$ 229,628,711	\$ 3,289,258	\$ 226,339,453	
TOTAL MV & PP	21739	\$ 1,306,850,651	\$ 32,475,634	\$ 1,274,375,017	
FINAL TOTAL	31309	\$ 4,969,564,902	\$ 425,285,190	\$ 4,544,279,712	
FINAL TOTAL TAXABLE M13		31309 BAA CHANGE		\$ (10,196,355.00)	\$ 4,534,083,357

2022 Grand List



Summary of Change

The 2022 Assessor's Grand List realized a net increase of **\$1,021,648,387** or a net change of 29.09%

This Grand List growth is due primarily to the appreciation in real property values since the last state-mandated revaluation in 2017. Major construction projects impacting the 2022 Grand List included ongoing construction at the Waterford Woods apartment complex on Willets Avenue, the completion of 5 Dayton Road and new gas station/convenience stores at 446 Boston Post Road and 806 Hartford Turnpike.

- The 2022 Grand List change in each component is the result of:
- Personal Property- Values increased by 12.23% led by changes made at Dominion as well as personal property additions by Yankee Gas and CL&P. The personal property comprising the utility scale solar facility located at 117 Oil Mill Road resulted in an addition of \$15.5M to the net personal property list.
- Real Estate- Values increased by 37.86% due to the 2022 revaluation, new construction and additions to existing structures.
- Motor Vehicle – The 2022 Grand List increased by 5.68%.

Component	2021	2022	% Change
Real Estate	\$ 2,365,131,030	\$ 3,260,515,540	37.86%
Personal Property	\$ 933,136,567	\$ 1,047,228,364	12.23%
Motor Vehicle	\$ 214,167,373	\$ 226,339,453	5.68%

Assessment Change



Distribution of Grand List

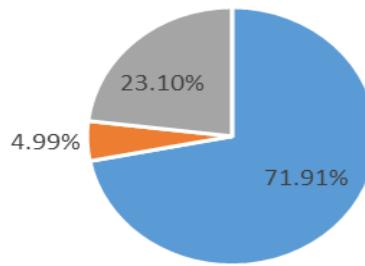
The Assessor's Grand List is comprised of three Stratums, Real Property, Personal Property and Motor Vehicles. The percentage distribution historically remains consistent. The charts below illustrate our Grand List structure overall and compares each sub-category of real estate and its contribution to the total net grand list.

<u>2022 Grand List</u>	
Total Real Estate	71.91%
Personal Property	23.10%
<u>Motor Vehicle</u>	4.99%
Total	100.00%

<u>2021 Grand List</u>	
Total Real Estate	67.33%
Personal Property	26.57%
<u>Motor Vehicle</u>	6.10%
Total	100.00%

Net Grand List Comparison 2021 to 2022							
Category	2021 Grand List AFTER BAA & COCs	2022 Grand List PRE BAA	2022 Grand List Post BAA	\$ VARIANCE	% VARIANCE	% GRAND LIST	
Net Real Estate							
Residential	\$ 1,512,636,621	\$ 2,029,069,140	\$ 2,023,227,110	\$ 510,590,489	33.75%	44.62%	
Commercial	\$ 837,807,694	\$ 1,209,210,581	\$ 1,205,708,696	\$ 367,901,002	43.91%	26.59%	
Industrial	\$ 339,293,051	\$ 424,434,530	\$ 424,434,530	\$ 85,141,479	25.09%	9.36%	
Total Gross Real Estate	\$ 2,689,737,366	\$ 3,662,714,251	\$ 3,653,370,336	\$ 963,632,970	35.83%	80.58%	
Exemptions	\$ (324,606,336)	\$ (392,809,556)	\$ (392,854,796)	\$ 68,248,460	21.02%		
Total Net Real Estate	\$ 2,365,131,030	\$ 3,269,904,695	\$ 3,260,515,540	\$ 895,384,510	37.86%	71.91%	
Personal Property	\$ 957,974,160	\$ 1,077,221,940	\$ 1,076,414,740	\$ 118,440,580	12.36%	23.74%	
Exemptions	\$ (24,837,593)	\$ (29,186,376)	\$ (29,186,376)	\$ 4,348,783	17.51%		
Total Net Personal Property	\$ 933,136,567	\$ 1,048,035,564	\$ 1,047,228,364	\$ 114,091,797	12.23%	23.10%	
Motor Vehicles	\$ 217,651,283	\$ 229,628,711	\$ 229,628,711	\$ 11,977,428	5.50%	5.06%	
Exemptions	\$ (3,483,910)	\$ (3,289,258)	\$ (3,289,258)	\$ (194,652)	-5.59%		
Total Net Motor Vehicles	\$ 214,167,373	\$ 226,339,453	\$ 226,339,453	\$ 12,172,080	5.68%	4.99%	
Total Net Grand List	\$ 3,512,434,970	\$ 4,544,279,712	\$ 4,534,083,357	\$ 1,021,648,387	29.09%	100.00%	

Distribution of GL



Top Ten Taxpayers Grand List 2022 RE/PP Combined	
REAL ESTATE	Net Assessed Value
Dominion Energy Nuclear CT Inc. MP#3	\$ 461,089,393
Dominion Energy Nuclear Connecticut Inc.	\$ 193,017,960
Dominion Energy Nuclear CT Inc MP#2	\$ 136,079,873
Centro GA Waterford Commons (Waterford Commons Plaza)	\$ 34,849,925
Mass Municipal Wholesale Electric Co	\$ 23,312,947
Crystal Mall LLC (Mall Stores)	\$ 19,955,210
Chase Crossroads Waterford Square (Crossroads Plaza)	\$ 14,596,340
Wal-Mart Real Estate Business Trust	\$ 12,945,190
VTR Northeast Holdiings LLC	\$ 12,099,020
Charter Oak Federal Credit Union	\$ 12,073,690
PERSONAL PROPERTY	Net Assessed Value
Dominion Energy Nuclear Connecticut Inc	\$ 805,971,058
Connecticut Light & Power Company dba Eversource	\$ 107,793,380
Mass Municipal Wholesale Electric Co	\$ 19,560,990
Yankee Gas Services Co	\$ 18,908,080
CF Waterford LLC (Utility scale solar 117 Oil Mill)	\$ 14,542,220
Green Mountain Power Corp	\$ 7,050,106
Constitution Eye Surgery Ctr East LC	\$ 3,173,110
Target Corporation	\$ 2,739,510
Sonalysts Inc.	\$ 2,541,700
Coca Cola Bottling Southeastern NE	\$ 2,415,170
COMBINED	Net Assessed Value
Dominion Energy Nuclear Connecticut	\$ 1,599,690,455
Connecticut Light & Power Co. dba Eversource	\$ 107,793,380
Mass Municipal Wholesale Electric	\$ 42,873,937
Centro GA Waterford Commons LLC	\$ 34,849,925
Crystal Mall LLC (Mall Stores)	\$ 19,955,210
Yankee Gas Services Co	\$ 18,908,080
Green Mountain Power Corp	\$ 15,452,482
Chase Crossroads Waterford Square	\$ 14,596,340
CF Waterford LLC (Utility scale solar 117 Oil Mill)	\$ 14,542,220
Sonalysts Inc.	\$ 14,098,740

Assessment Administration

The Board of Assessment Appeals conducted hearings in April over the course of nine sessions. Assessment staff assists the board by performing the following duties: appellant appointment scheduling; legal ad postings; records and files meeting agendas and 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 **178** appeals and made **100** 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.

	# Appeals	# Changes	# No Changes	Total BAA Reductions
Real Estate	160	91	69	\$ (6,336,040.00)
Personal Property	7	0	7	\$ -
Motor Vehicle**	2	0	2	\$ -
*2021 Supplemental	169	91	78	\$ (6,336,040.00)
Assessor Corrections Approved by BAA				
Real Estate	3	3	0	\$ (3,007,875.00)
Real Estate Exemptions	1	1	0	\$ (45,240.00)
Personal Property	5	5	0	\$ (807,200.00)
Total Assessor Corrections Approved	9	9	0	\$ (3,860,315.00)
Total 2022 GL BAA Reductions	178	100	78	\$ (10,196,355.00)
Not Heard	0			
Incomplete/Late Filings	0			
Withdrawn By Appellant	4			
Total Appeals Filed and Not Heard	4			
Real Estate Appeals Heard By Category				
# of Commercial appeals	33	1	32	\$ (494,010.00)
# of Residential appeals	127	90	37	\$ (5,842,030.00)
Total Real Estate Appeals by category	160	91	69	\$ (6,336,040.00)

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 2022 through September 2023 a total of 755 changes to title were processed.

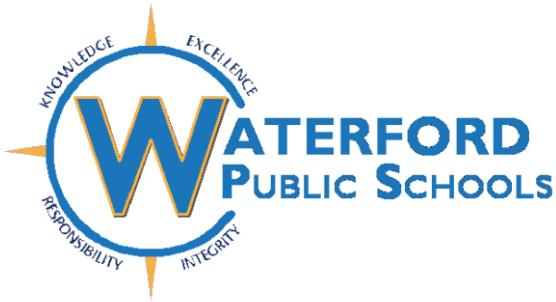
Number of Documents	Q1	Q2	Q3	Q4	YTD Totals
Transfers ≥ \$2,000	88	87	107	97	379
Change or Transfer \$0	106	44	98	128	376
Transaction Totals	194	131	205	225	755

The Assessor's Office is required to maintain accurate GIS/tax maps and process updates accordingly. Working with Tighe and Bond, the Assessor's Office initiated a total of 36 map changes for the 2022 and upcoming 2023 Grand List.

Staff members have processed a total of 1845 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, 2023 to all owners of commercial, income producing real estate. The deadline to file the 2022 I&E forms was June 1st, 2023. Staff collected returned forms for further analysis by the Assessor to establish economic income data relevant to the current market.

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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.

The 2022-2023 school year, while not without challenges, was a much better year for staff and students than the previous two school years. Our team has consistently led with an unwavering commitment to our mission to "ensure every student acquires the skills and knowledge necessary to be a responsible citizen, prepared to contribute and succeed in an ever-changing world". Our focus remains on educating our students and we are proud of our staff and families who worked together to assist in making the 2022-2023 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 data and information with regard to the progress we are making as a school system in educating our fine students.

Last year was the first year of a revised district Strategic Plan. Our revised Strategic Plan, approved by the Board of Education, encompasses four distinct goal areas: Communication; Rigor and Assessment; Social and Emotional Learning; and Equity for all students. This plan is our roadmap to success and serves as guidelines for not only our district work but also for budget development.

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

- In alignment with the Board Goal to “Advocate for and build a district that promotes equity”, the district continued our focus on equity as a significant initiative in the 2022-2023 school year. The District Equity Plan was embedded in the District Strategic Plan. The Black and Latino Studies course was implemented at Waterford High School and translation services have increased district-wide.
- Waterford Public Schools continued the partnership with United Community and Family Services to run two School-Based Health Centers at Waterford High School and Clark Lane Middle School. The School-Based Health Centers, open to all Waterford Public Schools’ students, provide comprehensive physical and behavioral health and well care to students. There were over 1900 visits to the School-Based Health Centers in the 2022-2023 SY, a 296% increase over the previous year.
- The design and implementation of programs to meet the Social and Emotional needs of our students remained a focus in our district. We saw an immediate impact through our therapeutic day program for high needs students at Waterford High School, Effective School Solutions, which provided over 1700 therapeutic interactions contributing to an improvement in GPA and a decrease in absences and discipline. Additional mental health staff were also added at the secondary level to support our students in this vital area.
- The District continued its focus on opportunities for students to earn college credit. 14 Advanced Placement (AP) courses were offered as well as 11 Early College Experience (ECE) courses. The College and Career Pathways program completed its sixth 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.
- Waterford High School continued the Capstone Experience in the 2022-2023 school year. The Capstone Experience is part of the High School Graduation Requirements and is a culminating experience whereby students learn the process of successfully executing a student-directed independent project, employing many of the transferable skills. Students created authentic learning experiences aligned to the Vision of the Graduate and presented their Capstone projects to the community during the 2022-2023 school year.
- Administration and staff applied for and received over \$160,000 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.
- 31 Waterford High School students achieved the Seal of Biliteracy, passing tests in languages including French, Latin, and Spanish.
- 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 2022-2023 school year included Equity Professional Learning for all staff, English Learners Strategies, and Training on the new IEP document for 23-24 SY.
- Waterford Public Schools in conjunction with the Connecticut Association of Schools (CAS) relaunched the WPS Leadership Academy to staff for the 2022-2023 school year. 13 staff members participated, ranging from classroom and special education teachers to related services staff. The program was designed to develop a cadre of educators committed to developing their leadership skills, expanding their leadership knowledge base, and taking an active role in school improvement and student success.
- 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.
- The district continues to build capacity to support the MLL (Multi-Language Learner) population that continues to grow. To date the TESOL teachers / tutor are working with approximately 125 students across the district. Sixteen languages are supported in the Waterford Public Schools.

Other highlights:

- 12 members were inducted into the Waterford High School National Honor Society.
- 45 members were inducted into the Waterford High School World Language Honor Society (15 Spanish, 12 Latin, 18 French).
- 23 Clark Lane Middle School students (3 French, 3 Latin, 17 Spanish) were inducted into the National Junior Honor Society for their respective languages.
- 235 scholarships in the amount of \$114,102 were awarded to the Waterford High School graduating class of 2023.

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/guardians. 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

The curriculum renewal teams continued to follow the Understanding by Design (UbD) curriculum format and brought four curricular areas to the board for approval. These curricular areas were 6-12 World Language Curriculum; 6-8 Mathematics Curriculum; 6-8 Social Studies Curriculum; and 9-12 Social Studies Curriculum.

The District Data Analysis and Action Team (DAAT) reviewed the Vision of the Graduate and dedicated time to understanding the transferable skills at each grade level. This team also reviewed the roles, responsibilities and protocols of the Professional Learning Communities (PLC) and implemented a new data warehouse, Unified Insights, to be used as an assessment tool and identifier of student success.

The District Equity Team (DET) continued collaboration with a LEARN Equity consultant and provided guidance to school equity teams through the sharing of the new learning presented. Through the work of the DET, the District Equity Plan was embedded into the District Strategic Plan and there was a focus on equity in the district professional learning. Our curriculum renewal teams completed an equity audit of curriculum revisions and we saw the implementation of the Waterford High School Black and Latino Studies course offering.

The Professional Learning & Evaluation Committee (PLEC) met throughout the year to plan and evaluate the feedback of each of the three district professional learning days for teachers, paraprofessionals, and administrators that occurred throughout the year. The district was excited to bring back the Teacher Leadership Academy, a targeted professional development for a cohort of our teachers in the areas of leadership and organization change, which has become key to the growth of teacher leaders in the district.

Business Department

The 2022-2023 school year was a return to pre-pandemic operations. The roadmap for keeping the schools as clean and as safe as possible was operationalized.

Financially, the Board of Education was favorable for the year. With favorable housing markets and multiple in town housing developments, the district is experiencing an influx of new Waterford students. Changes in enrollment presented financial challenges, but these challenges were mitigated by favorable staffing turnover, negotiated contracts with vendors, as well as labor negotiations.

Information Technology Department

The Information Technology Department has achieved several significant milestones during the 2022-2023 school year. These accomplishments have not only strengthened the IT infrastructure but also improved our overall capacity to deliver reliable and secure technology solutions to support the district's educational mission.

The IT Department maintained fiscal responsibility and effectively managed its budget during the fiscal year, allocating resources efficiently to carry out the projects and initiatives listed above.

Looking ahead, the Information Technology Department is committed to continuing its efforts to enhance security, infrastructure, and technology accessibility for students, staff, and parents. We are dedicated to embracing new technologies and best practices to provide a robust and innovative learning environment for our community.

IT Department 2022-2023 School Year Highlights:

- Multi-factor Authentication (MFA) Implementation:
 - In an effort to enhance cybersecurity, we successfully implemented Multi-factor Authentication (MFA) across various IT systems, significantly improving access security for both students and staff.
- Disaster Recovery Systems Upgrades:
 - The department invested in upgrading our disaster recovery systems to ensure minimal downtime and data loss in the event of a disaster or system failure.
- Unified Insights Data Warehouse Implementation:
 - The implementation of the Unified Insights Data Warehouse has streamlined data storage and analytics, providing valuable insights to support decision-making across the school district.
- New Virtual Data Storage Server Design:
 - A new virtual data storage server was designed and deployed, dedicated to housing school records. This will improve accessibility and security of critical school records.
- Securly Home Portal Product Testing:
 - We initiated testing of the Securly Home Portal product, which is aimed at providing parents with better insights into their children's online activities. Final testing was successfully completed, and the product is scheduled for release to all parents in the upcoming 2023-24 school year.
- Collaboration with Town of Waterford's IT Manager:
 - In a collaborative effort with the Town of Waterford's IT Manager, we developed a Capital Improvement Plan to upgrade unsupported end-of-life components of the Town/School District-wide phone system. This plan will ensure the continued reliability and efficiency of our communication systems.

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 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 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. Our school counseling staff has implemented programs to provide students with strategies to support positive mental health. Special Education staff, Middle and High School staff, as well as paraprofessionals, 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 five inclusive Preschool classrooms, located at Great Neck Elementary School, Oswegatchie Elementary school, and Quaker Hill 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.

Buildings & Grounds Department

The 2022-2023 school year was a productive year for the Buildings and Grounds Department.

- We have made extensive adjustments and modifications to the HVAC system to continue use until a new system is installed at Clark Lane Middle School.
- We supported the IT department in replacement of technology learning boards at Waterford High School.
- Our department completed renovations and remodeling at the Emergency Operations Center (EOC) that included carpentry, electrical, sheetrock, and painting to accommodate the new floor plan.
- In support of the Summer Academy and Extended School Year programs, our department moved furniture from other schools to Clark Lane Middle School to accommodate all grade levels and needs for our special education students. We also provided custodial staff for the program.
- At Quaker Hill and Oswegatchie Elementary Schools, we supported Camp Dash with nightly cleaning and daily repairs to the facilities.
- At the Mago Point Police Dock, our department replaced light poles and fixtures and rewired area lighting. We also redid plumbing for backflow preventer at meter pit at the dock.
- Due to the addition of a Kindergarten classroom at Great Neck Elementary School, we relocated numerous classrooms and completed renovations that included patching and painting rooms.

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

2022-2023 Board of Education Members

Pat Fedor, Chairperson
Marcia Benvenuti, Secretary
Michele Devine (through February 2023)
Kathleen Elbaum
Amanda Gates-Lamothe
Joy Gaughan
Christopher Jones
Craig Merriman
Deb Roselli Kelly
Mindy Stone (appointed February 2023)

2022-2023 District Administrators

Thomas Giard III, Superintendent
Craig Powers, Assistant Superintendent
Gina M. Wygonik, Director of Special Services
Joseph Mancini, Director of Finance and Operations
Nancy Sudhoff, Director of Human Resources
Jay Miner, Director of Buildings and Grounds
Mark Geer, Director of Information Technology
Chris Landry, Director of Athletics and Student Activities
Dianne Houlihan, Director of School Dining and Nutrition Services

2022-2023 School Administrators

Kirk Samuelson, Waterford High School Principal
Tracy Moore, Waterford High School Assistant Principal
Mandy Batty, Waterford High School Assistant Principal
James Sachs, Clark Lane Middle School Principal
Tomeka Howard, 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

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BUILDING DEPARTMENT 2022/2023 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.

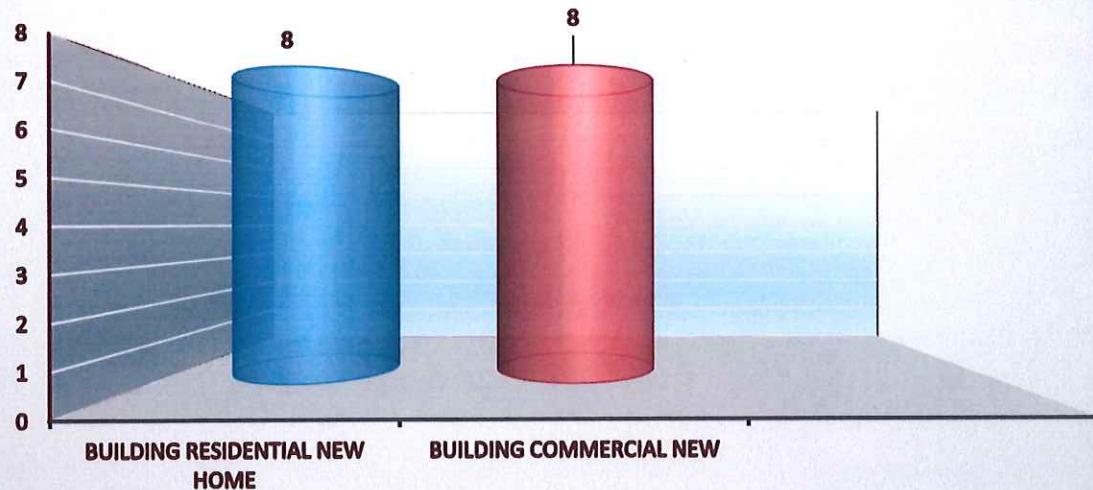
Summary of Building Permits

Fiscal Year 2023 saw continued investment in new commercial construction and new homes. Commercial projects included new multi-family developments on Willets Avenue and Hartford Turnpike. New residential permits included eight single-family homes. New construction accounted for \$21,206,963 invested in the Town of Waterford.

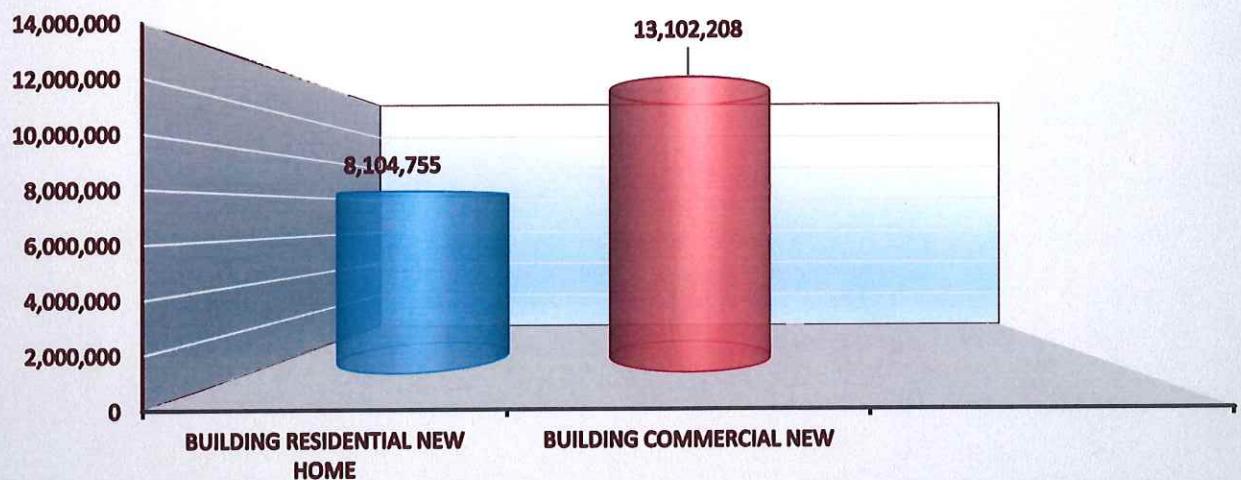
The majority of building permits were issued for renovations and repairs of existing buildings. Miscellaneous permits account for the majority of building permits in 2023. This category includes work such as new windows, decks, chimney liners, and roof repairs. The total value of these permits for commercial and residential work was \$11,605,341.

In addition to building permits, other permit types include mechanical, electrical, and plumbing permits, or MEP permits, and permits for pools. In FY23, there were 992 MEP permits issued, with associated work valued at \$15,493,020. The Department issued 24 new pool permits, valued at \$720,715.

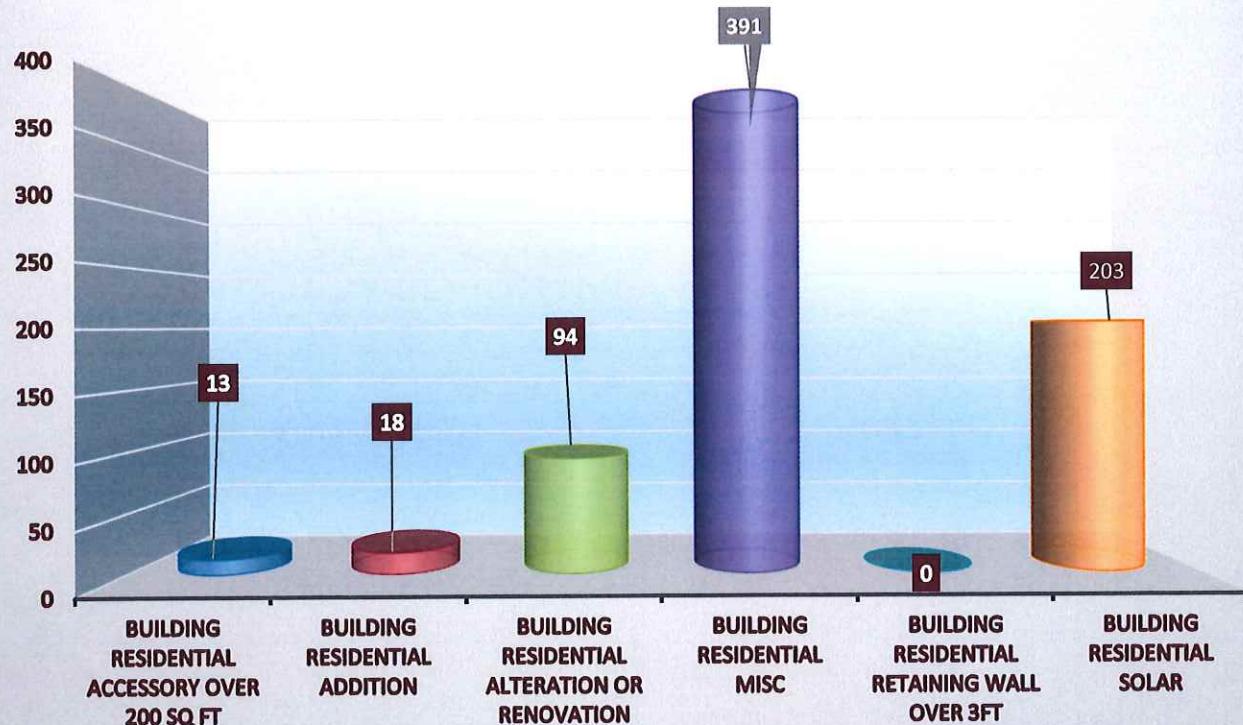
NEW BUILDING CONSTRUCTION AMOUNT FISCAL YEAR 2023



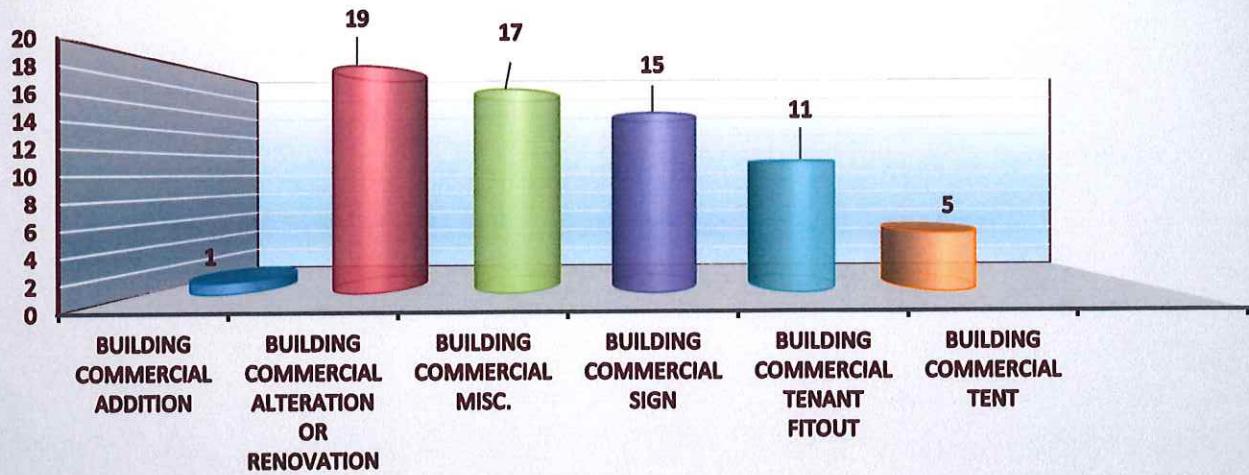
NEW BUILDING CONSTRUCTION COSTS FISCAL YEAR 2023



Amount of Residential Permits Fiscal Year 2023



Amount of Commercial Permits Fiscal Year 2023



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 2.5 inspections for all other permit types. In 2023, the Officials performed roughly 5600 inspections. In addition to the required building permit inspections, the building Official performs pre-application inspections, complaint based inspections and other inspections as required. The additional inspections are in the range of 500 to 800.

Permit Fees and Revenue

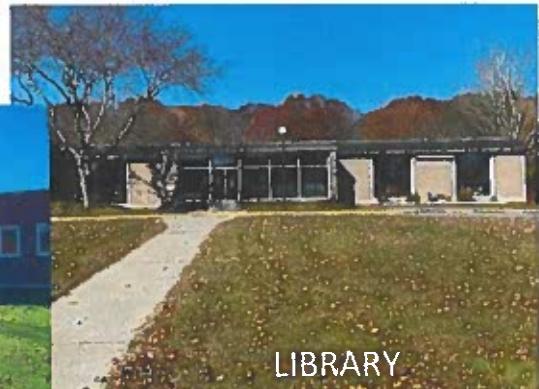
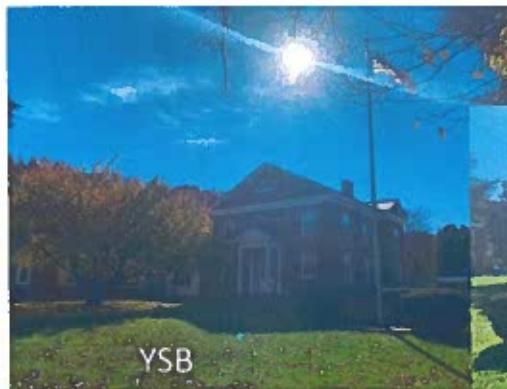
Building permit fees are based on the cost of the project. Currently the fee is \$20 for the first thousand dollars of construction cost or fraction thereof and thereafter \$10 per every \$1,000 of construction cost or fraction thereof. In addition to the base building permit fee, the State of Connecticut 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 FY23, the Building Department generated \$598,000 in revenue from permit and certificate fees. State fees are transmitted to the State and are not included in the FY23 revenue total. The Department budget was \$316,641. Actual expenditures for FY23 were \$245,840.

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Building Maintenance



Town of Waterford Building Maintenance

2023 Annual Report

TABLE OF CONTENTS

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



DIRECTOR'S MESSAGE
PG. 3



ORGANIZATION CHART
PG. 4



LIFE SPAN OF BUILDINGS
PG. 5



BUDGET
PG. 6



MAINTENANCE REPORT
PG. 7



UTILITIES
PG. 8



OPERATIONS/
MAINTENANCE REPAIRS
PG. 9



Capital Projects
PG. 10-11



On-Going projects
PG. 12

Unexpected and unplanned failures of critical building systems challenged us not only in funding, but with bidding and installation this fiscal year.

- ◆ Hot water heater replacement at the Community Center
- ◆ Panic Button installations—various locations
- ◆ Roof leaks on multiple buildings

Large Capital projects taxed our finite resources:

- ◆ Underground tank removals at the Police Department, Public Safety, Southwest School and the Eugene O'Neill theater brought the Town in compliance with DEEP regulations. Although there was contamination at some of the sites, it was remediated.
- ◆ Boiler Replacements at the Public Safety Building and the Police Station and their conversion to natural gas at both of these sites.
- ◆ Replacement of out of date building controls and locked out ventilation equipment at the Community Center.
- ◆ Replacement of air conditional units at the radio repeater sites (5).
- ◆ Renovation of the Town Hall Toilets.

Maintenance accomplishments that were long in coming:

- ◆ Securing the Police Station parking lots by working with vendor to get the gates working after 3 years of being locked open.

Effort will continue to address:

- ◆ The condition of roofs at the Police Station & Eugene O'Neill.
- ◆ Planned for the replacement of chiller at the Community Center and Police Station.
- ◆ Sewers at Eugene O'Neill.
- ◆ Support for the HVAC renovations at the Library.

We are starting Asset Management. Much like an apple tree, it takes years of care and attention before it bears fruit, but when it does, so will our Asset Management. At that point, the Division will have completed its move from Building Maintenance to Facility Management.

So, in closing,

We are not afraid to address the issues.

Although years of deferred maintenance is making it difficult to meet the expectations of Building occupants, we now have skilled consultants and vendors that can address the issues.

Gary J. Schneider

OFFICE CONTACTS

Gary J Schneider Director of Public Works
gschneider@waterfordct.org

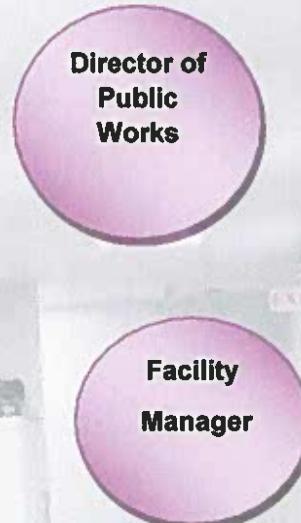
Paul Koelle Facilities Manager
pkoelle@waterfordct.org

Sandy Kenniston Office Coordinator
skenniston@waterfordct.org

Organization

BY THE NUMBERS

1 Full Time



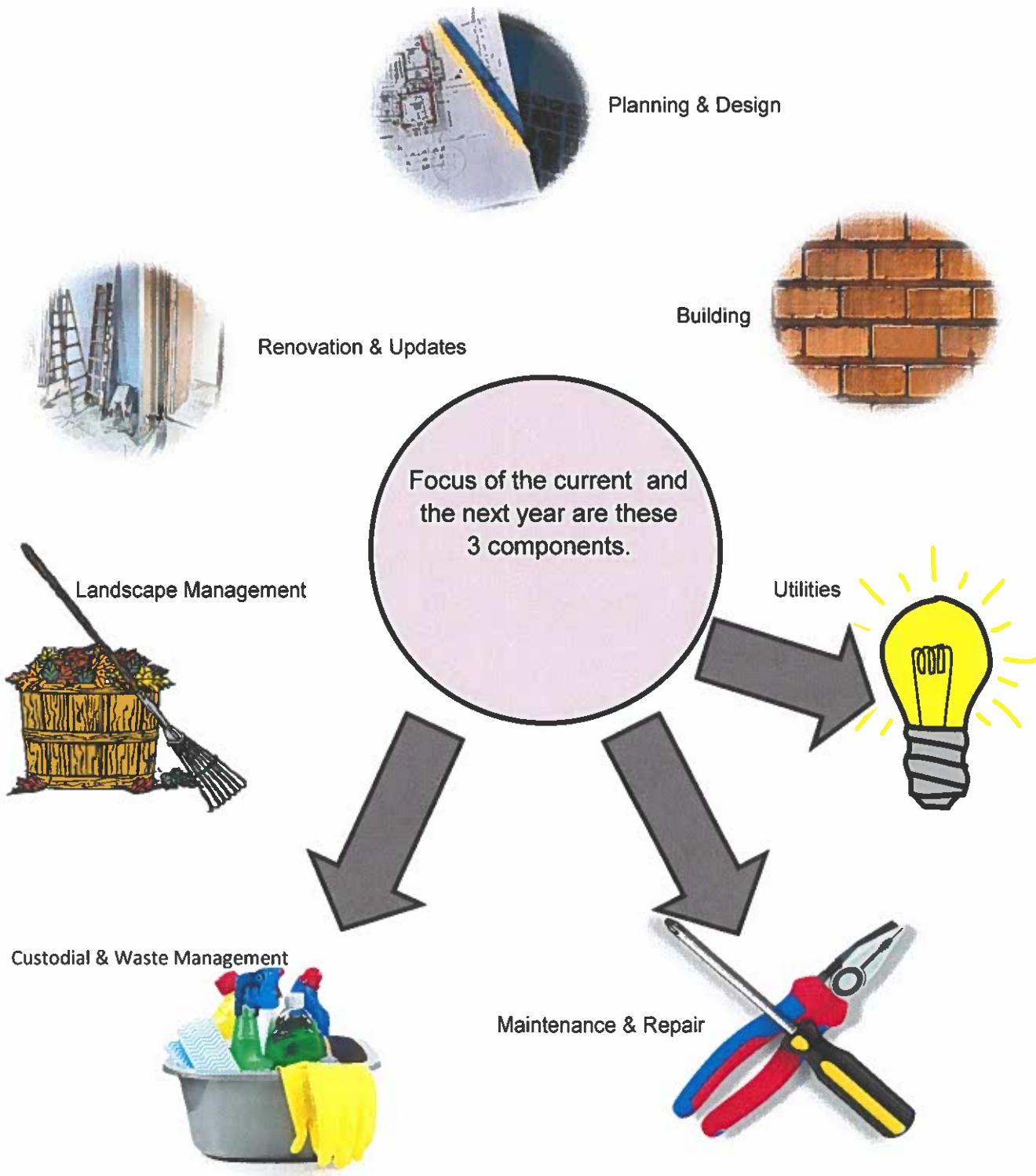
In House Support



Contractor Support Services

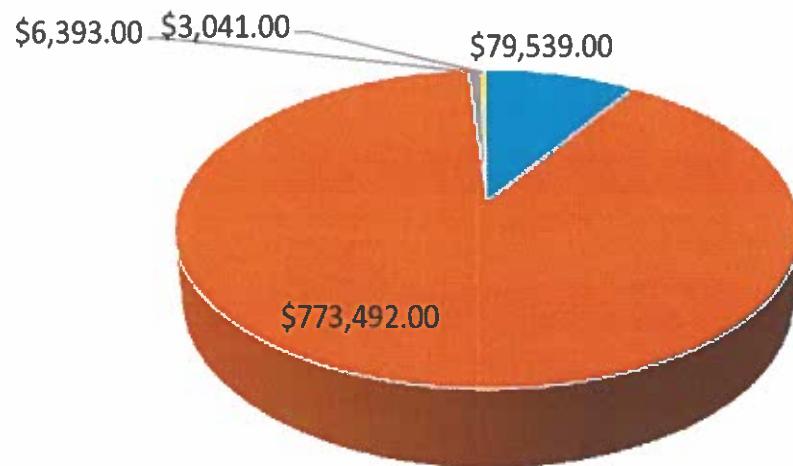


FACILITIES RESPONSIBILITIES



\$ 852,389 Budget

FY23 Building Maintenance



- Personnel
- Service Contracts & Repairs
- Other Supplies
- Public Improvements

Revenue

\$67,795

Building Maintenance receives revenue from the Board of Education for cleaning services of their office space at the Town Hall.

Facilities Maintenance Report

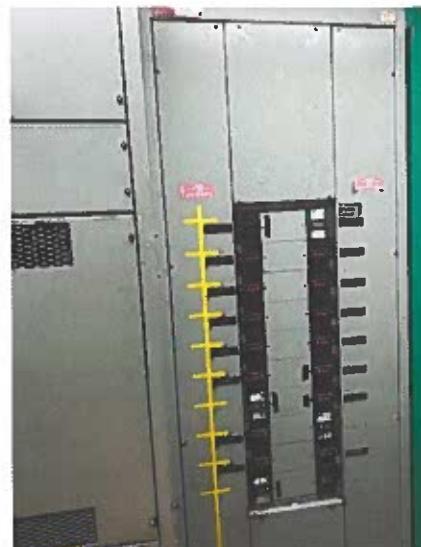
Committed to providing a physical environment that is safe and conducive to the public and staff, we are moving from reactionary to a preventative mode in addressing the needs of the facilities.

The budget is just for operating the facilities. Funds for major renovations or new construction are found in the Capital Improvement Program.

- 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)



Town Hall
Community Center
Youth Service Bureau
Police Station
Public Safety Building
Municipal Complex
Jordan House
Eugene O'Neill Center
Library



FY23—Utilities

	Electricity	\$331,166
	Water	\$17,416
	Sewer	\$18,304
	Natural Gas	\$74,573
	Heating Oil	\$18,101

By Location:

Town Hall	\$58,037
Community Center	\$84,145
Library	\$32,488
Dispatch	\$28,853
Police	\$69,135
YSB	\$16,317
Southwest School	\$ 9,050
Fire Houses (5)	\$75,888
Municipal Complex	\$92,108



Operations|Maintenance|Repairs

182 Completed work orders

25 On-going work order

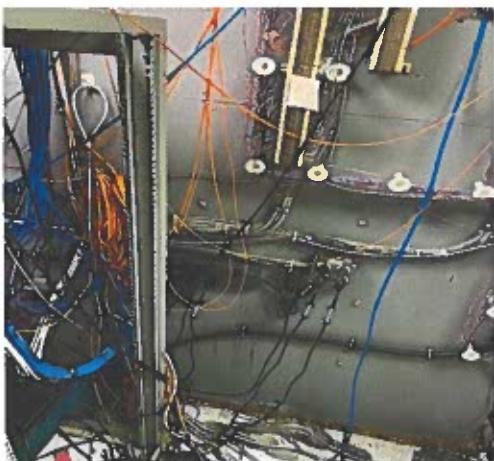
1 Current new work orders



Board of Ed Maintenance

19 Completed work orders

Electrical, Plumbing,
Carpentry, Key/Lock, Painting



By Location

Town Hall—**65**

Community Center—**84**

Dispatch—**14**

YSB—**3**

Municipal Complex—**7**

Police Dept.— **24**

Library - **3**

Custodial/Sanitation

Custodial services are provided by a mixture of Contractor and Town Staff.

The Town has a contract to clean the following locations:

Town Hall, YSB, Public Safety, Municipal Complex and Community Center

At the Community Center, there is a Town employee doing the day cleaning and the contractor does the heavy cleaning in the evenings.

The following locations have staff on the payroll for cleaning and minor repairs as needed:

Library

Police Department

Community Center



Capital Improvement Program-Constructed



NEW ROOF—DISPATCH

NEW ROOFTOP UNIT—DISPATCH



**NEW TANKS
POLICE, DISPATCH, O'NEILL**



Capital Improvement Program-Constructed

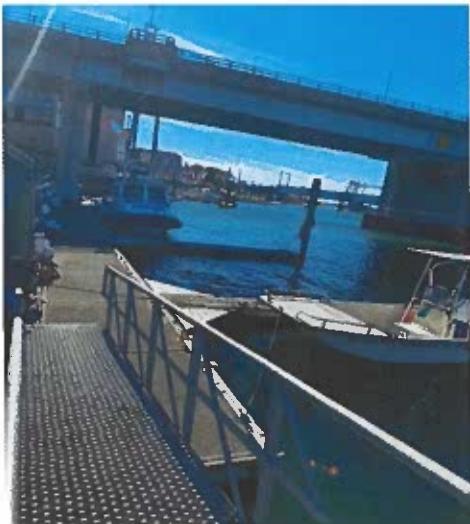
Tank Removals Everywhere

Public Safety—Police—Eugene O'Neill—Southwest School



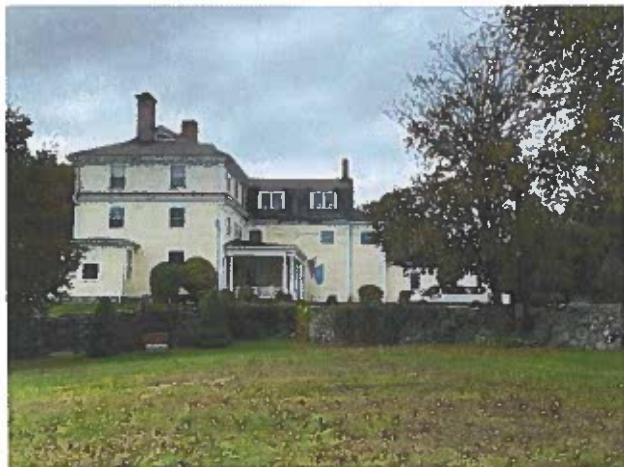
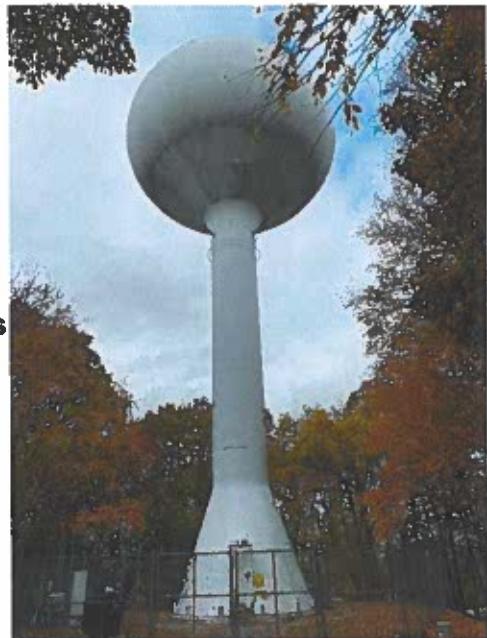
On-Going Projects

Work will begin on the dock at Mago point in winter of 2023/2024



RADIO TOWER

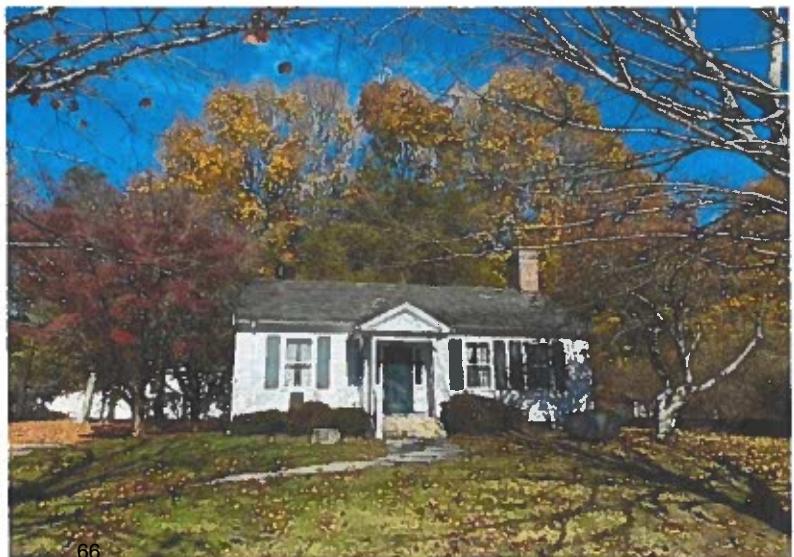
Building Maintenance has contracted to install new A/C units in each radio tower location



The Hammond House at EUGENE O'NEILL CENTER Will get a new roof thanks to the ARPA funds.

JORDAN PARK HOUSE

Will get a new oil tank and other minor repairs at this location.



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**CONSERVATION COMMISSION
FISCAL YEAR July 1, 2022 – June 30, 2023
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.

The Conservation Commission held 21 regular meetings and 2 special meetings and rendered decisions on 21 applications to conduct activities in or adjacent to inland wetland and watercourse.

II. Inland Wetland Agency Tasks

The Commission approved 21 authorizations to conduct activities regulated under the Waterford Inland Wetlands & Watercourses Regulations.

Residential Permits

Thirteen (13) authorizations were issued for regulated activities on residential properties. Approvals were for new residential dwellings, accessory buildings, stream channel and pond maintenance, pond construction and timber harvesting.

Commercial Development

Four commercial development permits were issued for activities associated with a residential condominium on Great Neck Road, a multi-family affordable housing development on Clark Lane, an industrial business /office park on Gurley Road and a new driveway access on the Dominion property. One permit modification was granted for an existing commercial permit.

Municipal Projects

Permits were issued for 3 municipal projects involving improvements to Gardeners Wood Road, repair of the Jordan Millpond Dam fishway, and the civic triangle pond dredging and accessible walkway improvements.

Inland wetland permits issued in FY 2022/23 authorized the permanent disturbance of 0.22 acres of wetland, and temporary disturbance of 0.96 acre of wetland. The temporary disturbances are required to be returned to existing grade and revegetated with wetland plants. A large portion of temporary wetland impact area (0.9 acre) is associated with the construction machinery access for the civic triangle pond improvements.

Fees received from permit applications totaled \$ 1,160.00.

B. Violations

The Commission issued 7 notices of violation for unauthorized activities or permit violations during FY 2022/2023. As of this date, six of these have been resolved and the unauthorized impacts restored.

III. Conservation Tasks

A. Town-Wide Stream Water Quality Monitoring

Stream water quality sampling was conducted by Town staff in November 2022 and June 2023. Samples were collected at 25 locations on watercourses including 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, nitrogen compounds, ammonia and phosphorus. The laboratory analytical cost for sample analysis for the November and June monitoring totaled \$ 5,528.50.

The laboratory analytical costs were less than previous years because the samples were not analyzed for suspended solids, ph, chloride and chemical oxygen demand. Also due to wet weather conditions, the number of June 2023 monitoring locations were reduced to 20, a result of access issues and high water. A map of the monitoring locations is attached.

With the monitoring program analytical results, 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.

Monitored nitrogen levels within Stony Brook, Jordan Brook, Oil Mill Brook and Hunts Brook indicate the waters meet Class A water quality Classification criteria and are not eutrophic. Higher nitrogen levels in Stony Brook at the Parkway North and Rte. 1 culvert crossings are being detected and correlate to wet weather events during the June sampling period and is likely attributable to stormwater run-off. Phosphorus levels remain low and within water quality criteria standards. See attached data graphs.

Both Stony Brook and Oil Mill Brook are tributary to the Niantic River. Objectives of the Niantic River Watershed Protection Plan, (in which Waterford, East Lyme, Montville and Salem are participating municipalities), recommends reducing bacteria and nutrient loading from stormwater outfalls and run-off, and establishing a long-term water quality monitoring program for the watershed. 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

No expenditures were made from this line item. The Commission did not require legal or specialized technical assistance this fiscal year.

V. CONFERENCES / EDUCATION

Commissioners and staff attended virtual training and educational seminars regarding inland wetland regulation, case law, stormwater management, and resource conservation hosted by the CT Association of Inland Wetland & Conservation Commissions and the Connecticut Association of Wetland Scientists. The Commission satisfies the required training for inland wetlands agencies with members having completing the Inland Wetland Agency Comprehensive Training program provided by CT DEEP. Conference fees totaled \$315.00.

COMMISSION MEMBERS

Richard Muckle - Chair
Tali Maidelis – Secretary
David Lersch
Geneva Renegar
Wade Thomas
Matthew Keatley
Ivy Plis – Alternate

Jessica Patterson – (resigned July 2022)
Julie Wainscott – Alternate (resigned July 2022)
George Bray – Alternate (resigned April 2023)

Commission Staff: Maureen FitzGerald, Environmental Planner
Leanne Santos, Kim Powell – Recording Secretary

Respectfully Submitted:

Tali Maidelis
Waterford Conservation Commission

W/9/23
Date



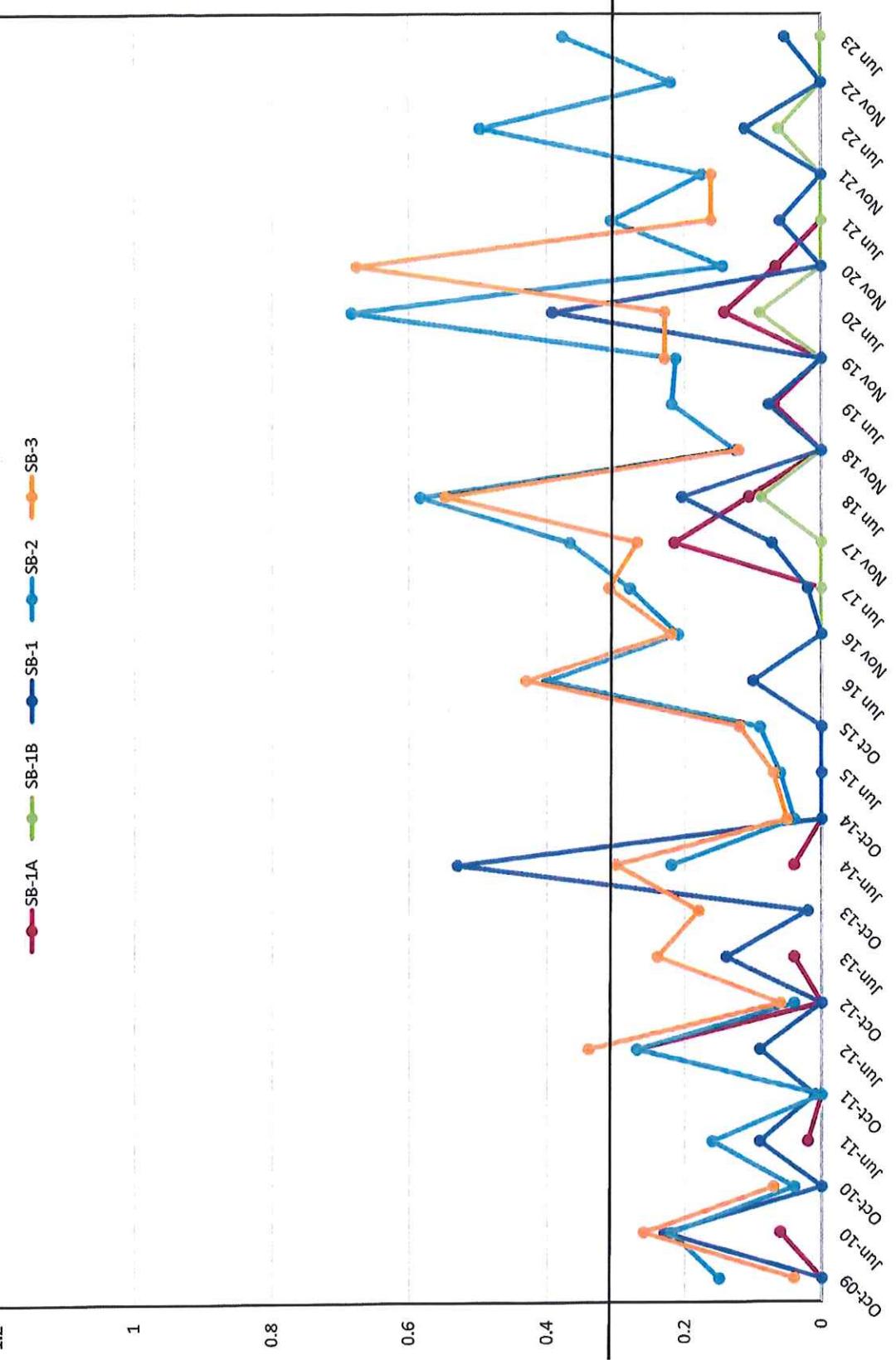
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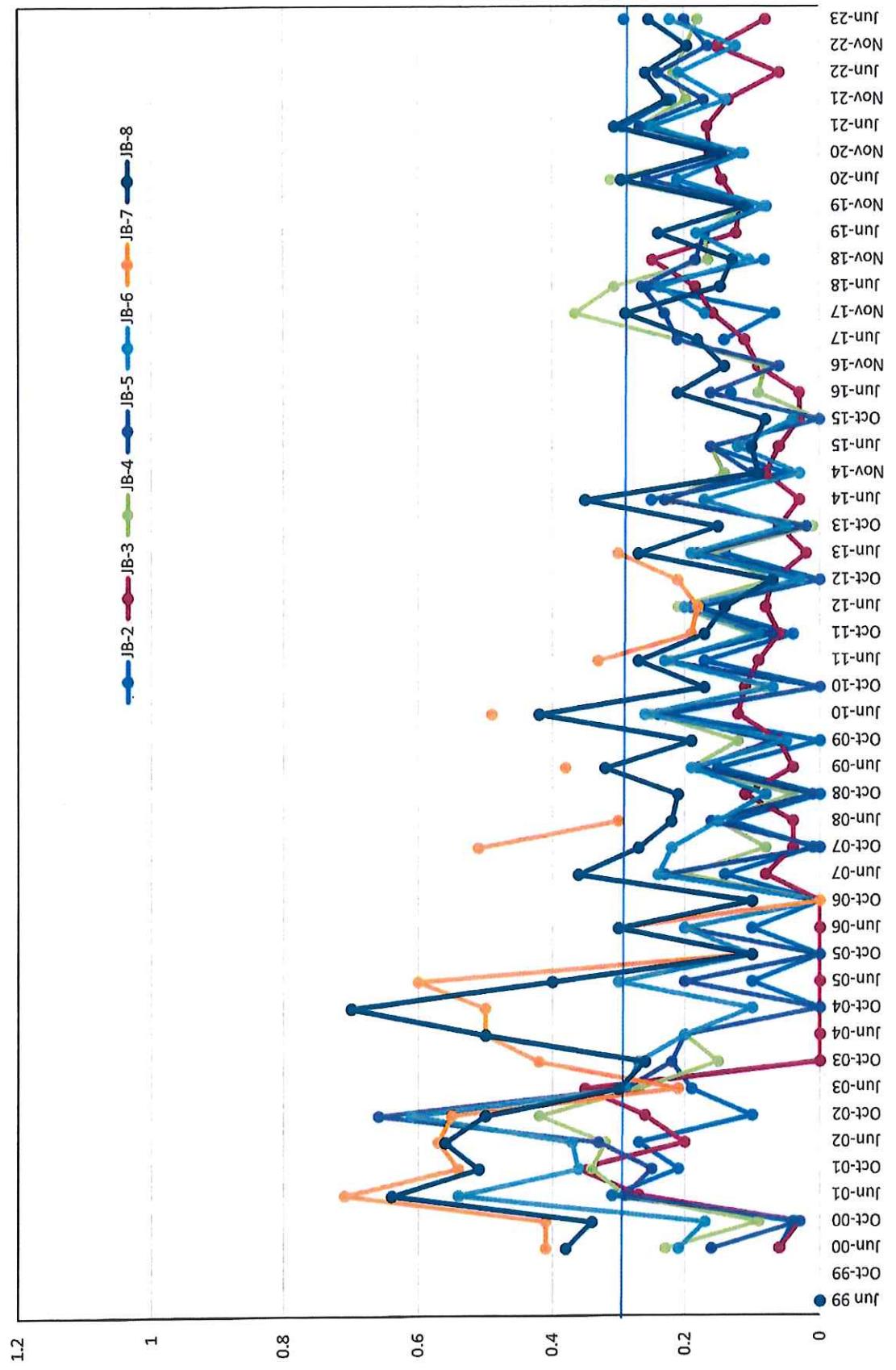
Town of Waterford Stream Monitoring Sites

 = Sample Point

Stony Brook NO₃ mg/l

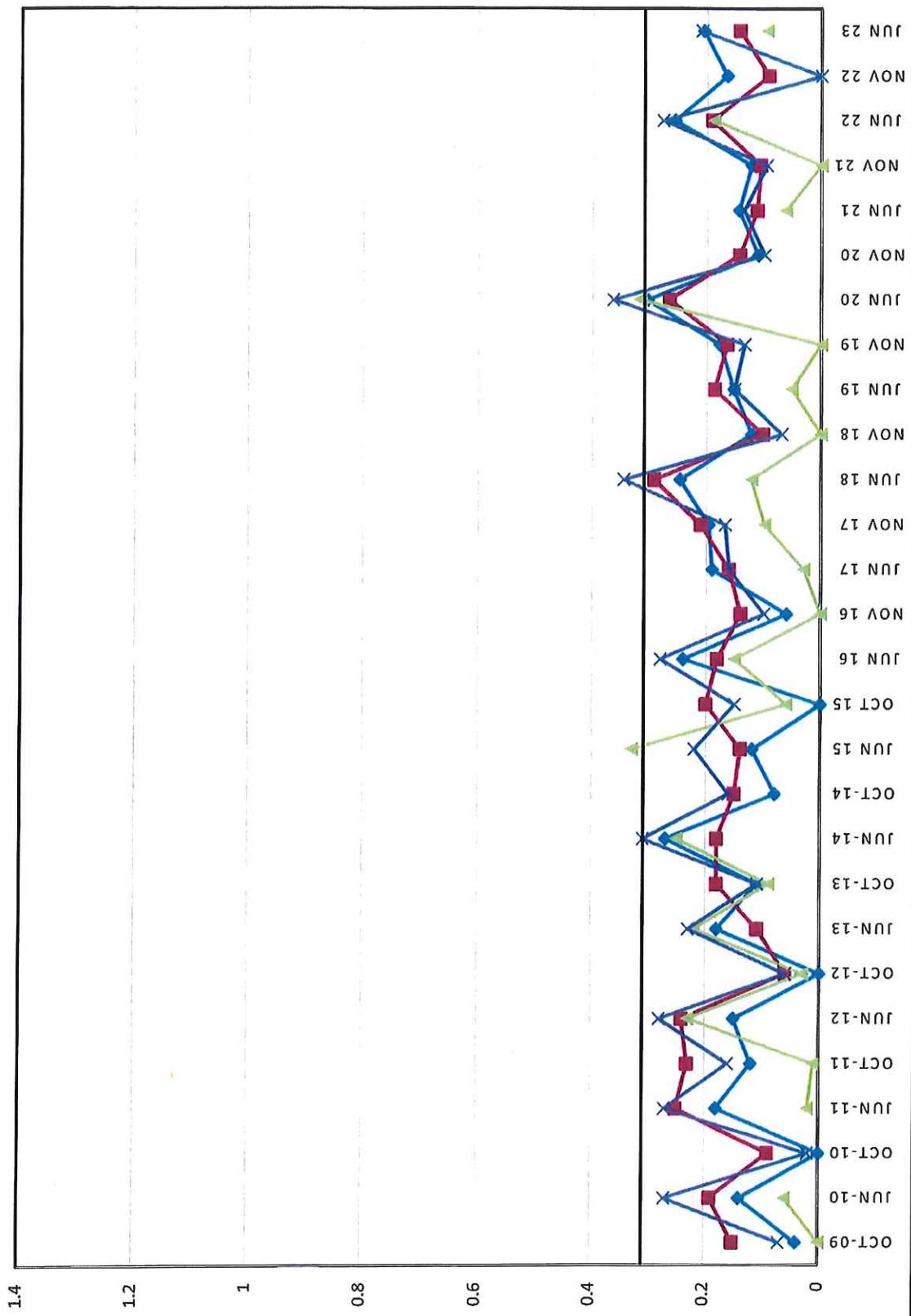


Jordan Brook NO₃ (mg/l)

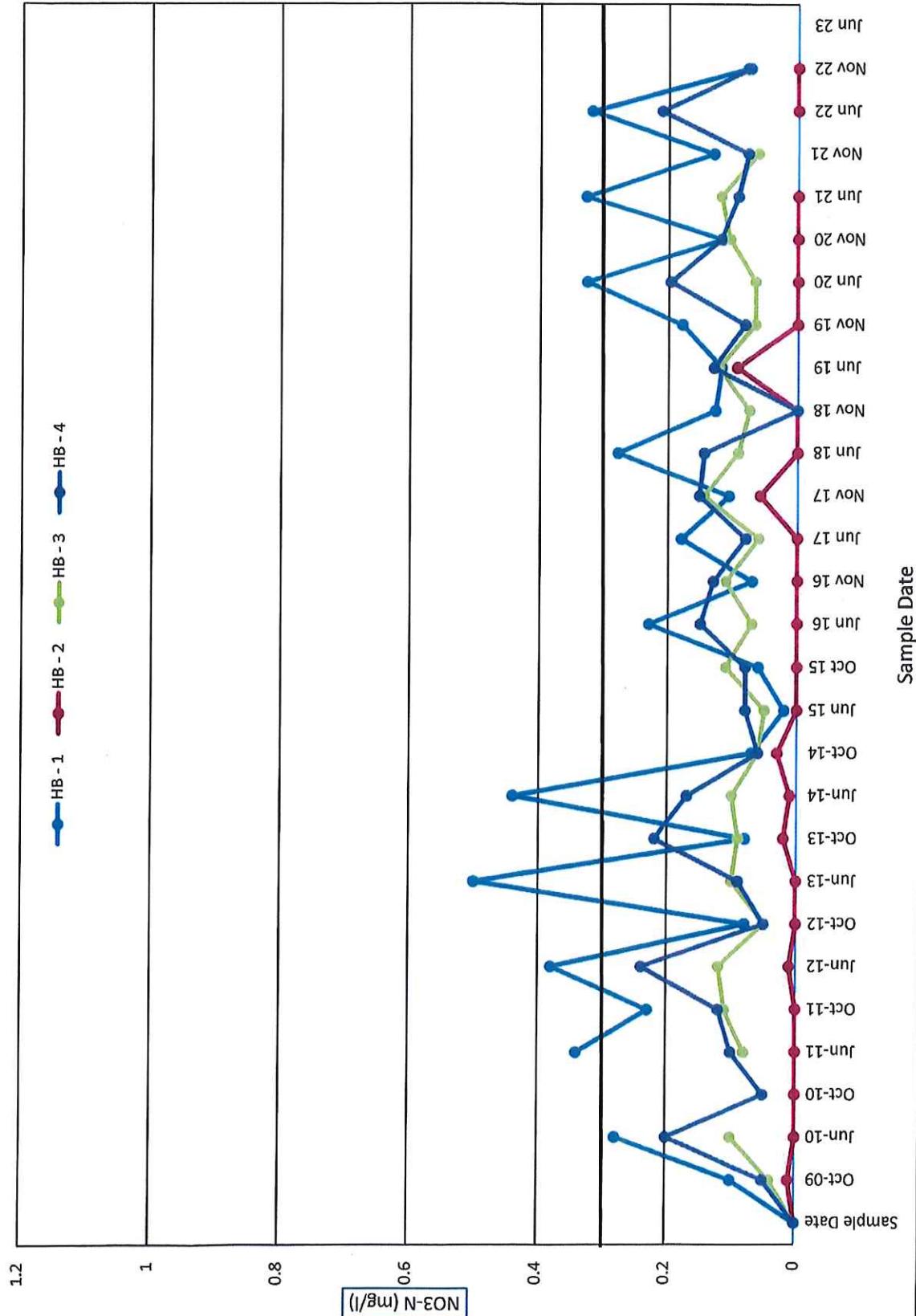


OIL MILL BROOK NO3

OM-1 OM-2 OM-2t OM-3



Hunts Brook NO₃-N (mg/l)



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Economic Development Commission 2022/2023 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 Commission held 9 regular meetings and 1 special meeting in Fiscal Year 2022/2023. Through the Small Business Grant Program funded by the American Rescue Plan Act (ARPA), the Economic Development Commission distributed \$170,065 to 18 local businesses in Fiscal Year 2022/2023. The funds were used to help alleviate financial hardships resulting from the COVID-19 pandemic. The Commission also contracted a consultant to develop a marketing campaign using digital media and the Town website to highlight the success of the Small Business Grant Program. In Fiscal Year 2023/2024 the Commission will be working to develop an Comprehensive Economic Development Strategy for the Town.

MEMBERS

Ed Lusher, Chair
 Edward Aledia
 Guy P. Russo
 Michael Buscetto III
 Kathleen Mullen-Kohl

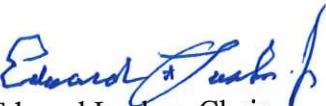
ALTERNATE MEMBERS

Julie Greco
 Catherine Lynn Gonyo

STAFF

Jonathan E. Mullen, AICP, Planning Director Mark Wujtewicz, Planner

Respectfully submitted


 Edward Lusher, Chair
 Economic Development Commission

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Waterford Emergency Management 2022-2023 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.

The Emergency Management Department is responsible for the managerial function charged with creating the framework within the community to reduce vulnerability to hazards and cope with disasters. Emergency management, despite its name, does not actually focus on the management of emergencies, which can be understood as minor events with limited impacts and are managed through the day-to-day functions of a community. Emergency management focuses on the management of disasters, which are events that produce more impacts than a community can handle on its own. The management of disasters tends to require some combination of activity from individuals and households, organizations, local and higher levels of government. The activities of emergency management can be generally categorized into preparedness, response, mitigation, and recovery. The outcome of emergency management is to prevent disasters and where this is not possible, to reduce their harmful impacts. The main goal is the continuity of operations of the local government to serve the needs of the public during disasters. This is done through significant pre-planning with local, state and federal partners. Our Emergency Operations Plan is routinely reviewed and updated for this purpose.

REGIONAL SUPPORT

The Town of Waterford continues to be a Regional Distribution Center during area emergencies. A written agreement with the State of Connecticut is in place for this purpose.

DISPATCH

The dispatch center has been short staffed due to retirements in FY 2023. There were three vacant full-time positions. Two new full-time dispatchers were hired in FY 2023. They have been fully trained and are now working on their own filling vacancies in the schedule. There is currently one vacant position remaining from the retirements, and there is one vacant full-time position that was added for FY 2024. The dispatch center has the capacity to train only two dispatchers at one time limiting our ability to fill all vacancies at once. The two vacant positions were posted for hire on October 16, 2023. A selection process will be conducted which consists of applications review, a written test, interviews and background checks. The department will be up to full complement when these two positions are filled and the new hires are fully trained. The department maintains three part-time dispatchers which keeps overtime costs down. The part-time dispatchers may cover shifts at a lower cost for full-time dispatchers who use leave time or are assigned to training.

EMD Sinagra has worked with the Police Department, Fire Department and Information Technology Department on the purchase of Nexgen CAD/RMS to replace the aging Central Square Computer Aided Dispatch/Records Management software used by police, fire and dispatch. The purchase has been made and implementation of the new CAD/RMS system is ongoing.

EMD Sinagra continues to work with police, fire and EMS on the replacement of aging field radio equipment and the migration from the town's end-of-life radio equipment to the State of Connecticut's Land Mobile Radio Network.

RADIOLOGICAL SAFETY

EMD Sinagra worked with the State of Connecticut, Division of Emergency Management and Homeland Security, Radiological Emergency Preparedness to replace out-of-calibration radiological equipment assigned to the Town of Waterford with updated equipment. A large amount of radiological detection equipment is issued to the town of Waterford that requires annual calibration. All radiological equipment is up-to-date.

Potassium Iodide (KI) tablets continue to be available 24/7 at the front desk of the police department for residents needing them. Drive through distributions were conducted in 2020 when we received our allotment for the Town of Waterford. The KI tablets have a nine year shelf life.

The Emergency Management Department participated in Millstone's Nuclear Safety Rehearsal Drill on September 27, 2022. This drill was conducted in the Waterford Emergency Operations Center and was attended by members of the Police Department, Fire Department, Public Works, Waterford Utilities, Waterford Ambulance Service, Youth & Family Services, Senior Services, Rec. & Parks, Board of Education, First Selectman's Office, State of Connecticut and the Federal Emergency Management Agency (FEMA). This rehearsal was preparation for the FEMA Evaluated Millstone Nuclear Safety Drill held on November 1, 2022. The evaluated drill was attended by the same town departments and agencies.

The Town of Waterford has been without an official host community for potential radiation emergency evacuations since East Hartford withdrew as our host community in 2020. West Hartford took on that responsibility and went through the arduous process of acquiring equipment and training to become certified as a host community. West Hartford was evaluated by FEMA during a drill in April, 2022. They are now certified and officially the host community for the Town of Waterford.

TRAINING

Emergency Communications Center

There are currently no dispatchers in basic training. There are currently eight certified full-time dispatchers and three certified part-time dispatchers.

Two positions will be filled soon and basic training will begin for those new hires.

Advanced training has been ongoing for dispatchers totaling 507.5 hours as outlined below:

Training Course	# of Dispatchers	Total Training Hours
Active Shooter for Public Safety	1	8
COLLECT	1	4

COLLECT Recertification	3	2
Communications Training Officer	1	24
CPR	8	32
Crisis Negotiation	6	48
Cybersecurity Fundamentals for the ECC	1	8
Deaf Culture and TDD	2	8
Emergency Medical Dispatch	1	32
Emergency Medical Dispatch - Illuminations	6	12
Emergency Medical Dispatch - Manager	1	8
Emergency Medical Dispatch - Reciprocity	1	8
FEMA IS-5	3	30
FEMA IS-242	3	24
FEMA IS-800	1	3
FEMA IS-904	1	1
FEMA IS-905	1	1
FEMA IS-951	1	2
FEMA IS-1150	1	.5
Fire Service Communications	6	192
Public Safety Telecommunicator 1	2	40
Rebuilding Your 9-1-1 Foundation	2	16
TDD Refresher	1	4

Emergency Management

EMD Sinagra attended the Texas A&M Engineering Extension Service, National Emergency Response and Recovery Training Center's course in Training Identification and Preparedness Planning. This was a two day course in the identification of training gaps held at the Eastern Connecticut Fire School on March 10-11, 2023. The training class worked to identify and document training gaps and solutions in the Connecticut, Region 4 Emergency Management training plan. EMD Sinagra also attended a Flood Awareness Workshop at the Eastern Connecticut Fire School on June 13, 2023.

Training was conducted for the town by the State of Connecticut, Division of Emergency Management and Homeland Security, Radiological Emergency Preparedness for Radiological Protection Officers (RPO). The RPO is responsible for monitoring radiation exposure to workers during emergencies. This is done through the issuance of Ludlum Model 25 Electronic Dosimetry equipment, the use of the Ludlum 3 Survey Meter and the issuance of Potassium Iodide (KI) tablets if required. Participation by trained town employees had declined over time through attrition by retirements and reassignments. Five new personnel (2 PD and 3 FD) were selected and trained for this function.

Drills

The Emergency Management Department participated in an Eversource Storm Drill on September 22, 2022. This drill simulated the response to a hurricane in southeastern Connecticut. The purpose of this drill was to exercise the Emergency Operations Plans (EOP) of both Eversource and the participating towns, and to identify any potential gaps in the EOPs.

EMERGENCY OPERATIONS CENTER

The Emergency Operations Center (EOC) was partially activated on December 24 and 25, 2022 due to a storm that knocked out power to different sections of town. Over 100 homes were without power. The Community Center was opened as a warming center. EMD Sinagra worked with Eversource to restore power to town residents in a timely manner. There were several weather related incidents addressed by Emergency Management during the year. There were heat warnings and wind chill warnings that prompted the opening of the Community Center as a cooling or warming center throughout the year.

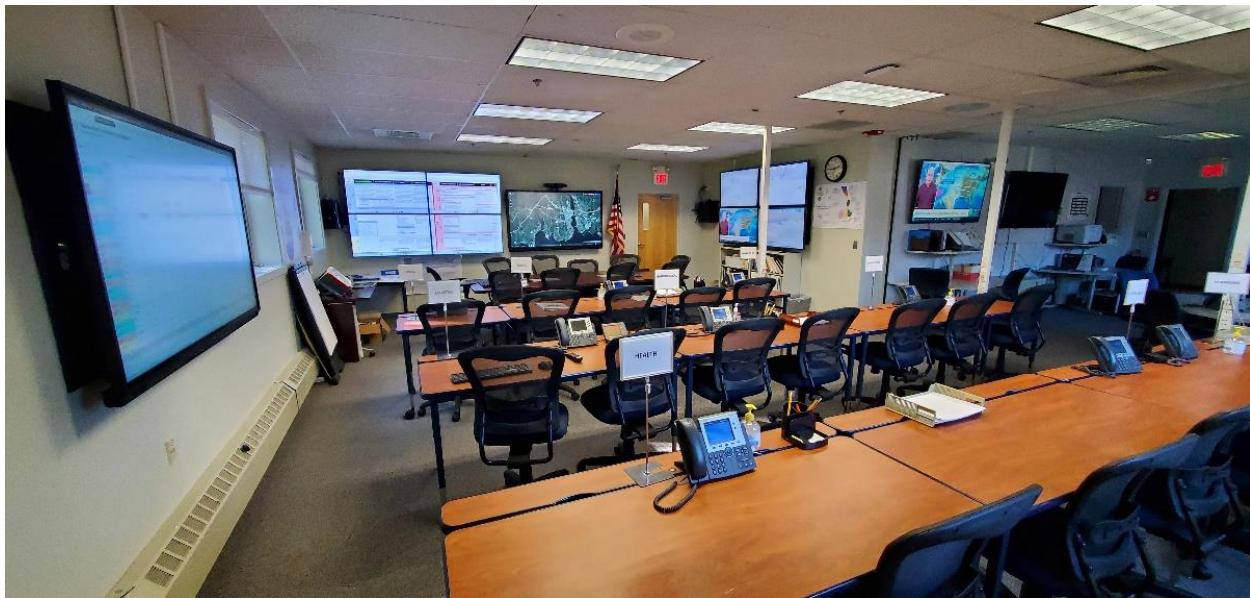
A review of the equipment/technology in the emergency operations center (EOC) revealed some areas where updating and improvement was needed. EMD Sinagra worked to acquire grant funding to purchase two 75 inch wall-mounted touch screens that allow for real-time mapping of incidents using the town's existing 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 allow EOC staff to view inundation maps, SLOSH maps, evacuation plans and routes, and other information to aid in making timely, critical decisions. Eight 50" monitors and supporting computers were purchased and installed that connect to cameras on our evacuation routes in town. The laptop computers in the EOC used by various town departments during drills and activations were replaced with ten new Dell laptop computers. Funding for this project was sought from the Nuclear Emergency Safety Program grant and was awarded in the amount of \$63,500.00. A portion of this project was carried over from the previous fiscal year due to supply chain issues.

The EOC was updated with surplus furniture obtained from the Waterford Board of Education. The previous layout had pods where each group faced inward hampering communication. The surplus furniture is now set up in rows facing the conference table where town leadership is located during emergencies as well as the new monitors. This provides greatly enhanced communications and operations which was evident during the most recent FEMA Millstone drills.

EOC Prior to Electronic Equipment Upgrades



EOC Electronic Equipment Upgrades



EMERGENCY OPERATIONS PLAN

EMD Sinagra is continuing to work with the State of Connecticut in updating the town's Emergency operations Plan Community as required by state statute. The updated EOP will be distributed to all key personnel for use during training drills and real world events.

GRANTS

The Emergency Management Department was awarded three grants during the year. The Nuclear Safety Emergency Program (NSEP) grant was awarded for two projects in the amount of \$97,073.00. The first part of the award of \$33,573.00 is for the partial reimbursement of the EMD salary and for exercises and training for Millstone drills and drill rehearsals. The other part of the project was for Emergency Operations Equipment. This amount was for \$63,500.00. The funding was approved for the purchase of two 75" touch screens, computers/monitors/software to be used in the EOC as well as a pan/tilt/zoom camera to be installed on the towns evacuation route at the intersection of Millstone Road and Rope Ferry Road, replacement chairs for the dispatch center, a commercial paper shredder, and a solar powered towable message sign. A portion of the equipment in this year's project had been carried over from FY2022 due to supply chain issues. These projects have all been completed.

Newly Purchased LED Message Trailer



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 \$20,775.70. \$19,831.35 of this funding is used to subsidize the EMD's salary. The other \$944.35 is earmarked for personal protective equipment (PPE). The PPE funding is specific to the COVID-19 pandemic. This grant requires a 50% match by the town.

The town currently has a Nuclear Safety Emergency Program Grant award for the upcoming fiscal year (July 1, 2023 – June 30, 2024). The awarded amount is \$75,944.00. \$35,444.00 is for partial reimbursement of the Emergency Management Director's salary and for the costs associated with Millstone drills. \$10,500.00 is for the purchase of traffic control equipment and \$30,000.00 is for a new 35"x75" LED message board sign for the Quaker Hill Green.

MEETINGS/WORKSHOPS

EMD Sinagra attends the following meetings regularly:

Region 4 Regional Emergency Planning Team Steering Committee – Member	Quarterly
Region 4 Regional Emergency Planning (REP)	Bi-Monthly
Eversource Utility	Quarterly
Millstone Regional Emergency Planning (REP)	Quarterly

Respectfully submitted,

Steven Sinagra

Steven R. Sinagra
Emergency Management Director
Emergency Communications Supervisor

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Waterford Ethics Commission
Annual Report
July 1, 2022 - June 30, 2023

The Waterford Ethics Commission held its required four meetings in fiscal 2023. The Commission received no new complaints during the fiscal year.

Membership of five regular members and two alternates was maintained in full throughout the year. Laurie Kerp resigned in July, 2022, and was replaced by Christopher Neilon as a Regular Member. Marty Zeldis reached the maximum number of years he could serve in February, 2023, and Paul Helvig was appointed as an Alternate Member. Elizabeth Ritter moved from Alternate to Regular Member at that time and remained as Chair.

The Commission held several special meetings for the purpose of reviewing and cataloging its records stored in the Town Hall. The files contain both records that are available to the public and records that are to be kept confidential and are not available to the public. Security was reviewed and discussed with the Town Clerk. The cataloging work is ongoing.

Respectfully Submitted,

A handwritten signature in blue ink that reads "Elizabeth B. Ritter".

Elizabeth Ritter, Chair

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Waterford Fire Department

Fiscal Year 2023



Fiscal year 2023 was another transition year for the Waterford Fire Department. The department provides code enforcement and inspections, fire investigation, fire prevention, fire suppression services in addition to emergency medical services, advanced rescue techniques, hazardous materials mitigation and containment.

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 Waterford Fire Department is a combination department, which utilizes career and volunteer members, and is comprised of five (5) 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 Waterford Ambulance Service.

The department protects the life and property of Town residents and visitors from fires, motor vehicle accidents, critical health threats through its primary operations in response to fire and medical emergencies.

Mission

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.

Vision

The Waterford Fire Department will continuously strive to meet the changing needs of our community and to be the best Fire-Rescue Department of our size in the country. We will accomplish this by providing a modern and technologically advanced Fire-Rescue Department, maintaining a high level of readiness and focusing on the professional development and training of all our personnel.

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 2023, the fire department responded to **2,727** incidents, an increase of **4%** over fiscal year 22. Our Incident Reporting System has gone through 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

The most extraordinary and capable piece of equipment or apparatus is only as good as the crew that operates it. This is why we continually train to new standards and technics.

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 motor vehicle accidents, fires in the respective vehicles and cargo that pass through our community.

Emergency Medical Services

Medical calls continue to be the largest part of the fire department's call volume. In FY/23, the fire department responded to **1,581** 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 growth continues to take place in Town, and as of this time, there are over fourteen 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 2023, the fire inspection staff conducted over **450** fire safety inspections, citing **162** fire code violations. Enforcement of the Fire Safety Code provides safety and security to our residents and visitors. Also in FY 23 our long time Fire Marshal Peter Schlink retired and Fire Inspector Steve Dubicki was named Fire Marshal. Steve brings a wealth of knowledge, training and motivation to the Waterford Fire Department.

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 residents, of all ages, 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 and in person programs, educational material creation and distribution and community events.

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.

The Fire Department purchased the dashboard in the fall of 2021 and it has been an instrumental in development Waterford's Community Risk Assessment.

Grant Awards and Opportunities

Fiscal year 2022 was a very successful year for our grant writing efforts.

Waterford Fire was award two (2) separate grants through the Federal Emergency Management Agency (FEMA). Total funding awarded was **\$118,533**.

- September 2022 - FY21 Assistance to Fire Fighters Grant (AFG) in the amount of **\$95,962** for Confined Space Rescue training and associated equipment.

This grant provided all members of the Department with the necessary training to execute the best technical rescue in confined space. The training was delivered by the Connecticut Fire Academy in the spring of 2023. We are always evaluating our Fire/Rescue/EMS practices and how we can improve operations and safety for all our personnel and the community we serve.

- May 2023 - FY 2021 Fire Prevention & Safety Grant (FP&S) in the amount of **\$22,571** for Public education simulators and props.

“Big or Small, Fire Safety is for ALL!”, will be the corner stone of the Waterford Fire Department’s ongoing Fire Prevention and Life Safety educational platform. The Inflatable Fire House, Hazard House and Hazard Kitchen will be the first props of this kind for the Town of Waterford. The department will be able to utilize them for educational opportunities on both a large community and small classroom scale. We feel the flexibility these tools will provide will be invaluable to attain our mission of keeping our residents safe through the educational portion of our Community Risk Reduction plan.

Once again during the beginning of 2023 the department wrote and applied for three (3) additional grants through FEMA.

- Assistance to Fire Fighters – Funding request for training and associated equipment
- Staffing for Adequate Fire and Emergency Response- Funding request for additional staffing
- Fire Prevention and Safety – Funding request for Educational simulators and props.

Total funding requested is over **\$1.18 million**.

Staff Training



Staff training continues to increase as we work to have more opportunities for all fire personnel, Career, Volunteer and our Part-time staff. This has been accomplished through in house training run by our Shift Captains, using fire schools as Eastern CT Fire School, CT Fire Academy, and private training companies we have brought to Waterford to train our personnel.

Increasing training is a top priority for Fire Services. Training motivates personnel, keeps them safe, and keeps the public safe and helps Waterford with our ISO rating.

Fire and Life Safety Education Community Reach



Fiscal Year 2023 was another busy year for public education in all community demographics.

The Community Safety Educator, the Director of Waterford Ambulance Association and Waterford PD Community Engagement Officer continue their partnership to deliver life safety instruction, education and support for the Town's at risk residents. The "Safety Squad" now includes in addition to K-9 Comfort Officer, Hodges, our department's comfort dog, Ginger, who quickly became a crowd favorite. This multi discipline learning experience touches on the roles of first responders in regards to safety and rescue.

2023 started off with safety presentations to our senior living communities. Spring included invitations to Clark Lane Middle School Career Fair and Eastern CT Regional Career Fair at Three Rivers Community College. WFD supplied an educational/recruitment table during WHS lunch waves for interested students.

The summer months concentrated on our youngest residents with visits to all summer camps. From WYFS Camp Dash water week to Recreation and Parks Playground and closing with the Board of Education's Summer Academy. The First Responders educational team were able to deliver valuable lifesaving education to over **1300** Waterford residents.

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.

Goals for Fiscal Year 2024

Recruitment

Volunteer recruitment has been one of our top priorities for FY 23. As it is all over the country, volunteer recruitment and retention is a fire departments biggest challenge. How do we meet the needs with fewer people, and less time.

The Waterford Fire Department has continued 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.

In the spring of 2022, the department began to recruit for their new Junior Firefighters program in coordination with the five (5) company officers. Fire Director, Chief Michael Howley and CSE Peterson collaborated with Waterford High's, School to Career Coordinator providing volunteer and career firefighting education information to the guidance staff. Chief Howley and CSE Peterson were physically present at the high school and provided a recruitment informational table during the lunchtime waves. To date there are now a total of six (7) Junior Firefighter candidates that are working closely with company mentors.

The Fire Department participates in the annual Waterford High School College fair, giving our young adults an opportunity to learn about career firefighting continuing education at the Connecticut Fire Academy and volunteering for their local fire department.

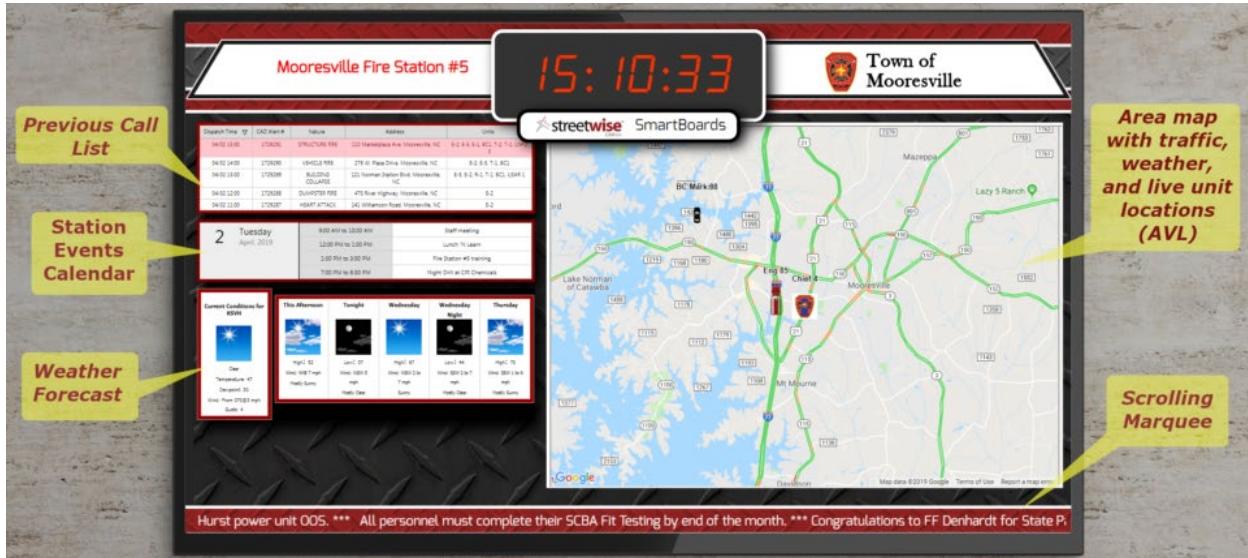
Training is a large commitment for our Volunteers. To meet guidelines, standards and OSHA compliances. We are committed to our recruitment program, increasing our training, and offering more opportunities to be a part of the Waterford Fire Department.

Technology changes for the Fire Service

Technology changes for Waterford Fire Services are having 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

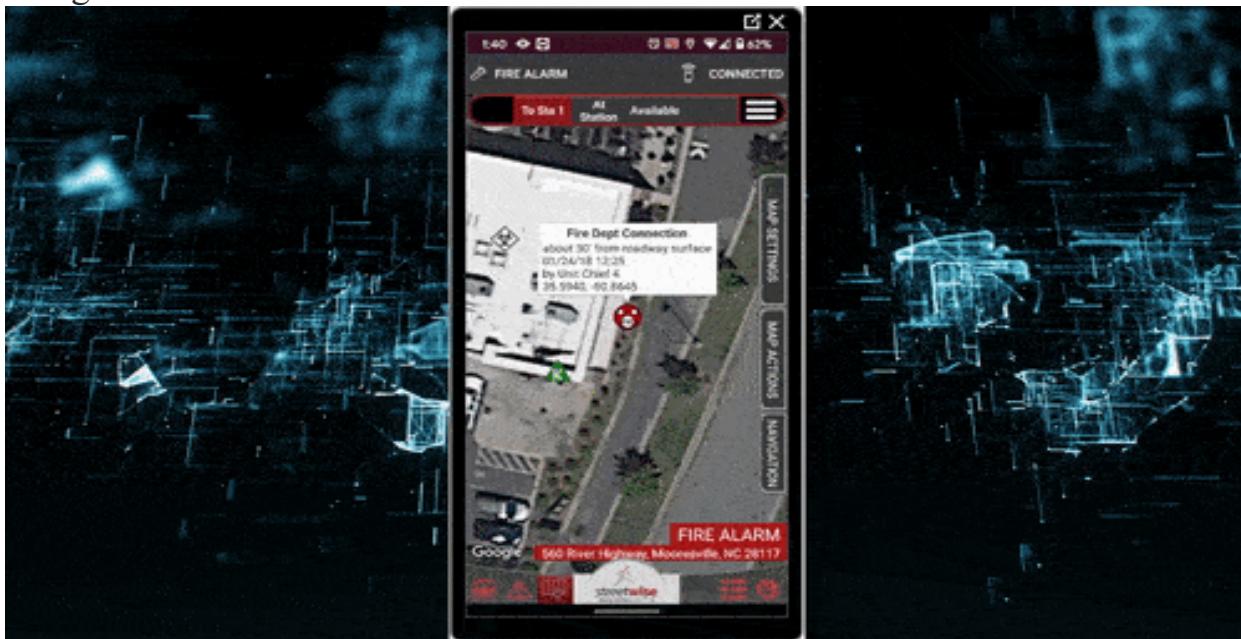
Streetwise CAD link Tablet MDT

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 tomorrows, 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,

Michael J. Howley

Chief Michael J. Howley
Director of Fire Services

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**Flood and Erosion Control Board****Annual Report****2023**

The Flood and Erosion Control Board is currently in transition. The Board experienced the loss of three fairly recently appointed members who resigned because they no longer live in Waterford.

The Board currently has only three members remaining. The Board will contact the Board of Selectmen to request new appointments.

When Board members are informed by residents on issues, they check on the problem and work with residents and town employees to resolve the issue. If a Board member notices a problem themselves, they inform the appropriate town employee of the situation.

The Board will continue to be aware of the efforts to restore Alewife Cove and look forward to familiarizing new members with Alewife, Jordan, Keeny, Smith, and Goshen coves.

The Board also makes recommendations to the Planning and Zoning and Conservation commissions, if requested, concerning flood and erosion requirements of proposed construction projects throughout town during the course of the year.

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Waterford Harbor Management Commission
c/o Waterford Police Department
41 Avery Lane
Waterford, CT 06385

Town of Waterford
Board of Finance
Attn: Kimberly Allen, Finance Director
15 Rope Ferry Road
Waterford, CT 06385

Dear Kimberly,

Per your letter dated September 13, 2023, I am submitting the following summary of our Fiscal Year, 2023 as well as our future plans and programs for 2024 and beyond:

2023 Notes: The Waterford Harbor Management Commission is currently made up of 11 members including our Harbor Master, David Crocker, and Deputy Harbor Master, Richard Miller. The Commission managed 186 moorings, 16 pulley poles and had 11 delinquent moorings removed. Our current price for new moorings and pulley poles is \$75.00 and annual renewals are \$50.00. The mooring fields are inspected each year in the August-September time frame and delinquent moorings are tagged to alert the owner of imminent removal at the owner's expense.

Our Recording Secretary has been scanning all mooring applications so our records will be available electronically, making tracking and record keeping much more manageable. The commission will be able to research back 3 years once the process is complete.

The Commission worked with the State DEEP, Army Corps of Engineers and local Marine Engineering Companies to identify and approve new and revised docks and structures that would fall below "mean high tide", ensuring the property owner abides by and is aware of all protections to our water systems. The Former Chair, Jane Adams submitted her resignation in May 2023, and selected me as her replacement. I have been in contact with Waterford-East Lyme Shellfish Commission as well as East Lyme Harbor & Shellfish Commission, have attended several of their meetings and I am working to build better communications between all Commissions.

Future Notes: We submitted a request to the Army Corps of Engineers on August 2, 2023, to alert them of "shoaling" in the channel in the Niantic River. There has been significant shoaling in the channel in the two "west to east" corridors and we requested they survey the river to ensure there are safe margins for all boats using the channel. The Army Corps responded and did survey the Niantic Bay and Niantic River and we will be evaluating the results of the survey and if necessary, work with the Army Corp and Marine Engineering Companies to remedy the situation.

The Commission has discussed possibly raising our rates to be equal to the mooring rates in East Lyme. The current rates for moorings in East Lyme are \$100.00 for a new mooring and \$75.00 for a mooring renewal. The increase will also help defray any unforeseen costs incurred by the commission.

There has been contention over where the boundary lies between Waterford and East Lyme within the Niantic River. The Town Legal Councils will have to decide if the demarcation is an imaginary line up the middle of the Niantic River or is the demarcation actually, the Channel with anything West of the Channel belonging to East Lyme and anything East of the Channel belonging to Waterford.

The Town of East Lyme had interest in "swapping" the Harbor Master Boat for their Police Department Skiff. Dave Crocker, our Harbor Master, found the Federal Emergency Management Agency provided funds for the Harbor Master's Boat and deemed that style and size appropriate to support our coastline. The skiff offered by East Lyme is not of sufficient size. The Waterford Harbor Management Commission is OPPOSED to any change in motor craft.

Please let me know if you need clarification or more details from the Waterford Harbor Management Commission.

Respectfully Submitted by:

John J. Hughes III, Chair
Waterford Harbor Management Commission

Cc: 1st Selectman, R. Brule

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FIFTEEN ROPE FERRY ROAD
WATERFORD, CT 06385-2886



PHONE: 860-442-0553
www.waterfordct.org

**MUNICIPAL HISTORIAN
HISTORIC PROPERTIES COMMISSION
FY 2022-2023**

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.

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 worked closely with the historian. Listings in the National Register of Historic Places include the districts in Quaker Hill, Graniteville, the Oswegatchie Colony, and the Hartford Colony, as well as the individual listing of the Walnut Grove Farm (former Hammond Estate). After several delays the Oil Mill Historic District was named to the National Register in February. Additional National Register listings include the Jordan Village District, Eolia (Harkness Estate), and the Seaside Sanatorium. Listings in the State Register include the 1923 Cohanzie School and the ca. 1926 Secchiaroli Barn.

Though the HPC and the historian continue to advocate and/or support projects/issues consistent with their mission, there remains real concern regarding the condition of the several town-owned historic buildings. Time is running out for both the Cohanzie School and the Nevins Tenant Cottage. Even with both designated and ARP funds as well as the likelihood of a Historic Restoration Grant, plus private donations, funding comes up short for the planned structural stabilization and exterior rehabilitation of

the cottage. Meanwhile time continues to run out for the Secchiaroli barn. In fact, it has become - and has been for several years - a town liability.

The Jordan Park House (formerly the town's first purpose-built library, 1928) is in urgent need of repairs. Like the Nevins Cottage, the former library building is 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. Repairs have been delayed for far too long.

HPC Chair John O'Neill a member of the ad hoc committee charged with assessing the condition of the Hammond Mansion at the Eugene O'Neill Theater Center. The town has set aside \$500,000, all of which could be spent on the roof and related issues alone.

In February, O'Neill and Historian Robert Nye attended a workshop focusing on "Cultural & Historic Resources", part of the proposed 10-year Plan of Preservation, Conservation and Development under the direction of Fitzgerald & Halliday, Inc. All agreed third-party assistance is necessary if the town truly cares about history/preservation/cultural issues.

Care of the town's cemeteries remains a concern. Vice-chair Patrick Crotty has taken the lead, in discussions with librarian Jill Adams, to organize volunteers toward that end. Out in the field, meanwhile, Crotty erected three partially buried stones at the Baker Cemetery. He and volunteer Kerry Holloway also discovered eight more stones at the Douglas (Sand Pit) Cemetery. HPC member Eileen Olynciw continues to expand her work on the town's cemeteries, focusing on the families themselves. The commission agreed to fund the cost of signs for Durfey Hill, Gorton and Harris Cemeteries. They were installed in the spring by Crotty and Nye.

On other matters, "Friends of Seaside" agreed at a Town Hall presentation in April that restoration of the Maher building and the Nurses' Quarters is out of the question. The "Friends", meanwhile, are soliciting ideas and suggestions on how best to include certain architectural elements in the park design. Another matter, the commission made it clear that unauthorized plans to remove the historic stone wall along Avery Lane are unacceptable. Also, Secretary Debra Walters has made goings-on at the Historical Society an important agenda item, mutually beneficial to both organizations. And in celebration of the Waterford Library's 100th anniversary, Nye presented "We've Come A Long Way, Ida May: The Waterford Public Library at 100", a power-point presentation in cooperation with the library's Jill Adams on May 18. (May is also National Preservation Month). Meanwhile, Nye continues to field historical inquiries directly from the public as well as through the Town Clerk's office, the Historical Society and the Library.

A number of ongoing projects and concerns remain on the table, action stalled in some cases due to the pandemic. Looking ahead to FY'24, the HPC could further collaborate with the Historical Society and establish a dialogue with 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; updating the 1996-67 Historic/Architectural Survey; and monitoring Seaside Park and Friends of Seaside developments. HPC continues to support

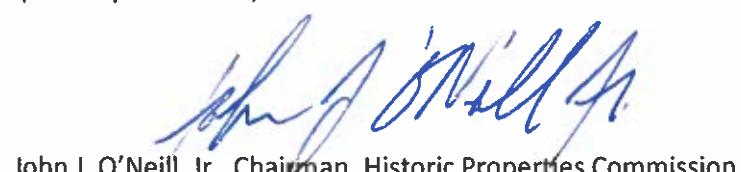
Save the River - Save the Hills, Connecticut Preservation (formerly Connecticut Trust for Historic Preservation).

There remains a critical need to rally public support for the HPC mission. Fortunately the 2023-24 Plan of Preservation, Conservation and Development offers the HPC an opportunity to participate in discussions relative to the town's commitment to providing storage for historical archives, contracting a third-party historic architect to advise relative to maintenance of town-owned historic buildings, taking some responsibility for neglected/abandoned cemeteries, designating Jordan Village a "village district", and supporting the Town Center Project connecting public spaces among other issues.

At the 2022 Annual Meeting in November, HPC officers elected were John O'Neill, Chairman; Patrick Crotty, Vice-Chair; Secretary, Debra Walters; and Treasurer, Robert Nye (Municipal Historian). Rounding out the membership are Eileen Olynciw and Alternate Warren MacKenzie. There remain two Alternate vacancies. And a special thank-you to Assistant Historian Vivian Brooks who resigned citing health concerns.

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

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**INFORMATION TECHNOLOGY DEPARTMENT
ANNUAL REPORT
JULY 2022 – JUNE 2023**

Starting the 2023 fiscal year we looked forward to our first full year as a department continuing with the three positions supporting the Town: IT Manager, IT Support Engineer, and IT Support Technician. Within a few weeks however, the IT Support Engineer, announced he was leaving to take advantage of a fantastic career opportunity. That quickly switched our internal department needs to knowledge transfer, area focus, and making adjustments to support the Town with two people for an unknown amount of time.

In November, the Support Technician staff member was promoted into the Support Engineer role. We continued with just two people supporting the Town, maintaining and managing systems, with additional knowledge transfer necessary for the role change.

In February, we were back up to full staff with the hiring of a new IT Support Technician. Much of the first few months was spent with more knowledge transfer and shadowing for this new individual. The IT Department is being setup so that we all know a something about everything so that we can support the needs of the Town and Public Safety even if only one of us is available at any given moment.

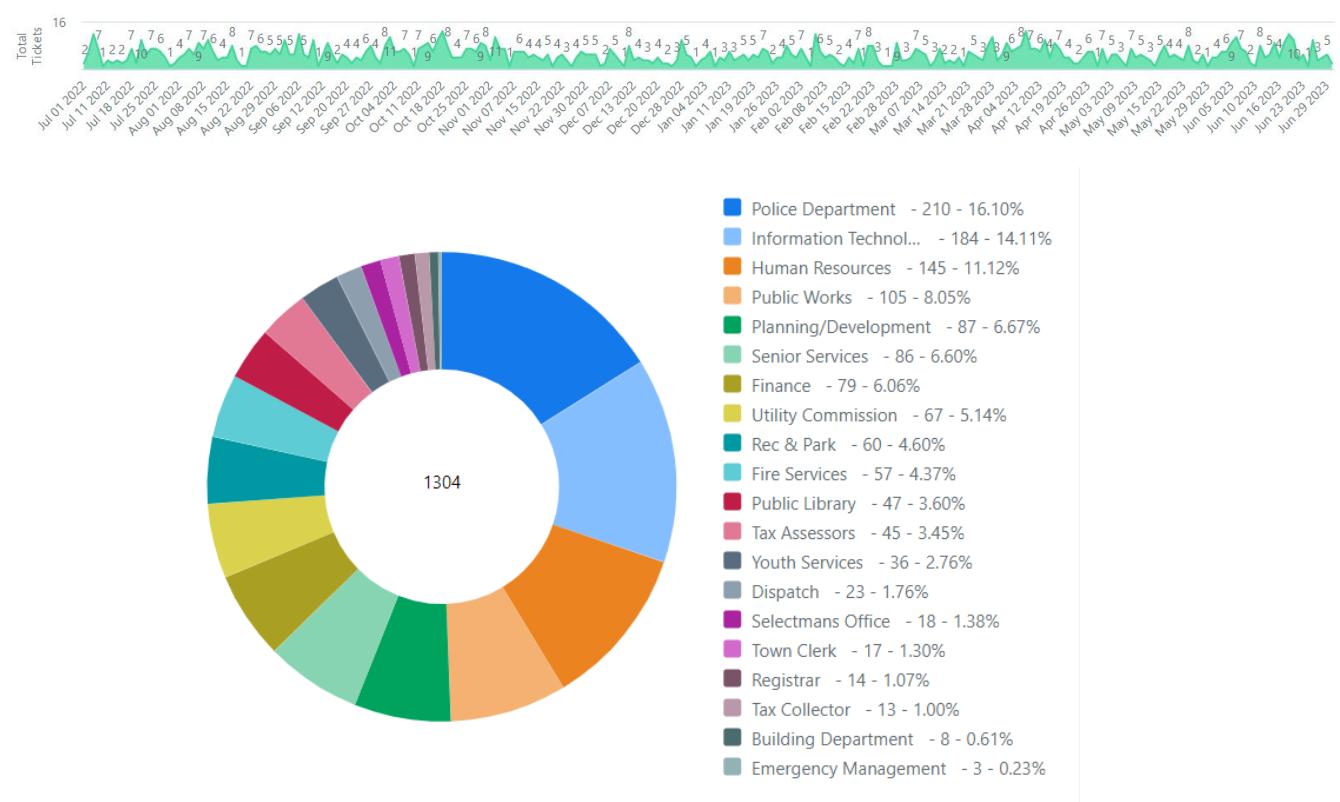
Throughout all this transition during the fiscal year we did an excellent job supporting the systems and end users needs across all departments.

Some of our major accomplishments over the past year are.

HELPDESK SYSTEM

The helpdesk ticket tracking software IT Service Desk from Freshworks was vital for us to track and triage incoming requests throughout the year, especially with our staff changes.

We received 1304 tickets during the FY23 period. Not every request or issue generated a ticket.



BACKUP SERVER UPGRADE

The IT department installed a new backup server appliance, Cohesity Data Protect. This new product allows us to backup our systems multiple times a day with full data deduplication reducing storage needs. This gives us more backups within a day and they are available for longer periods of time. This system is substantially more cyber resilient in the event of an incident than the Veeam Windows based backup solution we were previously using.



FIREHOUSE INTERNET ADJUSTMENT

Toward the end of FY23 the IT Department took steps to reduce the cable internet service fees being charged by Breezelinc for each firehouse. We purchased and coordinated the replacement of each cable modem at the firehouses with Breezelinc. This purchase, for approximately \$260 eliminated the \$660 per year rental fee. Additionally, cost shopping against other local service providers, we were able to get the rate of the internet reduced from approximately \$162 a month per location down to \$115 a month per. This is an approximate savings of \$2,820 a year for the exact same service.

BEACH GATE HOUSE CONNECTIVITY

During the year we were given a directive to increase the internet service level at the Beach Gate house from the cellular mifi device that was used the previous year. The small device had issues connecting because of the lower cellular signal in that area. We researched, configured, security restricted, and installed a cellular router with an external antenna to ensure constant cellular connectivity. This allowed the Parks and Rec department to accept credit cards at the beach and record the information into their cloud point of sale application.

LOG ANALYSIS AND FIREWALL BLOCKING

A major focus shift of this past year, which will continue forward, is applying more time to analyzing logs daily and applying additional blocking for threatening behavior from external entities. Each person in the IT department has been given access to logs generated from our internet-exposed systems and given knowledge on what to look out for. The more we know, the faster we can spot patterns that do not fit the norm and then make targeted adjustments to our block rules.

For the 24-25 Fiscal year the IT Department will continue to work towards the following goals.

- Increase capacity, security, and resiliency of the Towns infrastructure
- Reduce the number of physical servers to either virtual or cloud solutions.
- Finish the roll out Windows 11

Respectfully submitted,

Jeffrey Robillard, IT Manager

IT Department

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WATERFORD PUBLIC LIBRARY
Annual Report
July 2022– June 2023

Fiscal Year 2023 saw a return to more normal operations after 3 years of service impacted by Covid. The year started off rather tumultuously as we entered our busiest time of the year, July and August, without a Head of Youth Services and without dedicated marketing support from our PT Tech I Graphics position. With well-appreciated support from Diane Beaulieu, who covered parts of the graphics role; a remote college intern, Olivia Billis, who assisted with online marketing and social media; and our youth services team of Ashlee Marshall and Rashmi Sharma, who assisted in managing the children's and teen's programs, we were able to successfully offer and promote a fun and engaging calendar of summer reading programs for all ages for the 2022 theme of *Read Beyond the Beaten Path*.

On August 9, we dedicated two sets of colorful, outdoor Adirondack chairs in memory of long-time library user, Angelina Barcello. The chairs continue to be very popular with library visitors for reading, waiting for a ride or to just sit and enjoy the view by the pond. In mid-August, we welcomed Jenna Bivona to the team as our new Head of Youth Services.

The fall brought more changes in personnel with the resignation of Melissa Behney, one of our two PT Adult Info./Ref. Assistants and Jennifer Merriman, one of our three PT Library Tech I members of our circulation team. In October, Lauren O'Neill came onboard as our new Adult Info./Ref. Assistant. In November, Beth Bogdan, our new Tech I Graphics staff member, and Hanna Osborne, our new Library Tech I circulation staff member joined the team. Throughout the fall, we also began investigating replacements for our Eventkeeper library calendar software which was no longer meeting our marketing and scheduling needs.

On December 9, the CT State Bond Commission formally approved our \$250,000 construction grant to support the upgrade of the library's HVAC equipment. This event triggers the start of the 18 month timeline required for work on the project to begin. The Town has up to 5 years to complete the project.

To support the Town's tree lighting on December 2, the library stayed open until 5:30 and offered a special family program with a reading of Trustee Jon Lehet's original book, *Milton the Rein-moose*. On December 13, Jill Adams and I attended the Veterans Coffeehouse at Filomena's restaurant to inform the veterans of the free services available at the library, to deliver holiday cards created by children at the library, and to provide three gift books as prizes for a free raffle at the holiday event.

In early January, Jenna Bivona and I met with Joe Macrino, Oswegatchie Elementary School principal, and Selectwoman Jody Nazarchyk to discuss creating welcome kits for those students whose first

language is not English. Mr. Macrino had noticed an uptick in new families where English was not spoken in the home. As we all know, we tragically lost Jody in early February. This is a project that is still pending and one for which we hope to get grant funding in FY2024.

At the January Board of Trustees meeting, we celebrated Bernard Pisacich's retirement as Treasurer of the Library for 20+ years. Also in January, I began a new program of staff recognitions for anniversary dates. We started with a celebration at the January staff meeting of Kathy James, who was celebrating her 35th year as a FT employee, with 48 total years of continuous service to the library! March marked Judy Hentzman's 38th year of service, in May, Gail Miller marked her 5th anniversary with the library, with a total of 17 years of service to the Town, and in June, we are celebrating Fred Conley's 22nd anniversary and Laura Erickson's 16th work anniversary.

The new calendar year brought the start of many new projects including: the installation of the new carpeting on the mezzanine and staircases; meetings with the Board's Strategic Planning Committee and library staff to update the library's mission and values statements as the first step in developing a new strategic plan to replace our current plan that was written in 1999; planning for the library's first Staff Development Day on March 17; and lining up the schedule of events and activities to celebrate the library's 100th anniversary in May.

In addition, Jenna Bivona and I began a 4 part online training series offered by the CT State Library on Building Equity Based Summers (BEBS). This was a competitive program, and Waterford was one of only 5 libraries chosen in the state to take part in this innovative training. The program continues with ongoing support from the national cohort of BEBS libraries in states around the country including California, Ohio, and Rhode Island. As part of this initiative, the library received a \$500 stipend to support equity-based youth summer reading programs. The focus of the initiative is for libraries to review ongoing programs and services using an equity lens; to examine many of the patterns of service that we have offered with a deeper analysis of time of day, costs to participants, equal access to programs, unnecessary data collection, transportation issues for patrons, and considering more outreach opportunities to further grow community engagement with those populations who are not currently using the library.

Our popular Great Decisions discussion group sessions began in early March and ran through early May culminating with three world affairs lectures given by Eric Fleury, Ass't Professor of Government and International Relations at Connecticut College. Also in March, the library was awarded a \$3,000 grant from M&T Bank and took part in the bank's grand opening of its new Waterford branch. The funds were used to support a financial literacy lecture for teens by Patrina Dixon for Financial Literacy Week in April and to cover most of the expenses associated with our 100th anniversary programs and fair.

In the spring, the library participated in a number of community outreach events, starting with the WPS Staff Wellness Fair at Clark Lane Middle School in March and the first indoor pop-up Farmer's Market at the Community Center in April. These events provided opportunities for us to better inform educators and the general public of the many materials, programs, and services that are available from the library. In May, I was asked to engage with 3rd and 5th grade student visitors in the Jordan

Park House as part of the Waterford Historical Society's outreach programs. Jenna Bivona represented the library at Earthfest CT at McCook Point Park on May 13. In late May, Kathy James and Rashmi Sharma offered free children's crafts at the Historical Society's annual Art in Waterford event; this year it was held at the Eugene O'Neill Theater Center.

Our year culminated with the many events celebrating our 100th anniversary in May. Although it rained on our fair day on May 22, we still had over 600 attendees who enjoyed live musical performances, a petting zoo, a giant book sale, a model train display, crafts, and free popcorn at the library, and children's games and free cotton candy at the community center. The event was a great success thanks to the many hours spent in planning and preparing by trustees and library staff, along with a cadre of community volunteers who helped on fair day. Special thanks to Eileen & Tom Boyce for preparing all of the children's games and to Mim & Tom Wagner, Eileen Boyce, and Joy Merrill for their many hours of sorting in preparation for the book sale.

Our monthly e-newsletter, *Discover More*, has grown to 1,207 subscribers, up from 888 at the end of last year. Our Instagram audience has grown from 707 to 970 followers, and our Facebook page now has 2,700 followers, up from 2,504 at the end of last year.

At year-end, our total active cardholder count is 5,408 resident cards and 1,517 non-resident cards.

As always, the cornerstone of our operations remains the excellent customer service provided by our dedicated library staff and volunteers. Thank you to each of them:

- Adult Services – Jill Adams, Amy Sindel, Lauren O'Neill, Melissa Behney, Diane Beaulieu, Jeri DeSantis, and Janice Wilson and library pages, Jamie Gagnon, Anika Garg, Jacquelyn Licare, and Zoe Zito
- Children's Services – Jenna Bivona, Ashlee Marshall, Rashmi Sharma, and Megan Civitello
- Technical & Circulation Services – Laura Erickson, Judy Hentzman, Kathy James, Linda Sullivan, John Carta, Ed Kelmelis, Hanna Osborne, and Jen Merriman
- Buildings & Grounds – Mike Miceli, Fred Conley, and Lino Monteiro
- Administrative and Support – Gail Miller and Beth Bogdan
- Adult Volunteers – Lois Chenard and Carol Pollack

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.

Thank you to our dedicated volunteer board of trustees for their ongoing support of the library.

Respectfully submitted,

Christine Johnson
Director

Adopted by Library Board of Trustees, March 14, 2023

Mission

The mission of the Waterford Public Library is to support and encourage our community to enrich their lives through access to the ideas, information, technology, and entertainment available from materials in all formats. The Library provides a robust collection, engaging programs, responsive services, professional assistance, and community outreach. The library offers opportunities for discovery, creative and cultural activities, and serves as a community gathering place.

Values

At the Waterford Public Library, our values define what we stand for and guide our actions.

We believe in intellectual freedom, confidentiality of records, and accessibility to all, as articulated in the American Library Association's *Library Bill of Rights* (see appendix).

We value literacy and lifelong learning.

We value trust, honesty, responsibility, diversity, equity, inclusivity, and respect for all.

We value responsive and friendly service, focused on individual needs in a comfortable and welcoming atmosphere.

We value teamwork, collaboration, and community engagement.

We value helpful and skilled staff and leadership, and continuous quality improvement in all that we do.

We value innovation and flexibility.

We value sensible and sustainable use of resources.

We value providing a space for community to gather and foster open discussion and self-directed learning.

We value community outreach.

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'23 Projects/Initiatives:

- Completed the mezzanine improvement project by removing unused shelving and installing new carpeting, power outlets, and repurposed furnishings to create more public study and reading spaces
- Installed 2 sets of outdoor Adirondack chairs on the library's rear and side lawns for the public to enjoy
- Installed seating in our indoor lobbies for patrons to use while waiting for a ride
- Increased budget for adult e-books and e-audiobooks to meet increased public demand and support our patron's transition from books on CD to the digital format
- Funded a new Teen Overdrive e-book and e-audiobook collection
- Added museum passes for the Connecticut River Museum and the Mashantucket Pequot Museum & Research Center
- Added new Switch and PS2 video game collections
- Offered DVD Binge Bags, a fun set of four themed DVDs that circulates along with a free bag of microwave popcorn
- Introduced new Mystery Book club
- Offered 2nd annual series of al fresco concerts on the library's side lawn
- Hosted family drive-in style *Sunset Cinema* movies in the library's rear parking lot
- Launched new Virtual Author Talks series featuring 3-4 bestselling author events each month
- Celebrated library's 100th anniversary with a series of educational programs culminating with an indoor family fun fair
- Separated and moved the Christmas fiction collection from the main fiction and paperback shelves to the mezzanine shelves to reduced crowding and better enable readers to identify this popular collection
- Replaced A to Z travel database that was not being widely used with enhanced collection of travel books and DVDs
- Introduced new Read Along collection of Wonderbooks to support youth literacy
- Installed new a-frame shelving unit to enable the popular graphic novels collection to grow
- Hosted 5,618 adult and 2,455 children's public computer sessions and 25,188 public Wi-Fi sessions
- Library staff and our volunteer *Book-A-Tech*, provided 382 one-on-one technical assistance sessions
- 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'23 Staff training, professional development and engagement:

- Had our first annual all-staff training day in March
- Regular schedule of full staff and department-specific meetings
- Weekly 1:1 director/department head meetings
- Onboarded four new staff members
- Staff participated in Town's CivicPlus training for website refresh project
- 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
- Five staff members attended the CLA annual conference in Mystic in May
- All staff provide recommended resource lists via display and our online *Staff Recommends* page
- Director and head of youth services attended *Building Equity Based Summers* online training from the CSLIB
- Director completed series of Northstar Digital Literacy training in preparation to offer new online technology training for library users
- Director completed winter and spring series of Sustainable CT Virtual Equity Training
- Director completed dementia friendly library trainings
- Director completed Building Capacity for Community-Led Libraries: Fundamentals of Community-Led Planning and Capacity Building training from the CSLIB
- Director and head of youth services are members of ALA
- Director and head of adult services are members of CLA and the New England Library Association (NELA)
- Director served as Chair of ALA Library Services to Dementia & Alzheimer's (LSDA) Interest Group
- Director member of Waterford Rotary
- Director serves on Town Sustainable CT and Parade Committees
- Director serves as a member of the One Book, One Region 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'23 Initiatives/Collaborations:

- Trustees and staff collaborated to update the library's mission and vision statements as the first step in revising our strategic plan
- Successful 2022 summer & 2023 winter reading programs for adults, children, and teens
- Community organizations used library meeting rooms for 508 meetings and events
- Investigated alternatives, and replaced existing online calendar software with Springshare's LibCal to better meet the library's marketing and room scheduling needs
- Updated library pages as part of town-wide website project
- Expanded reach of marketing via e-newsletter, Facebook and Instagram
- Continued partnership with *The Day* for monthly *Library Notes* column in the Waterford Times
- Partnered with Waterford Senior Services for quarterly *Turning Pages* book club and outreach at *Lunch & Learn*
- Partnered with Waterford Police Officers for youth programming including *Reading with Hodges, Sundaes on Mondays*, and *Coffee with a Cop*
- Partnered with Waterford Fire Department for fire safety programming for children
- On-going coordination and outreach to Recreation & Parks, Senior Services, and Youth & Family Services
- Participated and provided support for Town parade, Harvest fest, and tree lighting
- Established renewed partnership with Waterford Country School, hosted regular class visits to the library
- On-going outreach to Waterford Public Schools and local daycares and preschools
- Continued Waterford Teacher Card program
- Provided outreach at Waterford Farmer's Market
- Provided outreach in the community at the Veteran's Coffeehouse, Temple Emanu-El, and EarthFest
- Partnered with Waterford Historical Society for student visits to the Jordan Green, programming at *Art in Waterford* and ongoing adult programming at the library, including the history of the granite industry, the Waterford Little League and the history of the library talk by town historian Robert Nye
- Partnered with Waterford RISE to present a panel discussion on CT author Ann Petry and a healthy aging program
- Partnered with the American Association of University Women to present a program on Venture Smith and Eleanor Roosevelt
- Participated in the twelfth annual statewide *Take Your Child to the Library Day*
- Partnered with Waterford Rotary in annual dictionary project
- Participated in the 20th 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'23 Achievements:

- Successful annual fund and centennial donor drives
- Conducted on-going review of general and personnel policies and procedures to ensure operational efficacy and efficiency
- Grants/donations:
 - CT State Bond Commission officially approved \$250,000 construction grant to support the upgrade of the library's HVAC system
 - Dominion Energy Foundation grant to support summer 2023 al fresco concerts
 - Building Equity Based Summers stipend from the CT State Library to support equitable summer reading initiatives
 - M&T Bank grant to support financial literacy and 100th anniversary events
 - Community Foundation Southeast General grant to support our *iVamos a la biblioteca!* initiative to expand our bilingual and Spanish materials for youth and support bilingual storytimes
 - Youth programming support from CT Humanities
 - Donation from the Kelsey S. Harrington Foundation to be used for programming and services for special needs populations
 - Waterford Rotary Grant to support STEAM programming for youth
 - *Evelyn Carlson Widham Memorial Fund* funded books and periodicals on local history and genealogy programs.

Waterford Public Library
Annual Report - Adult Services Department
Fiscal Year 2022-2023

This past year has been a long awaited return to normalcy with the familiar ebb and flow of our patronage coming through the doors. The Adult Services Department, with its professional staff at the Information Desk, provides a unique depth of service to our library community in delivering informational programming through lectures, author talks, workshops, book discussions and community outreach; in addition to rendering professional assistance with research, answering questions, locating materials, and technical support. We adhere to the utmost in privacy and confidentiality with all reference assistance.

Our variety of digital resources consisting of Ancestry Library Edition, Transparent Languages, Consumer Reports, drivingtests.org, and our streaming services hoopla and Kanopy, offer diverse online resources to assist our patrons with research at home or on the road with their mobile devices.

The 2022 summer reading theme *Read Beyond the Beaten Path* opened the doors to wonderful possibilities for programming. We enjoyed celebrating all things outdoors! Once again we offered an adult summer reading challenge with 43 participants and 195 books read! Our summer programming included talks on kayaking, the southeastern CT railroad, forest bathing and breathing; we learned about light pollution in our skies and we went stargazing at Waterford Beach; we created origami butterflies and healthy burrito bowls; discussed Mexican culture and Mohegan Tribal history; listened to talks on winterizing your garden and healthy living for your brain and body; contemplated writing crime fiction and the works of Edgar Allan Poe; we wondered why we dream and how to find a mechanic; we searched for our families through genealogy workshops and we hosted local authors who shared their books with us.

As something fun for adults, we continue to offer Grab & Go crafts every other month which have been very well received.

With July comes the One Book One Region read. The 2022 title selected was *Being Heumann: an unrepentant memoir of a disability rights activist* by Judith Heumann. Southeastern Connecticut libraries, bookstores, and Connecticut College all took part in collaborating on programming and assisting in promoting this regional read with the highlight always being the author event in September!

After Labor Day our monthly groups started up: our Write Night writer's group, the Friday Afternoon Book Club and Speculative Fiction book club all began their regular monthly discussions. We also tested the waters with a Mystery Book Club and after four months it was decided to continue the group and it will start up again in September. Thank you once again to all of our scholar facilitators who lead these discussions.

In the fall Liberty Bank once again sponsored a shred-it day on the premises. We hosted a Talk About Town series as part of a community conversation with a focus on the "hidden gems" of Waterford. Friends of Harkness joined us in addition to the Eugene O'Neill Theater Center and the Waterford Country School. We ended the year with an American Revolution Christmas Eve story, heard a talk on Colonel William Ledyard and listened to a lovely early music Christmas concert!

We welcomed in the New Year with a botanical beauty workshop, a talk about traveling to Italy and how to drink coffee. We were introduced to long ago local author Ann Petry and were reintroduced to Venture Smith and his story of slavery to freedom. We learned about the founding mothers, the golden age of

television and the tips and tricks of British baking. Eleanor Roosevelt paid us a visit with a one-woman portrayal and Grandma Gatewood, the first woman to thru hike the Appalachian Trail, told her story. We enjoyed a discussion on lifetime running from one of the best, Amby Burfoot, Waterford Little League's early years, square foot gardening and edible wild mushrooms of CT; we hosted an Adult Winter Reading Bingo Challenge with 20 participants. Our board of trustee member Miriam Wagner with Master Gardener Marcia Benvenuti brought back the seed library for a third year. In addition to the seed library on a Saturday morning, there was a short presentation with helpful hints and several handouts.

In May we celebrated the library's 100th anniversary with a talk by Municipal Historian Robert Nye called "We've come a Long Way Ida May: the history of the Waterford Public Library". The '20s theme continued with a virtual presentation on the roaring twenties, a lecture on the tribal twenties, and a musical presentation on the songs of that era and a one-women play on Zelda Fitzgerald.

Over the past year we continued to have programming partnerships with the Waterford Historical Society, Waterford RISE and the American Association of University Women (AAUW): programs this past year were a talk on Waterford Little League, a portrayal of Eleanor Roosevelt, a talk on Venture Smith, and a panel discussion about Ann Petry and a talk on the granite industry of Waterford. We had several outreach events with visits to Temple Emanu-el synagogue, Senior Services Lunch & Learn, and the Rotary Club. A partnership was formed with Senior Services to have a quarterly book discussion led by our department head Jill Adams. Discussions were held in March and June.

A collaborative group of libraries, begun during the time of Covid, continued to co-sponsor programs together this past year. This has been an excellent collaboration where the cost and marketing of an out-of-state speaker is shared. Programs co-sponsored were: an offsite forest bathing walk, and talks on finding a mechanic, winterizing your garden, Mohegan Tribal history, founding mothers, and the golden age of television.

This past year we had 145 programs with 71 of them being virtual and a total of 3516 in attendance. There were 63 reference questions answered via email.

The Adult Services Department is staffed by our department assistant Amy Sindel, our new part-time reference assistant Lauren O'Neill and Melissa Behney returns to us as a part-time reference assistant. And we said goodbye to Diane Beaulieu with over three years of dedicated service on the Information Desk. This team gives exceptional customer service and we're very proud to have them at the Waterford Public Library!

Jill Adams
Head of Adult Services

Waterford Public Library
Annual Report - Youth Services
Fiscal Year 2022- 2023

This past year was action packed as the Youth Services team worked hard to provide meaningful programming, diverse materials, and a welcoming space for the families of the Waterford community. Throughout the fiscal year, our programs grew in attendance and we were able to participate in multiple outreach opportunities to meet people where they were.

As we gear up for this summer, we can take a look at last summer's reading program: *Read Beyond the Beaten Path*. Families were able to participate by utilizing the free READsquared app, or they could opt for an interactive paper Bingo card. There were a wide array of programs for infants up through teenagers including storytimes, author talks, crafts, and hands on STEM activities. In the table below, the Birth to Five group includes programs that were recommended for the entire family.

Ages	Participants	Programs	Attendance
Birth to Five	76	17	835
Six to Eleven	207	22	456
Twelve to Eighteen	11	6	39
Totals:	294	45	1330

Last summer, the library was pleased to have received an ALA NEH ARP grant for \$10,000 that enabled us to bring diverse, critically-acclaimed children's authors, Jerry Craft and Janae Marks to Waterford for engaging events with children and families. In addition, the grant funded a rousing performance with Movimiento Cultural CT, who taught a room of 65 children and adults the Bomba, a dance of historical significance to the Puerto Rican community. The remainder of the grant funds supported our summer reading distribution of books by diverse authors, including multiple copies of our visiting authors' titles.

In late August and early September, Youth Services staff visited multiple schools to attend their Open House nights and share information about the library's countless resources with both families and staff. It was a great introduction to the different schools and set up an open line of communication with the school leadership. We were also able to cultivate a beneficial partnership with the Waterford Country School. After touring the school, we began hosting different grades here at the library for visits where the students could select books and check them out on their teacher's educator library card. These visits became consistent throughout the school year and included a read aloud, lessons on how to search for materials using our library catalogue, and various activities in addition to checking out books. We received incredibly positive feedback from the teachers, students, and even the assistant principal and plan on continuing the partnership next year.

The Youth Services team was thrilled to receive a number of grants throughout the year that will each play a huge part in providing much needed materials and programming for the community. In the fall we received funding from CT Humanities which allowed us to bring in an entertaining puppet show for families over winter break as well as a Cartooning Workshop. This spring, we were awarded a \$5,000 grant from the Community Foundation for our proposal *Vamos a la biblioteca!* This grant will help us expand our bilingual and Spanish materials for infants up

through teenagers, as well as bring in more diverse programs such as bilingual storytimes, which is much needed and requested by patrons. For this summer, we were awarded a \$2,000 Summer Enrichment Grant from the Connecticut State Library for our *Healthy Habits* proposal. These funds will help us bring in a local dietician to plan and implement multiple, age specific programs on healthy eating and nutrition to teach both youth and caregivers the importance of starting these habits from a young age. Lastly, we received a generous donation of \$2,000 from the Kelsey S. Harrington Foundation to be used for programming and services for special needs youth and their families. These grants will allow us to make tremendous strides towards our goal to be as inclusive and accessible as possible in the Children's Department.

In a year packed with programming, some highlights included Take Your Child to the Library Day in February, a birthday bash for our local canine celebrity Officer Hodges, magical Faerie Houses with the Florence Griswold Museum, multiple live animal programs with the Denison Pequotsepos Nature Center, a full parking lot for our outdoor spooky October drive-in movie, and an energetic and exuberant Family Storytime every Monday morning. The library's 100th Anniversary Fair in May was a success despite the rain, with over 600 attendees coming out to celebrate. We look forward to expanding and diversifying our programming in the coming year, especially with a focus on the teenage age group.

We added a couple new and exciting collections of youth materials. This year was the first time that we had an Overdrive budget for eBooks and audiobooks specifically for children and teens, which has proved both popular and essential. We also added a new collection of Wonderbooks, which we are calling our "Read Along" books. These are audiobooks and the physical book all in one so patrons can listen and read along with their favorite stories without the need for CD players or batteries. There are picture books up through chapter books. While the initial collection was 45 titles, they were so immensely popular that we added another 45 titles recently and the families have had only positive comments about them.

Extra thanks to the Youth Services team, Ashlee Marshall and Rashmi Sharma, as well as the rest of the library staff that went above and beyond in the absence of a department head last summer before I stepped into the position mid-August. As June comes to a close, we are already seeing a significant increase in visits to the Children's Room and an enthusiastic response to our 2023 *Find Your Voice* summer reading program. After participating in the pilot cohort of the Connecticut State Library program, *Building Equity Based Summers*, we are looking forward to an accessible and inclusive summer and beyond.

Jenna Bivona
Head, Youth Services Department

Waterford Public Library
Annual Report—Technical & Circulation Services
Fiscal Year 2022-2023

We continue to divide our efforts between providing quality collections and administering the electronic systems that support them. We also provide critical support to our sister departments as well as assistance to our partner libraries in Groton and Mystic. This year has seen a record number of projects achieved, including several large and complex initiatives.

The department actively pursues and eagerly responds to customer input. One of the requests we heard from customers was for “more graphic novels!” and we have obliged by doubling the amount of room for graphic novels and memoirs and increasing our purchasing. In response to another customer request, we added a new infusion of travel DVDs just in time for summer vacation planning. Our popular videogame collection was supplemented with an infusion of Playstation 5 titles, the latest console version. Our Christmas fiction, mysteries, and paperbacks were separated from the regular collection and moved to a new location upstairs. Those books are now marked with Christmas labels for easy identification and access. This move has also allowed us to consolidate the paperback spinners and remove damaged units. Two portable CD players were purchased to better enable customers to enjoy our robust music and book-on-CD collections. We supported the Youth Services department by cataloging almost 90 Readalong audio-enabled books; this new collection required a custom MARC template as well as a reconfiguration of the integrated library system settings to allow for circulation.

Our efforts were not limited to physical collections. When the Connecticut State Library migrated their ebook and eaudiobook collections from the SimplyE platform to the Palace app, we worked with Lyrasis to enable access from our library too. The Palace app is superior to SimplyE in several ways, notably allowing one-stop access to the combined collections of the state library and Waterford’s Overdrive Advantage account.

We cannot forget the library’s catalog as one of our customers’ primary access points. The library follows the decisions made by the Policy and Standards Division of the Library of Congress. When the Library of Congress updated subject headings (LCSH) to be more inclusive, more than four hundred headings in our catalog were changed to meet professional standards and to use more respectful terminology. Waterford was one of the few libraries in the area to make these changes.

Our department acts as a leader to the other partner libraries in the towns of Groton and Mystic. We initiated the integrated library system upgrade to SirsiDynix Workflows 4.0 and we act as a consultant to libraries with new and inexperienced staff. We also responded to thirteen requests for Workflows-related assistance from the other libraries; these ranged in urgency from “system down” help requests to basic configuration assistance, advanced troubleshooting, and training.

We also took the lead on configuring the shared integrated library system to go fine-free. With a few exceptions for high-interest and high-turnover materials, the majority of the collections held by all four public libraries do not accrue overdue fines, thus removing a barrier to access for our most vulnerable populations. By pooling our combined skillset with those of staff at the Groton Public Library, we eliminated the need to pay for vendor consultation services in order to enable this service, at a cost savings of \$700.00. Similarly, we have taken the lead on a project to enable automatic renewals of eligible materials across the four libraries. Waterford has configured and tested the shared system settings and we plan to enable this service in mid-July for all four partner libraries.

Closer to home, the town of Waterford migrated its website and all subsites (including the library's) to a new, updated version of CivicPlus's content management system. Although most of the library's content was migrated, there were many issues that needed to be addressed: broken links, faulty site navigation, inconsistent site layout, and partially-configured email forms, to name a few. The library's subsite is one of the largest and most complex in the town and the number of corrections was correspondingly large and complex. In a very short timeframe, however, this department resolved most of these issues and the result speaks for itself: a clean, modern-looking website with enhanced abilities to upload images and other content.

Similarly, the library's online calendar of events from Eventkeeper was replaced with a system from LibCal. Unlike Eventkeeper, which came to us with a pre-built template, the LibCal calendar had to be built from scratch. This department supported the Adult and Youth Services departments by assisting with the configuration of LibCal: communicating the relationships between elements, assembling the system components, configuring the look and feel of the site, and troubleshooting issues.

The success of the Technical & Circulation Services department is wholly dependent upon its staff, who are dedicated to providing excellent customer service to all. We wish departing staff member Jennifer Merriman well and we welcome incoming staff member Hanna Osborne to the team. We also welcome Amy Sindel, who made a lateral move from Adult Services to join the Technical & Circulation Services department as its new Technical/Department Assistant.

Laura Erickson
Head, Technical & Circulation Services Department

FY2023 STATISTICS

	FY2023	FY2022	% CHANGE
CIRCULATION			
ADULT	96,048	96,865	-1%
CHILDREN	49,732	47,227	5%
TEEN	3,083	3,384	-9%
TOTAL	148,863	147,476	1%
ADULT			
BOOKS	56,505	57,946	-2%
MAGAZINES	1,575	1,708	-8%
VIDEOS	8,896	10,573	-16%
BOOKS-on-CD	1,952	2,211	-12%
PLAYAWAY	879	962	-9%
MUSIC CDs	1,054	1,360	-23%
MUSEUM PASSES	207	133	56%
DOWNLOADS	24,224	21,463	13%
GAMES/LAUNCHPADS	604	440	37%
EQUIPMENT/HOTSPOTS	152	69	120%
TOTAL	96,048	96,865	-1%
CHILDREN			
BOOKS	46,247	43,806	6%
MAGAZINES	155	98	58%
VIDEOS	2,247	2,326	-3%
AUDIOBOOKS	767	675	14%
MUSIC CDs	316	322	-2%
TOTAL	49,732	47,227	5%
TEEN			
BOOKS	3,083	3,384	-9%
DOWNLOADS (ADULT CIRC.)			
E-BOOKS	10,969	10,748	2%
E-AUDIOBOOKS	10,702	8,248	30%
E-MAGAZINES	1,418	1,321	7%
E-VIDEOS	1,064	1,105	-4%
E-MUSIC	71	41	73%
TOTAL	24,224	21,463	13%
CHECK-INS	112,931	113,732	-1%
WEBSITE HITS	63,500	61,830	3%

ONLINE SEARCHES	3,741	3,068	22%
ADULT QUESTIONS	16,081	15,210	6%
CHILDREN'S QUESTIONS	5,460	2,925	87%
CIRCULATION DESK QUESTIONS	11,011	9,464	16%
WIFI LOGINS	27,492	19,723	39%
COMPUTER USE			
ADULT	5,618	5,190	8%
CHILDREN	2,455	1,011	143%
INTERLIBRARY LOAN			
TO WATERFORD			
GPL, MN, BILL	5,111	4,933	4%
OTHER LIBRARIES	904	758	19%
TOTAL	6,015	5,691	6%
FROM WATERFORD			
GPL, MN, BILL	3,817	3,722	3%
OTHER LIBRARIES	386	574	-33%
TOTAL	4,203	4,296	-2%
CUSTOMER DOOR COUNT	78,921	82,368	-4%
borrowIT (C-Card) CIRCULATION	35,161	37,047	-5%
PROGRAMS			
ADULT			
SESSIONS	182	239	-24%
ATTENDANCE	2,995	3,106	-4%
CHILDREN			
SESSIONS	248	207	20%
ATTENDANCE	13,525	8,410	61%
TEEN			
SESSIONS	39	26	50%
ATTENDANCE	373	298	25%
LIBRARY CARD REGISTRATION	1,127	1,077	5%
COMMUNITY USE OF MEETING ROOMS	509	306	66%

FY 2023		JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
Adult		6,625	7,260	6,059	5,644	5,568	5,360	5,980	5,269	6,347	5,494	5,782	6,436	71,824
Children		5,266	5,321	3,764	3,770	3,722	3,075	4,267	3,874	4,664	3,862	3,543	4,604	49,732
Teen		390	382	269	149	239	239	237	208	254	181	231	304	3,083
TOTAL PHYSICAL CIRCULATION		12,281	12,963	10,092	9,563	9,529	8,674	10,484	9,351	11,265	9,537	9,556	11,344	124,639
Downloadables		1,954	1,976	1,849	1,918	1,793	1,887	2,309	1,996	2,139	1,954	2,208	2,241	24,224
TOTAL CIRCULATION		14,235	14,939	11,941	11,481	11,322	10,561	12,793	11,347	13,404	11,491	11,764	13,585	148,863
Adult														
	Books													
	Red Hots	510	574	458	421	439	345	314	303	350	335	387	454	4,890
	New Books	1,650	1,880	1,643	1,595	1,522	1,522	1,493	1,318	1,590	1,485	1,545	1,766	19,009
	Others	3,013	3,359	2,693	2,531	2,454	2,301	2,767	2,483	2,980	2,529	2,676	2,820	32,606
	Videos													
	DVDs	731	730	635	512	566	636	799	679	769	601	579	673	7,910
	Red Hot DVDs	91	72	62	71	82	88	102	65	114	84	73	82	986
	Games	50	47	36	38	44	36	64	57	58	44	58	63	595
	Launchpads	1	1	0	3	1	0	1	0	0	1	1	0	9
	Magazines	172	176	130	125	120	110	116	102	120	108	139	157	1,575
	Audiobooks	275	292	251	249	241	192	210	174	233	203	221	290	2,831
	Music CDs	99	100	126	78	77	97	84	63	108	62	76	84	1,054
	Museum Passes	19	15	13	14	14	19	19	17	13	29	7	28	207
	Equipment	1	2	2	1	1	1	2	1	2	1	5	6	25
	Hotspots	13	12	10	6	7	13	9	7	10	12	15	13	127
	TOTAL	6,625	7,260	6,059	5,644	5,568	5,360	5,980	5,269	6,347	5,494	5,782	6,436	71,824
Children														
	Books	4,340	4,398	3,191	3,123	3,084	2,487	3,543	3,243	3,923	3,246	2,895	3,660	41,133
	New books	549	526	338	402	386	340	486	414	457	349	341	526	5,114
	Videos	270	262	149	152	189	178	168	139	211	199	156	174	2,247
	Audiobooks	59	80	37	50	33	37	28	41	37	34	123	208	767
	Magazines	24	7	5	15	10	21	18	9	13	14	3	16	155
	Music CDs	24	48	44	28	20	12	24	28	23	20	25	20	316
	TOTAL	5,266	5,321	3,764	3,770	3,722	3,075	4,267	3,874	4,664	3,862	3,543	4,604	49,732
Teen														
	TOTAL	390	382	269	149	239	239	237	208	254	181	231	304	3,083

Downloadables															
		E-Books	932	986	885	934	826	905	1,096	866	911	841	850	937	10,969
		E-Audiobooks	842	802	770	791	767	803	963	935	969	913	1,117	1,030	10,702
		E-Magazines	98	110	105	102	121	92	117	86	144	136	145	162	1,418
		E-Music	9	6	6	9	2	1	2	3	10	10	6	7	71
		E-Videos	73	72	83	82	77	86	131	106	105	54	90	105	1,064
		TOTAL	1,954	1,976	1,849	1,918	1,793	1,887	2,309	1,996	2,139	1,954	2,208	2,241	24,224
CHECK-INS															
			10,701	12,151	9,735	9,121	8,569	8,026	8,850	8,507	10,081	8,739	9,112	9,339	112,931
ONLINE SEARCHES															
			125	371	294	210	205	305	189	470	373	211	751	237	3,741
WEBSITE HITS															
			5,931	5,907	5,225	5,117	4,477	4,414	5,823	5,263	5,880	4,986	4,806	5,671	63,500
COMPUTER USE															
		Adult	429	497	495	439	453	411	484	463	446	477	481	543	5,618
		Children	89	152	136	162	200	185	232	231	257	242	231	338	2,455
WI-FI USAGE															
		Log-ins	2,232	2,070	2,261	2,657	2,162	2,017	2,399	2,132	2,141	2,757	2,360	2,304	27,492
INTERLIBRARY LOAN															
	To Waterford from														
		GTN,MN,BILL	376	495	428	384	404	332	496	393	516	398	483	406	5,111
		Other libraries	42	66	55	83	62	65	77	95	86	98	108	67	904
	From Waterford to														
		GTN,MN,BILL	297	329	268	279	273	253	392	330	382	306	349	359	3,817
		Other libraries	33	37	23	35	34	21	37	32	41	48	28	17	386
CUSTOMER DOOR COUNT															
			7,419	8,454	7,023	5,974	5,689	5,431	6,993	5,857	7,060	6,193	6,590	6,238	78,921
BorrowIt circulation															
			3,415	3,751	2,928	2,796	2,807	2,615	2,804	2,462	2,987	2,834	2,755	3,007	35,161
PROGRAMS															
		Adult													
		Sessions	17	22	13	16	11	12	9	12	20	17	17	16	182
		Attendance	303	336	205	264	143	294	155	257	359	242	177	260	2,995

		Views	0	0	0	15	23	50	19	18	14	4	17	14	174
	Children														
		Sessions	23	15	13	15	22	25	16	20	21	23	27	28	248
		Attendance	871	999	661	1,448	891	1,017	825	1,024	1,322	1,052	1,840	1,575	13,525
		Views	125	79	113	0	298	301	0	0	195	196	204	207	1,718
	Teen														
		Sessions	3	3	1	2	3	3	4	5	3	4	3	5	39
		Attendance	11	29	7	24	27	22	32	39	26	35	71	50	373
		Views	0	0	0	0	0	0	0	0	0	0	0	0	0
OUTSIDE USE OF MEETING ROOMS															
	Sessions		21	20	33	40	54	50	50	43	56	49	52	41	509

Collection Fiscal 2023

Item type	Adult	Juvenile	Teen
Books	40,969	23,408	2,523
Red Hots	182	0	0
New Books	1,576	611	80
DVDs	3,285	748	0
Red Hot DVDs	26	0	0
Readalongs	0	85	0
Games	189	0	0
Launchpads	20	40	0
Magazines	612	123	6
Audio Books	2,156	260	0
Playaways	697	187	127
Music CDs	1,586	198	0
Passes, Equip, Hotsp	50	0	0
Puzzles	0	0	23
Total	51,348	25,660	2,759
			79,767

TOTAL COLLECTION

Adult	51,348
Children	25,660
Teen	2,759
TOTAL	79,767

ADULT COLLECTION

Books	43,339 Books+ RH+New+Mags
Media	8,009 DVD+RDVD+Games+Launch+Audio +Play+Music+Pass+Equip+Hotspot
Total	51,348

ADULT MEDIA COLLECTION

DVDs	3,311 DVD+RHDVD
Audiobooks	2,853 CD+Playaway
Music CDs	1,586
Games	189
Launchpads	20
Passes	21

Equipment	23
Hotspots	6
Total	8,009

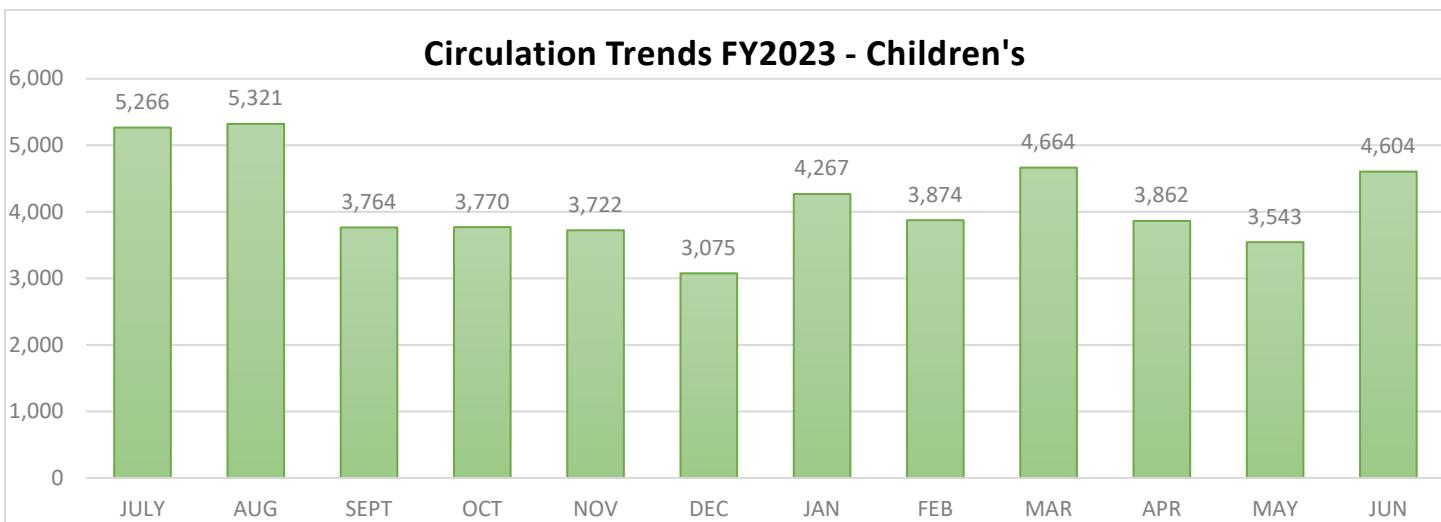
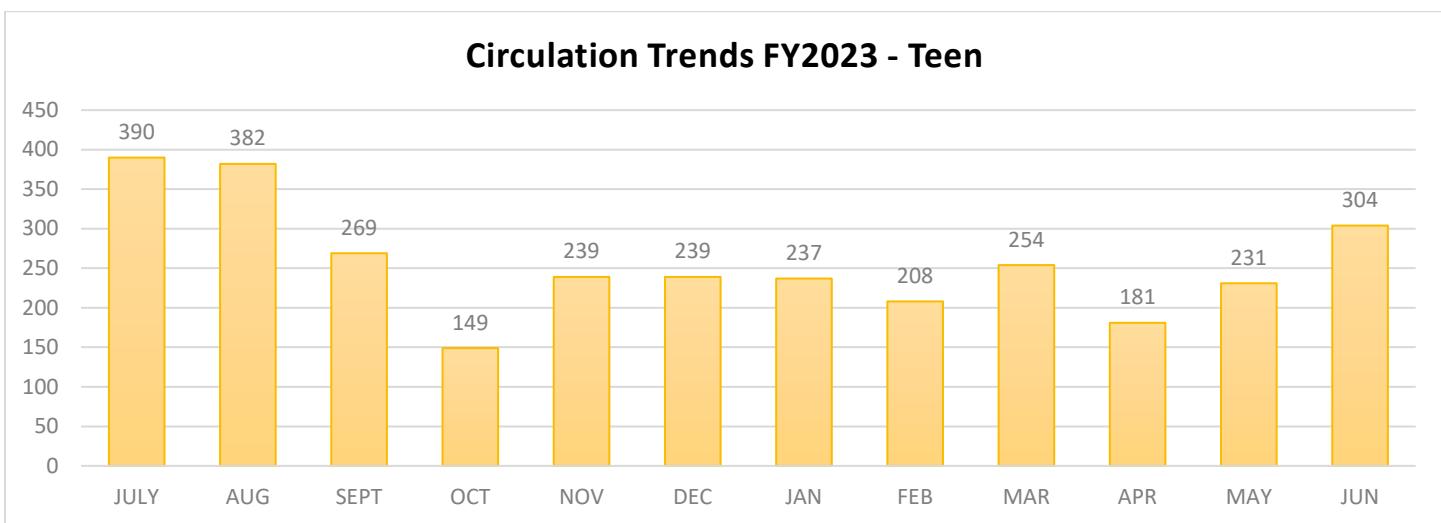
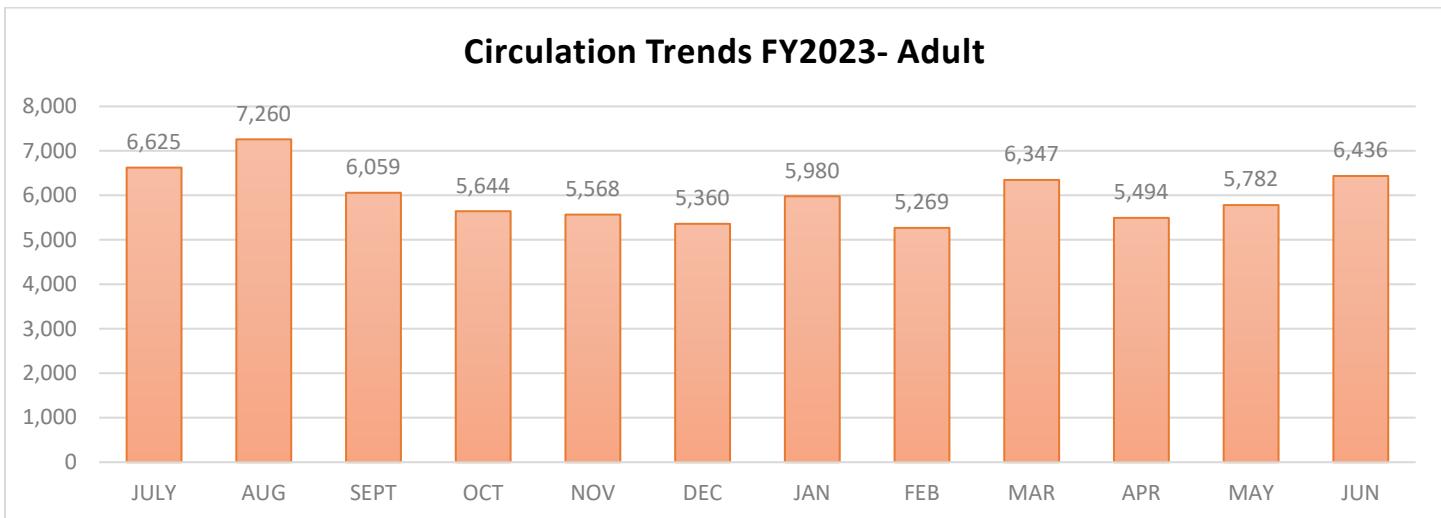
JUVENILE COLLECTION incl TEEN

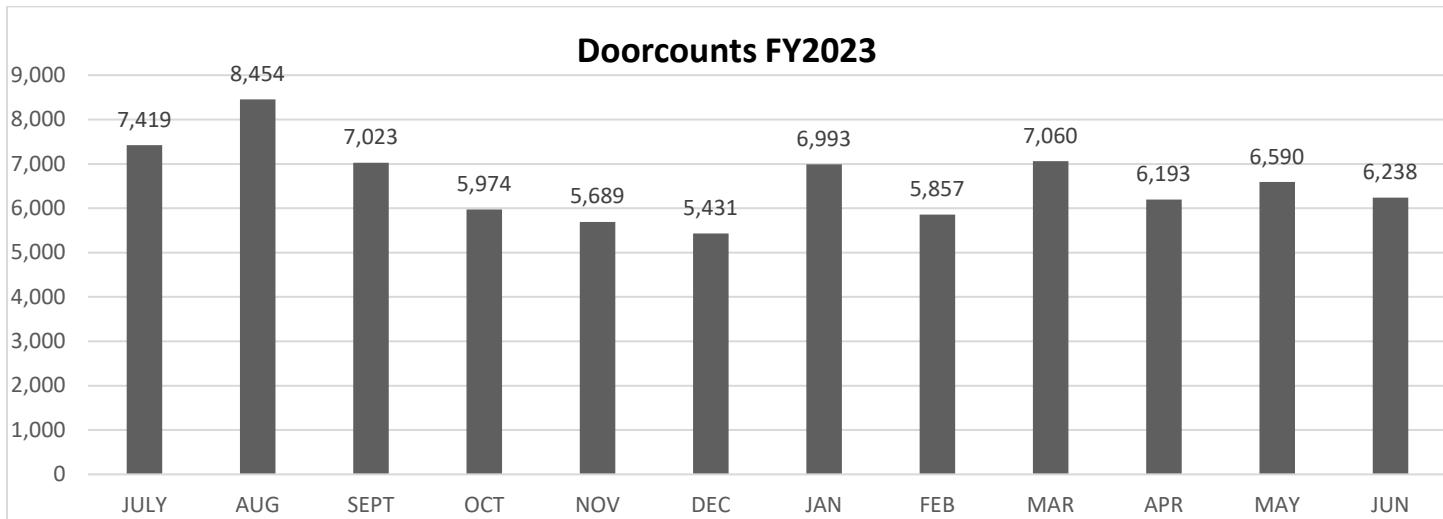
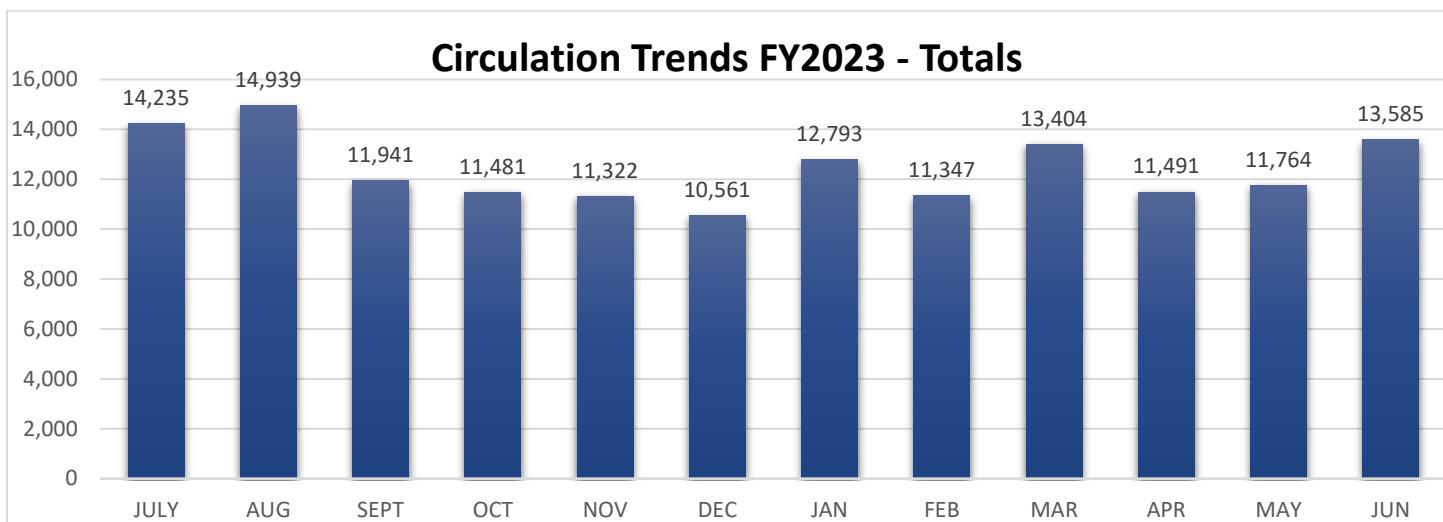
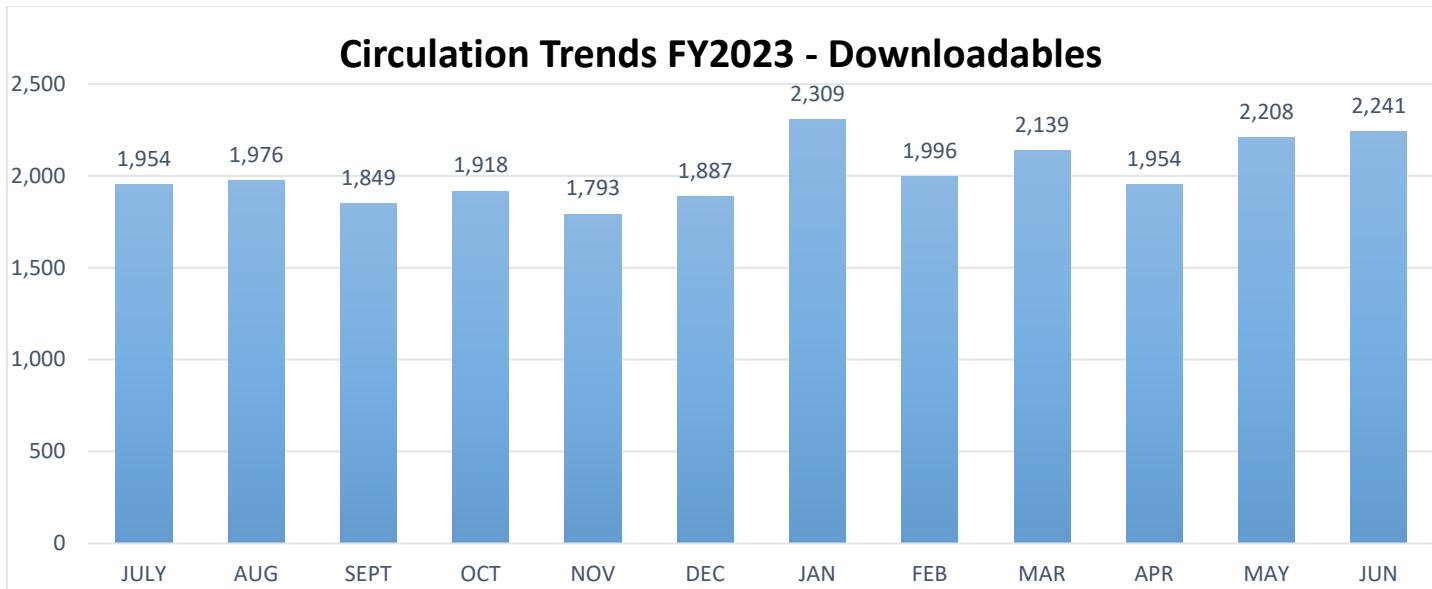
Books	26,751
Media	1,668 incl. Puzzles+Readalongs
Total	28,419

JUVENILE MEDIA COLLECTION incl TEEN

DVDs	788 incl. Launchpads
Audiobooks	659 CD+Play+Readalongs
Music CDs	198
Puzzles	23
Total	1,668

2023 Circulation and Door Count Statistical Charts

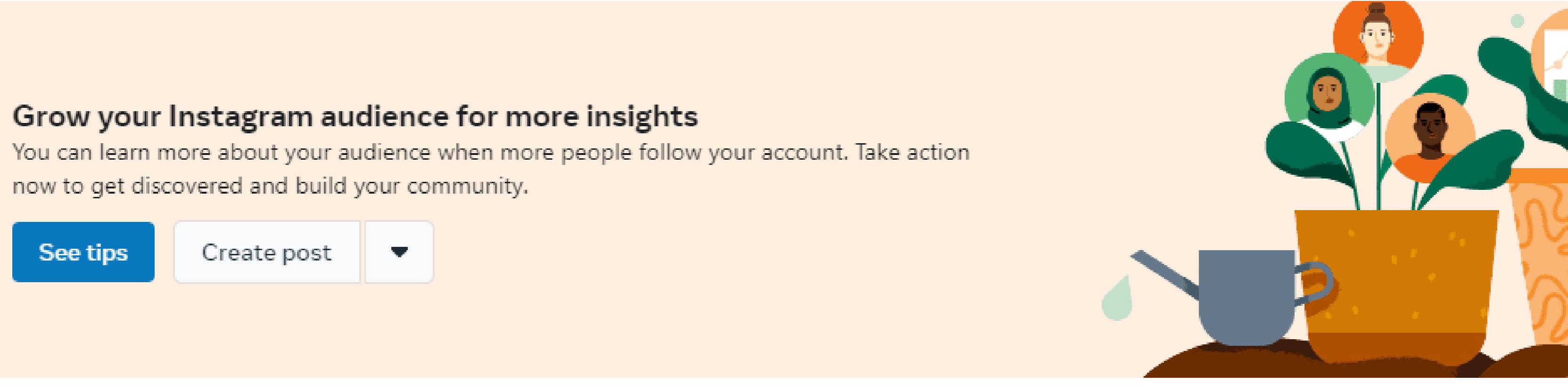




Audience

Current audience

Potential audience



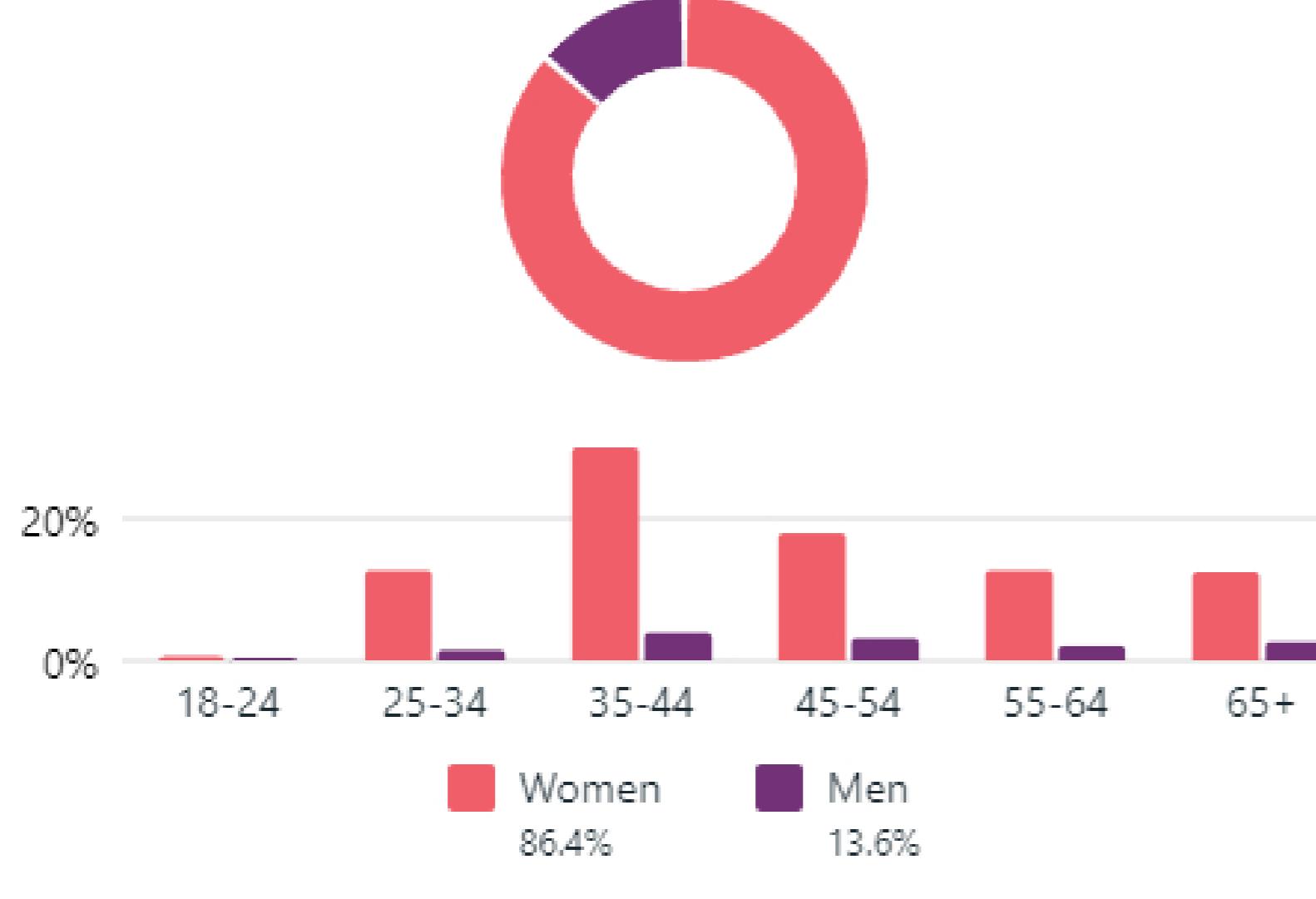
Facebook followers ⓘ

2,750

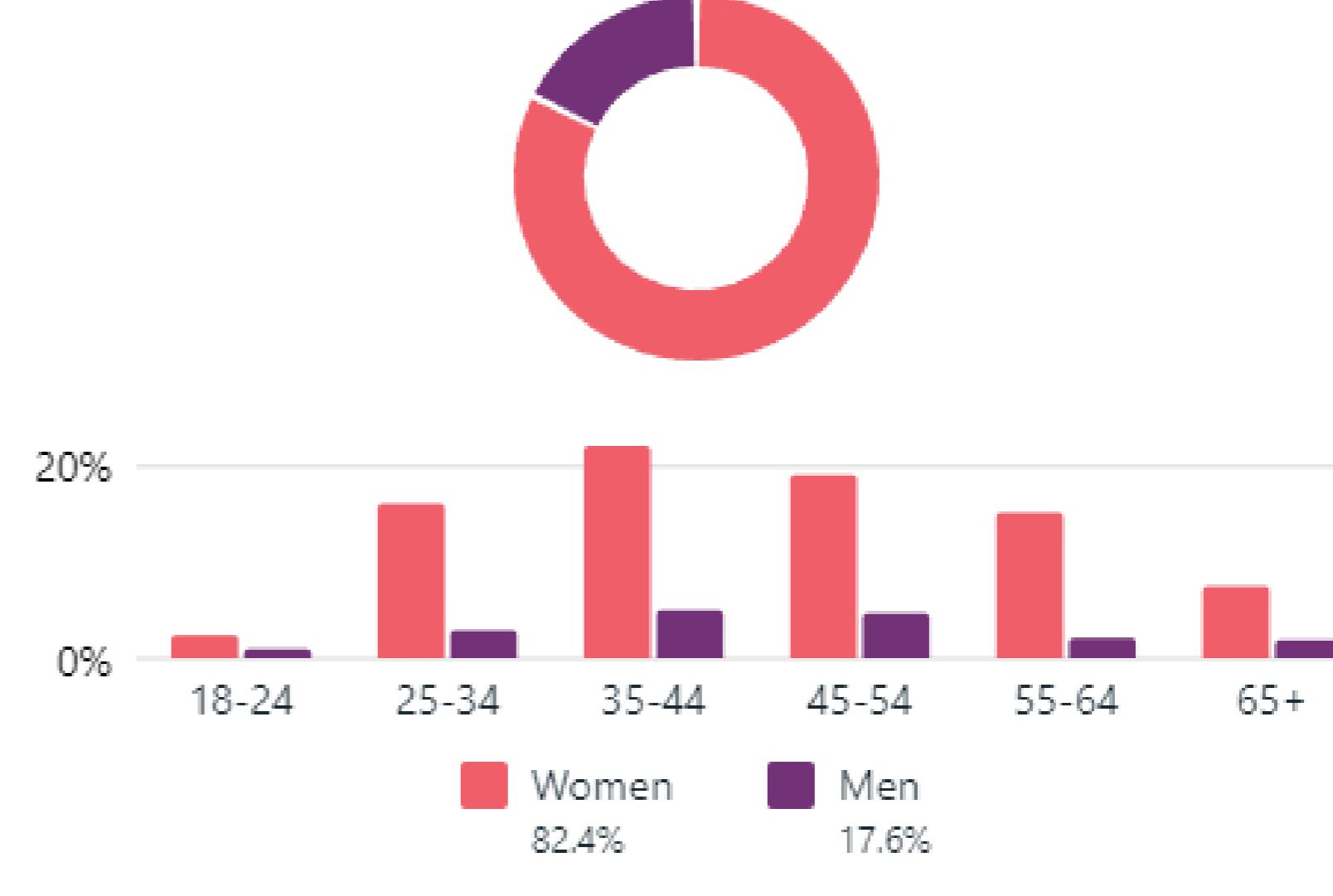
Instagram followers ⓘ

994

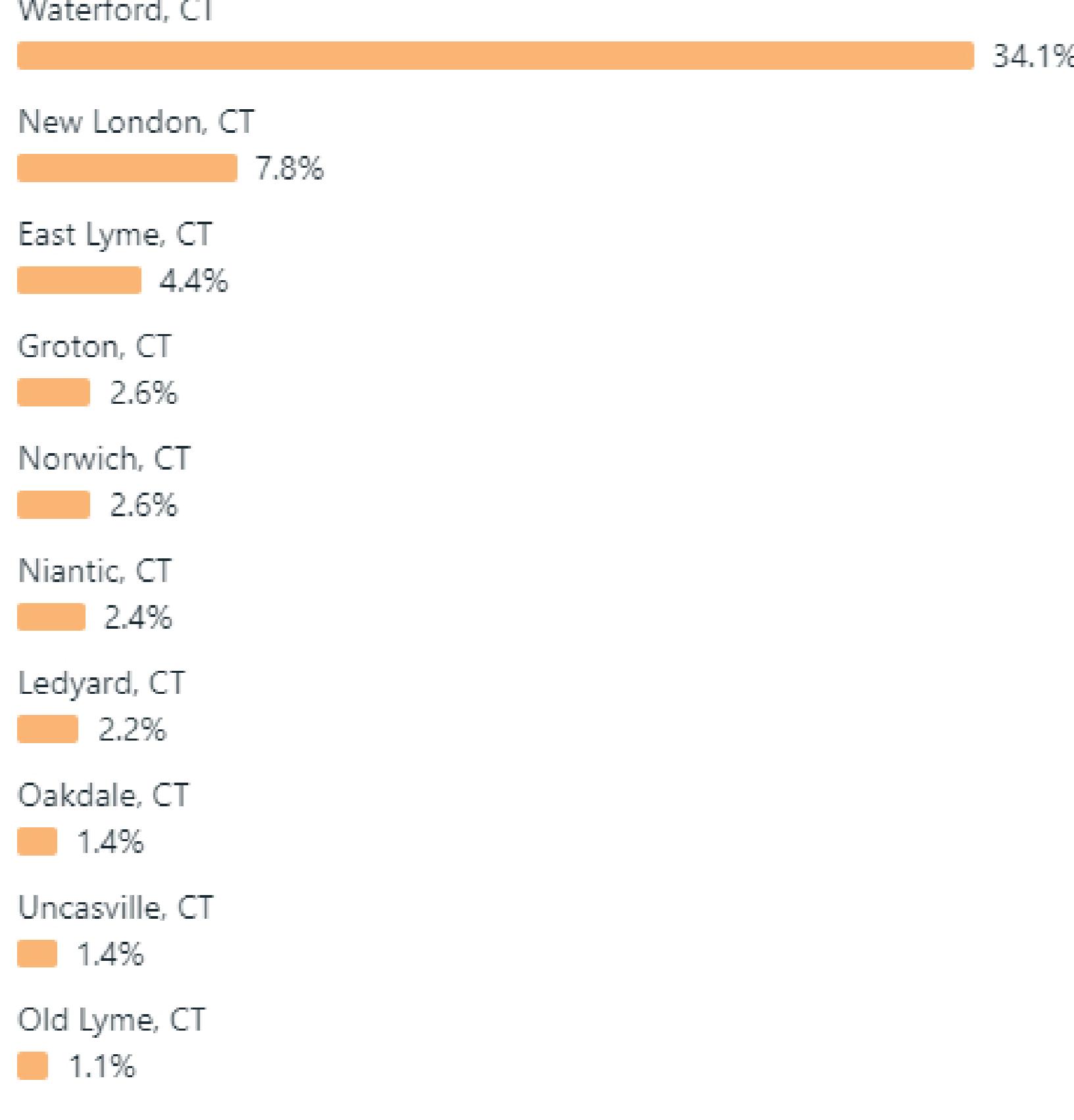
Age & gender ⓘ



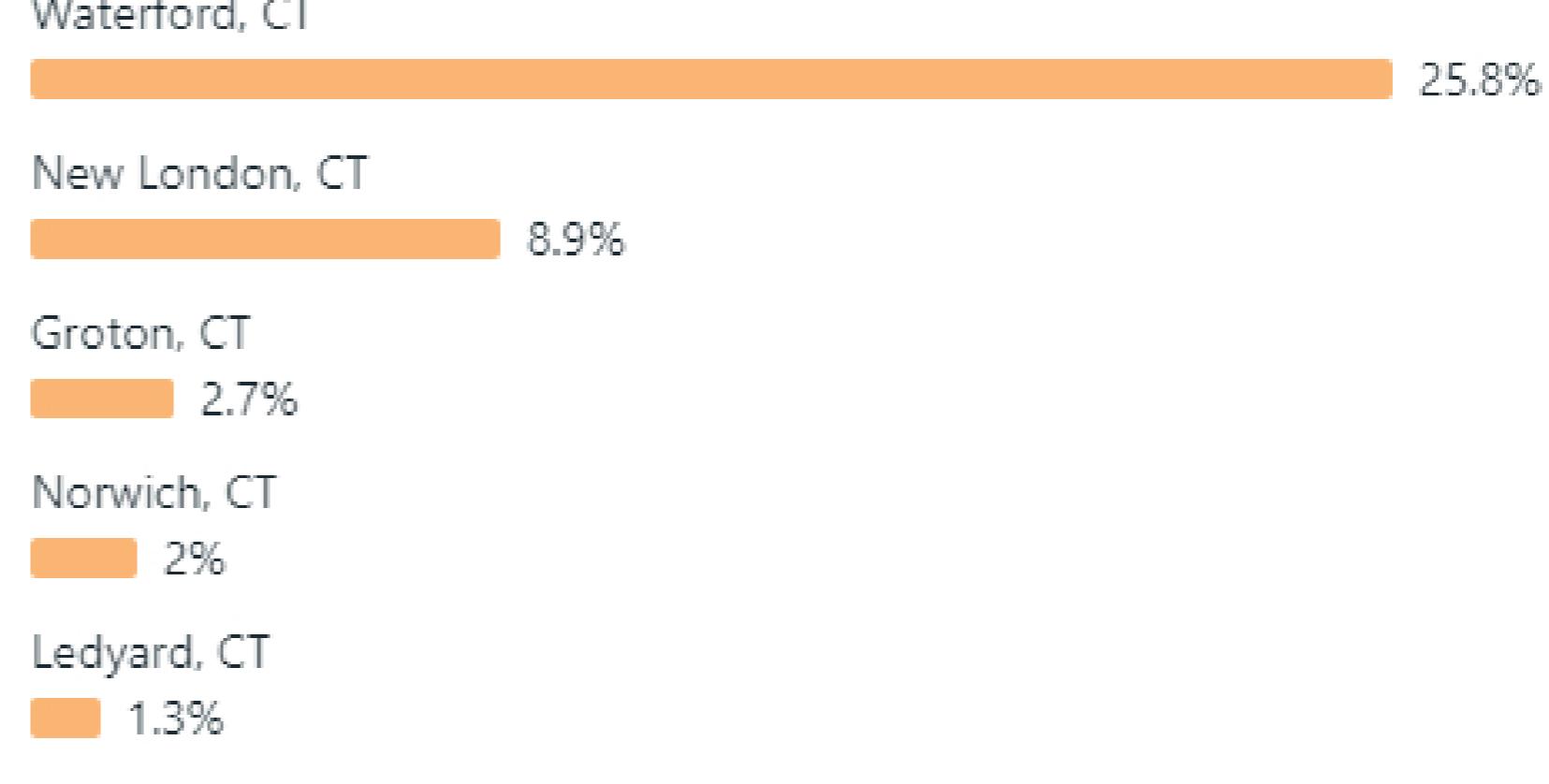
Age & gender ⓘ



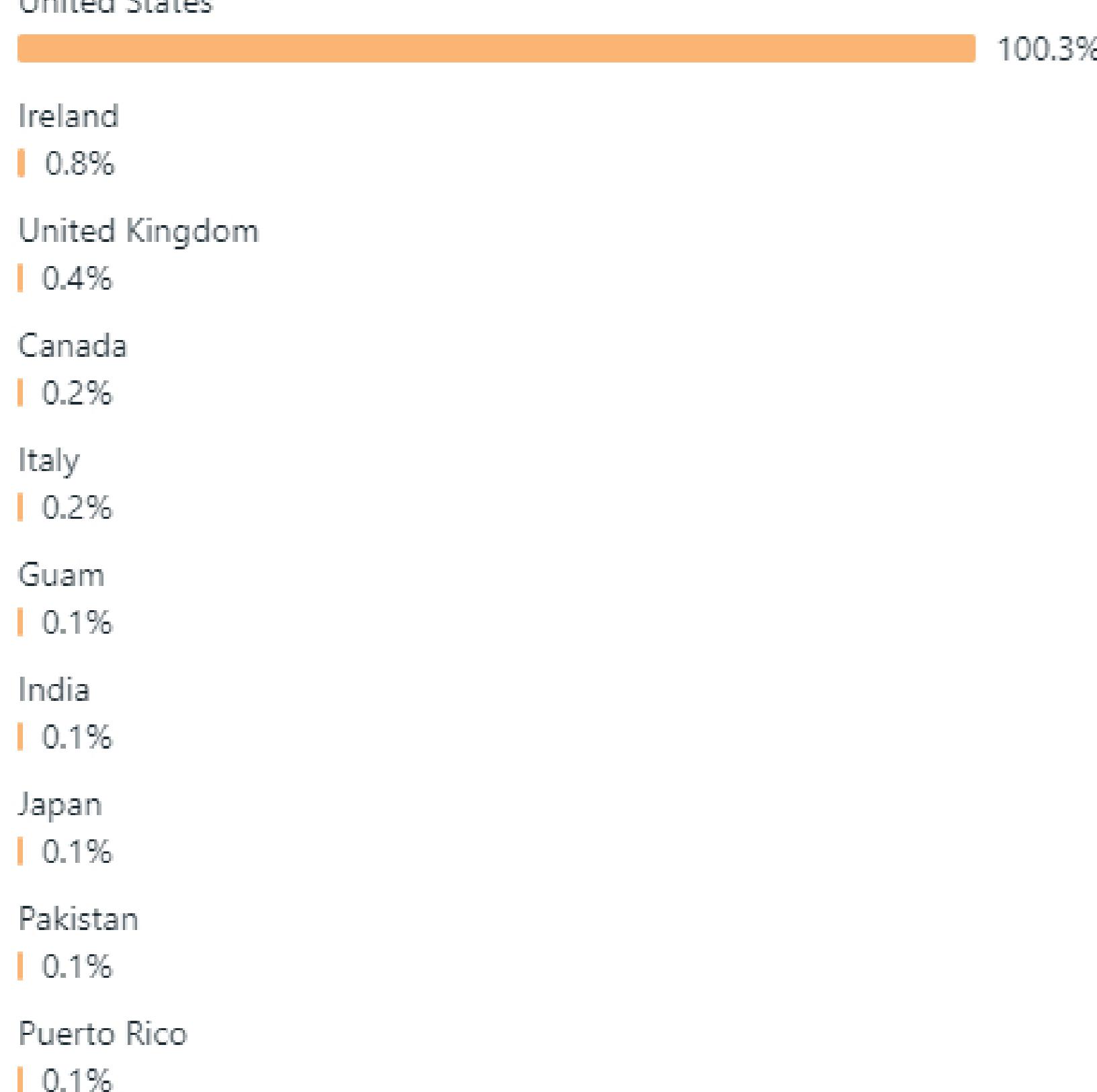
Top cities



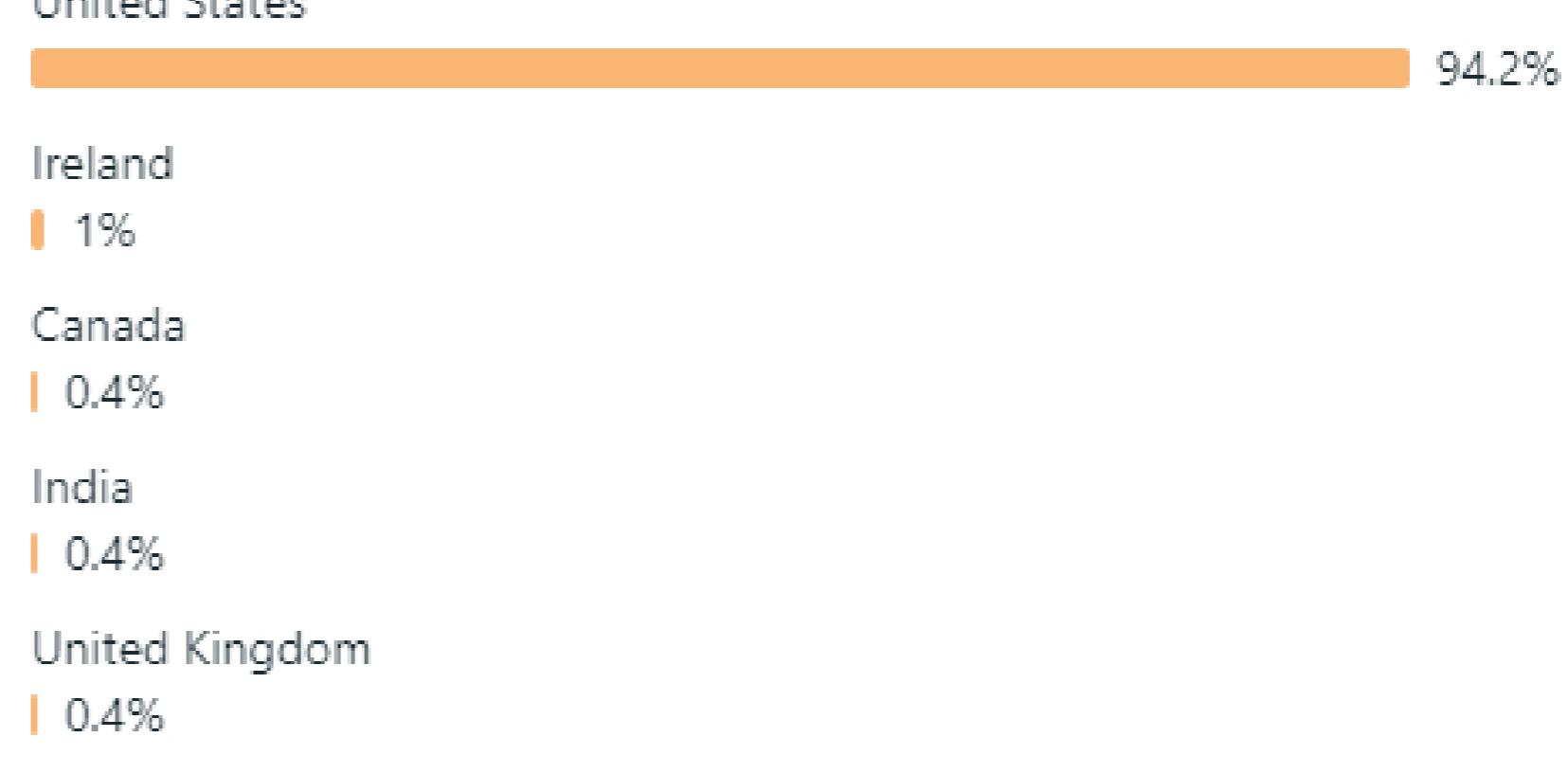
Top cities



Top countries



Top countries



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**Town of Waterford
Public Health and Wellness
Report FY 2023**

The VNA of Southeastern CT 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 bringing the VNA into the family as the first licensed home healthcare agency.

Wellness Activities

Program	# of Patients/visits	# of Hours
Indigent Care	101 visits	
2-Blood Pressure Clinics AHEPA	122 patients	24
4-Community Center Clinics	380 patients	48.25
1 Senior Center Clinic	76 patients	24
TOTAL	578 patients	96.25

The volume in the Wellness clinics nearly doubled over 2022 as our community continues to heal from the COVID 19 pandemic. We serviced 222 more patients in FY23 than in FY 22.

Home Healthcare Program- All other payors

Visits by:	# of visits
Nurses	4318
Physical Therapists	2667
Speech Therapists	109
Occupational Therapists	977
Medical Social Worker	87
Home Health Aide	635
Total	8793

Visit volume continues to be low as a result of a national nursing shortage. We have suffered with staffing and this continues to be our biggest challenge. We did however have an increase of approximately 300 visits from FY 22.

Residents who wish to have more information about Home Healthcare services may call the agency at 860-444-1111. When you are in your doctor's office or hospital it is necessary for you to ask for our agency by name, Visiting Nurse Association of Southeastern CT.

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ANNUAL REPORT PLANNING AND ZONING COMMISSION FISCAL YEAR 2022/2023

I. GENERAL OVERVIEW

The Waterford Planning and Zoning Commission serves the Town in three major ways. First, the Commission drafts and evaluates zoning and subdivision regulations that enable development in Waterford. Second, the Commission evaluates applications for new projects and oversees violations of the regulations. 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. A long range Land Use Policy that the Commission undertook was the adoption on May 10, 2022 of an Affordable Housing Plan as required by State Statute Section 8-30j and Public Act 22-74.

The Planning and Zoning Commission has also undertaken the task of updating the 2012 Waterford Plan of Preservation, Conservation and Development as required by State Statute. The process of updating the Plan is a year long endeavor and the final plan is expected to be completed in 2024.

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

During Fiscal Year 2022/2023 the Commission held 20 regular meetings and 1 special meeting to consider 21 applications. 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.

Total fees received from miscellaneous fees and applications of the three land use commissions was \$67,924.87. This amount includes \$54,663.44 for Zoning Compliance Permits.

II. DEVELOPMENT ACTIVITY

Subdivisions

The Planning and Zoning Commission evaluates applications to subdivide land based on the standards in the Waterford Subdivision Regulations. In FY 2022/2023 there were no residential subdivision applications submitted. The Planning and Zoning Commission approved one nonresidential subdivision.

47 Great Neck Road – 2 Lots

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 Fiscal Year 2022/2023, the Department completed 251 Zoning Compliance reviews. 204 of these reviews were associated with building permits. 47 of the reviews were strictly for 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.

22 zoning compliance permits were issued for the construction of new single-family homes.

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.

742 Broad Street – Site Plan Approval
806 Hartford Turnpike –Site Plan & Special Permit Approval
262 Boston Post Road – Accessory Outdoor Dining
372 Boston Post Road – Site Plan Approval
118 Boston Post Road – Site Plan Approval
21 Gurley Road – Site Plan & CAM Approval
358/360 Mago Point Way – Site Plan & Special Permit Approval

Multi Family Developments

Multi Family Developments require site plan approval from the Planning and Zoning Commission. Projects for multifamily developments may include common interest communities such as condominium developments or rental units. While not a requirement for multifamily development in Waterford, Town staff encourages developers to include units within their projects that are considered affordable in accordance with CT State Statute criteria. This year Waterford approved 3 multifamily developments.

48 Great Neck Road – 40 Units including 4 affordable
61 & 61A Myrock Avenue – 216 Units including 22 affordable
109R & 131 Clark Lane – 47 Units including 15 affordable

Municipal Projects

Significant improvements to Town facilities require Planning and Zoning Commission review. These reviews are known as CGS 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 3 "CGS §8-24" applications.

Oil Mill Road and Gurley Road – Municipal Sewer & Water Extension
1 Hamel Court – Property Disposal
51 Daniels Avenue – Property Disposal

III. 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:

3.19 Temporary Forms of Outdoor Entertainment – Denied
3.44 Temporary Outdoor Dining – Denied
1 and 3.24 Prohibition of Cannabis Establishments
1 and 3.26 Accessory Dwelling Units
1 and 3.11.11 Home Occupations

Zone District Changes:

61 & 61A Myrock Avenue – Commercial(C-G) to Commercial Multifamily (C-MF)

IV. CONSTRUCTION IN THE COASTAL BOUNDARY

21 Oswegatchie Road – CAM

V. 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. Although all complaints received are thoroughly investigated, not all complaints qualify as violations. In FY 2022/2023, 24 complaints rose to the level of violations. Of those, 21 were resolved, and 3 remain open and under continued enforcement activity at the end of the fiscal year.

MEMBERS	STAFF
Gregory Massad – Chairman	Jonathan Mullen, AICP, Planning Director
Timothy Bleasdale	Mark Wujtewicz, Planner
Karen Barnett	Maureen FitzGerald, Environmental Planner
Timothy Conderino	Wayne Scott, Zoning Official
Victor Ebersole, Jr	Katrina Kotfer, Secretary I
Joseph DiBuono, Alternate	
Bert Chenard, Alternate	
Doris Crum, Alternate	

Respectfully submitted,

Planning and Zoning Commission

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TOWN OF WATERFORD CONNECTICUT POLICE DEPARTMENT



ANNUAL REPORT FISCAL YEAR 2022/2023

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



WATERFORD POLICE DEPARTMENT ANNUAL REPORT FY 2022/2023



Waterford officers volunteering in the CT Special Olympics Torch Run

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 and engage residents in various outreach efforts.

During Fiscal Year 2022/2023, under the guidance and direction of the Board of Police Commissioners and Chief Marc Balestracci, the Waterford Police Department continued to fulfill its motto, *“In the Community Interest.”*



BOARD OF POLICE COMMISSIONERS



The Board of Police Commissioners is comprised of members (L to R) Christopher Gamble, James Dimmock, Mark Gelinas, Thomas "Tony" Sheridan and First Selectperson Robert 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 nominated by the Democrat and Republican Town Committees, as well as the Town's First Selectperson.

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



**Chief
Marc Balestracci**

Chief Marc Balestracci conducts admin meetings each week with the administrative team of the Waterford Police Department to review the state of the department's budget, request updates from department leaders and to assign and update tasks as appropriate.

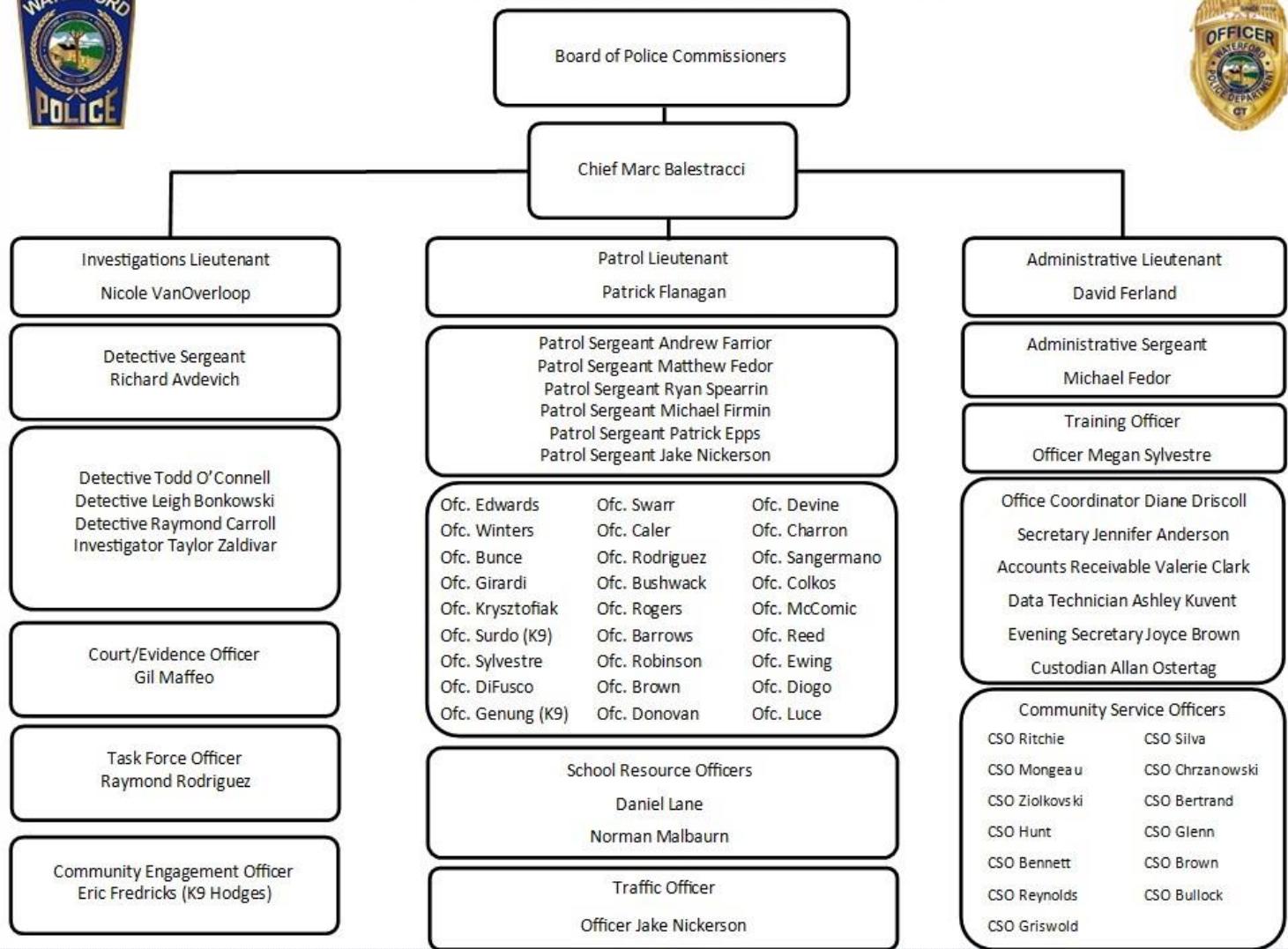
In FY 2022-2023, the administrative team consisted of Investigative Services Lieutenant Tim Silva, Patrol Services Lieutenant David Ferland, Administrative Services Lieutenant Nicole VanOverloop, Administrative Sergeant Troy Gelinas, Training Officer Nicolas Surdo, Office Coordinator Diane Driscoll and a representative from the IT department.

Staff meetings are held quarterly with all Lieutenants, Sergeants and assigned personnel to discuss department needs, personnel and equipment, morale considerations, training issues, budget parameters, scheduling, building and vehicle issues and assignments. Improving communication is a priority and these regularly scheduled meetings assist in that effort.

Late in the fiscal year, with the retirement of Lt. Tim Silva, position adjustments were made and the current department layout will be reflected in some details below. (Updated September 2023)



Waterford Police Department Personnel & Structure



2022/2023 Fiscal Year Prominent Events

- In July of 2022, Officer Malbaurn was named the new School Resource Officer stationed out of Waterford High School
- On July 28, 2022, Officer Kyle McComic graduated the police academy and began his FTO program
- On August 3, 2022, a multi-agency training exercise was conducted at Quaker Hill Elementary School related to active shooter response from emergency services and the Board of Education
- On August 17, 2022, members of the Waterford Police Department made an arrest for the People's Bank robbery that took place in June
- In September of 2022, Niantic River Road was painted using optical speed bars and road diet plans as the first road to use this treatment as a speed mitigating effort



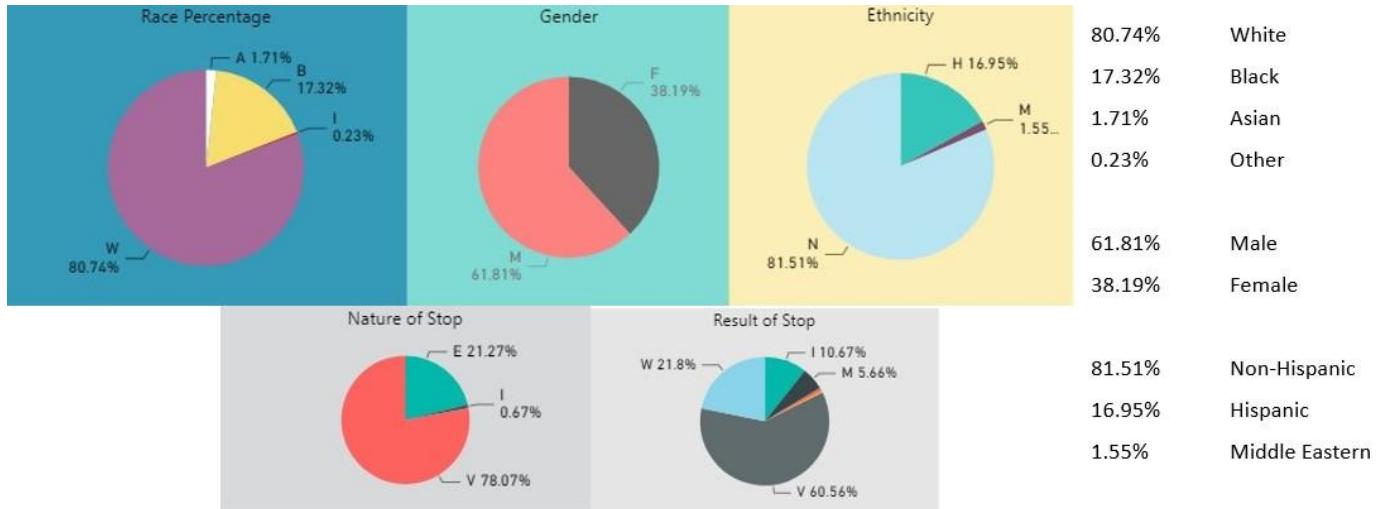
- On September 8, 2022, the Investigative Services Division served an arrest warrant in Quaker Hill resulting from a search warrant involving the transporting of controlled substances
- On September 12, 2022, the department launched its first ever community outreach video, featuring members from the department relaying critical information to the public
- In September, WPD offered pink patches as a fundraiser for Breast Cancer Awareness, raising \$1,020.
- On October 3, 2022, the Waterford Police Department again participated in an Autism Spectrum Traffic Stop practice event, allowing those on the spectrum to practice a safe traffic stop with police
- In October of 2022, the Waterford Police Department entered into an inter-local agreement with the Ledyard Police Department to share resources on a multi-town Special Response Team
- On October 31, 2022, the police department partnered with Waterford Fire and Ledge Light Health District to offer Naloxone (Narcan) at various town facilities for free
- In November of 2022, Officers Rogers and Colkos were certified as child-seat installation technicians, returning a service to the public that was once offered many years ago
- On November 8, 2022, members of the department's Accident Investigation Team responded to a major collision on RTE 85. An arrest was later made for assault, reckless endangerment and DUI
- The department supported the CT Special Olympics once again on November 12, 2022 by hosting a Tip-A-Cop at Longhorn's restaurant, raising \$2,720.
- On November 15, 2022, Officer Christopher Ewing started with the department after transferring from the Groton City Police Department.
- In December of 2022, Waterford PD and East Lyme PD entered into an inter-local agreement to share resources in the investigation of serious and fatal motor vehicle accidents
- In December of 2022, the Waterford Police Department began offering our building as a warming center in town to assist the community at all hours and relieve town staffing in other departments and buildings
- On February 1, 2023, four subjects were arrested after they engaged in pursuit, crashed and fled the scene on foot. The subjects, from NY, were arrested for trafficking personal information and using fraudulent checks at local banks
- On February 8, 2023, Andrew Reed was sworn in as our newest police officer
- On February 18, 2023, the Waterford Accident Investigation team was deployed to a double-fatal accident on Cross Road. The operator was later arrested for Manslaughter, Reckless Endangerment and DUI
- On March 10, 2023, Waterford officers were engaged in pursuit from a subject who had just carjacked a vehicle in New London. The suspect crashed on Rte 85, fled on foot and was apprehended after a short foot pursuit onto Douglas Lane.
- On March 20, 2023, our agency began accepting digital payments from the public for various services
- On March 21, 2023, our agency arrested a subject involved in a crash on Rte 85 for possession and manufacturing of illegal drugs, criminal possession of a firearm and various other offenses including DUI
- On June 5, 2023. Lt. Timothy Silva retired after 25 years of service
- On June 8, 2023, Lt. David Ferland graduated from the FBI National Academy program in Virginia
- On June 14, 2023, Sgt. Patrick Flanagan was promoted to Lieutenant and Officer Patrick Epps was promoted to Sergeant



**WATERFORD POLICE TYPES OF CALLS, USE OF FORCE*,
AND CAR STOP DATA FISCAL YEAR 2022/2023**

Category	Number	Change from previous fiscal year
Arrests	990	-8.3%
Calls For Service	27,829	+3.4
Case Numbers	2,270	-2.4%
Motor Vehicle Stops	4,331	-10.6%
EDP/Welfare Checks	490	+18.9%
Larceny/Shoplifting	348	+14.8%
Domestic Violence	113	-18.7%
Assault	11	-50%
Drug Overdose	11	+10%
Impaired Driving	85	+3.6%
Missing Person	194	+92%
School Checks	801	+7.5%
Motor Vehicle Crashes	793	+4%
Walk-in Complaints	590	+21.9%
Alarms	903	-10.4%
Residence Checks	1,954	-14.2%
Suspicious Person/Vehicle	793	+2.8%
Stolen Cars	24	+26.3%

Motor Vehicle Stop Statistics



Waterford Police Department Use of Force – (multiple types of force can be used in one incident)

Total UOF Incident	Verbal commands	Takedown	Control Hands	Firearm Display	Pointed Firearm	Taser Laser Only	Taser Usage	K9	Pepper Spray	Strike	Restraint Chair
30	28	9	16	5	3	3	1	7	1	1	0

Waterford Police Department Use of Force by gender/race

	Black	Hispanic	White	Totals
Female	2	3	5	10
Male	6	4	10	20



**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



**Lieutenant
Patrick Flanagan**

The Patrol Division, which is now led by Lt. Patrick Flanagan, is the largest and most visible component of the Waterford Police Department, often serving as the first impression of the agency during interactions with members of the community. Patrol provides service to approximately 20,000 residents in addition to the numerous business owners, employees and visitors that enjoy what our town has to offer on a daily basis. Patrol coordinates and implements community policing initiatives and enforcement activities in the Town of Waterford in accordance with our mission “to protect and serve the public, prevent crime, and provide professional law enforcement services to our community.”

The Patrol Division is comprised of one (1) Lieutenant, six (6) Sergeants and twenty-seven (27) Patrol Officers. Patrol services are organized into three (3) shifts: Midnight, Day and Evening, with a varying number of officers assigned to each shift based on the time of year, level of activity and budgetary guidelines. Each shift has two (2) Sergeants assigned with differing days off to ensure consistent supervision at all times. The town is delineated into three (3) separate patrol zones to ensure adequate coverage for all areas of town. Zones A and C consist primarily of residential neighborhoods, parks, beaches and schools. Zone B houses the town’s largest retail developments and a youth facility that caters to troubled juveniles.

During the 2022/2023 fiscal year, the police department handled 27,829 calls for service, representing a 3% increase over the previous year. 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.



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, 1 jet ski, 5 bicycles and a mobile command vehicle. Years ago, the department obtained a Humvee type vehicle through the military surplus program, which it uses for community events and storm responses. Patrol services continues to mark its patrol vehicles with a "black and white" color scheme to reflect a more traditional police service while capturing the essence of community policing.

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.

MARINE PATROL



**Sergeant
Michael Firmin**

The Waterford Police Department Marine Division, which is led by Sgt. Michael Firmin, continues to partner with the East Lyme Police Department 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.



**Detective
Leigh Bonkowski**

Detective Leigh Bonkowski, who assists Sergeant Firmin with the leadership of the marine patrol, holds extensive training, experience and USCG licensing.

During this boating season the Marine Division:

Conducted 31 marine patrols.

Officer Devine and Officer McComic received their initial crewmember training.

Assisted with a multi-agency security zone in the Thames River for the Department of Homeland Security Secretary Mayorkas' visit to the United States Coast Guard Academy graduation on May 17, 2023.



Provided maritime security for Sailfest, East Lyme Day Fireworks, the Niantic Bay Triathlon, the New London Cup Paddle Board Race, and the Maritime Heritage Festival.



Recovered a distressed windsurfer near Black Point.

Responded to a boat fire off the shore of Old Saybrook, CT.

Assisted the USCG by responding to a vessel aground on the south side of Fisher's Island.

Assisted a capsized kayaker near Ocean Beach.

Enforced multiple speed and wake violations in the Niantic River.

Assisted the Waterford Harbormaster as needed.

Responded to several complaints within the Millstone Security Zone.

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

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

Sergeant Firmin and Detective Bonkowski participated in monthly meetings at the New London Marine Group Region 4 regarding the safety and security of the maritime environment for the areas of Long Island Sound and the Port of New London. The group is currently working to update its CONOPS "Concept of Operations Plan" for all maritime responses within the region.

K9 UNIT



**K9 Officer
Patrick Epps and
K9 Neo**

The 2022/2023 fiscal year was once again a successful year for the Waterford Police Department's K9 Unit.

K9 Neo (Six-Year-old German Shepherd/Belgian Malinois mix) and Officer Epps, are a dual-purpose team which is trained in patrol work and narcotics detection. Throughout the year, the team was involved in the location of missing persons, numerous criminal arrests and narcotics finds.

On March 11, 2023 a suspect committed an armed carjacking in New London, CT. Officer Epps located the vehicle in Waterford and attempted to stop it. The vehicle fled and engaged Officer Epps in pursuit. The vehicle later crashed and the suspect fled on foot into the woods. As Officer Epps was searching the area, he observed the suspect coming out of the woods. Officer Epps removed K9 Neo from the back of the cruiser, which caused the suspect to surrender immediately. The suspect was then taken into custody without incident. A firearm was later located inside the vehicle and ammunition the suspect attempted to discard was recovered in the woods. On June 14, 2023, Officer Epps was promoted to the rank of Sergeant, and subsequently retired K9 Neo. The Waterford Police Department congratulates Sergeant Epps on his promotion, and wishes K9 Neo a happy and healthy retirement.



**K9 Officer
Nicholas Genung
and K9 Ozzy**

K9 Ozzy (Four -Year-old Belgian Malinois) and Officer Genung, are also a dual purpose team trained in patrol work and narcotics detection. Throughout the 2022-2023 fiscal year, K9 Ozzy and Officer Genung have tracked and located individuals including criminal suspects, emotionally disturbed persons and missing persons. They have also had several narcotics finds resulting in arrests (not only in the Town of Waterford, but also for surrounding agencies on mutual aid requests).

On March 20, 2023 an individual known to the Waterford Police Department fled in his vehicle from evening shift officers on two (2) separate occasions when officers attempted to conduct motor vehicles stops. The vehicle was later found broken down on Cross Road and unoccupied. The subject was located on foot and had a loaded magazine in his pocket, but no firearm was located on him or in the vehicle. K9 Ozzy and Officer Genung conducted an article search in the woods near the area where the subject's vehicle broke down, and located a firearm buried under a fallen tree. It was later determined that the magazine located on the individual fit the firearm K9 Ozzy located. In April of 2023, K9 Ozzy and Officer Genung attended a building search/tactics course in East Hartford, CT. This course included several different scenarios that put K9 teams to the test in high stress situations and provided instruction on integrating K9s into tactical teams.

Later determined that the magazine located on the individual fit the firearm K9 Ozzy located. In April of 2023, K9 Ozzy and Officer Genung attended a building search/tactics course in East Hartford, CT. This course included several different scenarios that put K9 teams to the test in high stress situations and provided instruction on integrating K9s into tactical teams.

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.

In order to keep up on their training and skills, both teams (Officer Epps/K9 Neo and Officer 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.

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.

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) and Waterford Police Department Citizen's Academy. The teams also participate in the Camp Harkness Fall Fest, the Town of Waterford Harvest Festival, and 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 as they enjoy interacting with our youth and exhibiting the talents of our K9s.



K9 Usages:

Narcotics Searches: 45

Person Tracks: 27

Article Searches: 10

Area Searches: 0

Building Searches: 2

Criminal Apprehensions: 4

Community Service Events: 19

Total Usages: 107



SCHOOL RESOURCE OFFICERS



**School Resource Officer
Daniel Lane**

Youth Division Complaints: 83

School Events: 31

School Drills: 35

Home Visits: 29

Youth Arrests: 11



**School Resource Officer
Norman Malbaurn**

The School Resource Officers (SROs) are present in the school system all year with an officer assigned full-time out of the Waterford High School and the Clark Lane Middle School. These two officers also cover the Town of Waterford's three elementary schools, a magnet school and the Waterford country school

The SROs 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 and Waterford Youth and Family Services to develop and deliver mentoring programs and diversionary options for all youthful offenders.



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

All juvenile cases that the Waterford Police Department investigates 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.



TRAFFIC SERVICES



**Traffic Officer
Jake Nickerson**

The Traffic Officer remains the main point of contact for residents to request information, 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.

Most citizens are eager to receive information regarding traffic laws, best engineering practices, what mitigation techniques are effective and which ones are not.

After receiving substantiated complaints, a traffic study, traffic enforcement, additional signage requests or a combination of activities are allotted to alleviate the complaints and concerns. Several roadways have been monitored numerous times and have become a part of an automatic rotation of enforcement, signage and police presence, in an attempt to gain compliance from motorists.

To address complaints, the Traffic Office uses several key pieces of equipment to efficiently attempt to mitigate safety concerns on our roadways. Our large display boards were used extensively around town, to promote traffic safety, notify drivers of changes to the roadway traffic and events held by the town. They have proven to be a valuable asset. Working with our Public Works Department, temporary poles were placed throughout the town in troublesome "hot spots", so our large solar powered speed display signs could be utilized. Several new and repeat traffic studies were conducted on roadways throughout the town to monitor roadways. These studies help show what effects construction projects, speed enforcement and other variables have on local traffic. Our smaller battery powered speed display signs were used throughout the town to alert drivers to their speeds, as many motorists become accustomed to their daily commute and do not realize the speeds they are driving.



The Traffic officer works closely with Public Works to address safety issues along the roadways. The main point of concern is dealing with line of sight issues at intersections that result from overgrown trees and brush. After speaking to the homeowner, Public Works is frequently contacted to clear the obstructions to make the intersections safer.

The Traffic Officer was also heavily involved in planning for the safety of the Waterford Day Parade, from both traffic and security viewpoints. Working with town agencies, the parade was conducted safely and with minimum impact on surrounding businesses and traffic. The parade is the largest event, as far as labor and coordination is concerned, the town holds every year.

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 completed 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.

Some of these reviews are large in scale and require several updates to become compliant with our town's standards. Some plans require contact with the State DOT and several meetings to ensure the adherence to State traffic engineering standards.

The Traffic Office works closely with numerous town departments including Planning and Zoning, Fire Marshal, Public Works and others during these reviews, before forwarding them to Chief Balestracci for his approval. Some of the large projects include the additional 400 housing units on Willetts Ave, a large industrial park on Gurley Road, a large-scale housing development on Route 85 and several other stores and restaurants. Some of the town projects include line painting on roadways to mitigate speed (road diets), new stop signs and other additional signage approved by the traffic commission.

Along with the responsibilities of the Traffic Officer position, the Traffic Officer is engaged in training numerous classes for new recruits and the recertification program run by the Law Enforcement Council. These classes revolve around the topics of Response to Aggression decision-making, report writing, arrest and control tactics, firearms, patrol rifle, less lethal projectiles and Use of Force law. The Traffic Officer is also very active in training "in-house", helping our officers obtain the new skills and information needed to remain effective in the changing law enforcement profession.

INVESTIGATIVE SERVICES



**Lieutenant
Nicole VanOverloop**

In the 2022-2023 fiscal year, the Investigative Service Division was comprised of one (1) Lieutenant, three (3) Detectives, one (1) Investigator, one (1) Task Force Officer and a Secretary. The Court/Evidence Officer as well as the Community Engagement Officer and K9 Hodges also report to the Investigative Services Division.

The Task Force Officer was assigned to work with the Connecticut State Police Violent Crimes Task Force. This is a one-year assignment with the possibility of being extended.



The Division was supervised by Lieutenant Tim Silva and Detective Sergeant Michael Fedor for the majority of the fiscal year, until Lieutenant Silva's retirement in June 2023. At this time, Lieutenant Nicole VanOverloop took over command of the Investigative Services Division. In September 2023, Sergeant Michael Fedor finished his three-year assignment in Investigative Services and Sergeant Richard Avdevich took over the role of Detective Sergeant for a three-year assignment.

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. The division performs address compliance checks on sex offenders and persons on the Deadly Weapons Offender Registry as needed as well.

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.

The Investigative Services Division investigated multiple crimes during the fiscal year. These crimes included high value jewelry thefts and commercial burglaries. In one case, Division members were able to connect a burglary suspect to a jewelry larceny from the Crystal Mall in the amount of \$90,000. The Investigative Services Division also conducted numerous sexual assault investigations; one resulting in the arrest of a high-ranking military member. Other cases of interest involved further follow-up in Colorado and New Jersey for a cold case murder that is still being actively investigated by the Waterford Police Department.

Case Numbers: 259

Arrests: 22

Burglaries (Residential and Commercial): 8

Search Warrants: 32

Unattended Death Investigations: 10

Sexual Assaults: 21

Pistol Permit Background: 146

Robberies: 2

Auto Thefts: 3

The Investigative Services Division is also responsible for completing and submitting annual reports to State and Federal agencies for statistical purposes and related to criminal procedure. These reports include sexual assault investigations, use of Ex-Parte orders for internet and cellular records, overdose related deaths and federal asset forfeiture accountability.



Special Response Team (SRT):

During this fiscal year, the Waterford Police Department continued to advance the Special Response Team's abilities. The department obtained equipment, such as a drone that is especially assigned to the team to assist in scenarios such as barricaded subjects. The SRT team added and is continuing to train three new members this year. They train with the Ledyard Police Department, who we have an Inter-local agreement with, allowing the two teams to work together as one if needed to deploy.

The SRT team is working on expanding the Inter-Local agreement to potentially add departments such as East Lyme, Montville and Groton City, which have started to train with us monthly. Waterford's team consists of 13 members with an additional two highly trained negotiators. They respond to calls such as high-risk warrants, barricaded subjects, instances needing large perimeters and any other events deemed appropriate.



**Task Force Officer
Raymond Rodriguez**

TASK FORCE OFFICER

Investigative Services works closely with the State of Connecticut Violent Crimes Task Force, which investigates reports of criminal activity that could be violent in nature.

Officer Raymond Rodriguez is currently assigned to the State of Connecticut Violent Crimes Task Force (VCTF).

Investigative Services oversees the Officer assigned to the (VCTF). VCTF utilizes a regional approach to combatting violent crimes through the investigations of crimes such as the sale and use of illegal substances, human trafficking, gang related crimes and other violent criminal activity by partnering law enforcement officers from neighboring communities. Officers assigned to VCTF 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, which provides a benefit to the operating budget and taxpayers.

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

Task Force Operations/Results:

During this fiscal year, the VCTF along with Officer Rodriguez has conducted the following:

- 21- Search and Seizure Warrants (Most search and seizure warrants resulted in fentanyl, "crack" cocaine, heroin and various controlled dangerous substances being seized.)
- 172- Arrests (on site/warrants)
- 7- Firearms seized
- 8- Recovered Stolen Vehicles



Court/Evidence



**Court/Evidence Officer
Gil Maffeo**



Officer Gilbert Maffeo remains the Waterford Police Department Court and Evidence Officer. Officer Maffeo took over responsibility for the Waterford Police impound lot, which was historically assigned to the Traffic Officer. As the vehicles are seized as evidence, the Court and Evidence Officer now works directly with New London Superior Court in managing the vehicles held and released.

In fiscal year 2022-2023, the evidence area at the Waterford Police Department began much needed renovations. The area now consists of modern, refrigerated and secure evidence storage as well as critical improvements to lighting, decontamination and office spaces. Officer Maffeo, and his assistant Officer Peter Barrows, worked to ensure the renovations were conducted without risking the evidence associated with pending criminal cases.

We continue to have a great working relationship with the State of Connecticut Forensics Lab and Firearms Unit. They have continued the Covid-19 policy of requiring an appointment for all evidence, firearms and toxicology submissions and the Court/Evidence Officer works with them for the timely delivery of appropriate items each month.

Approximately 329 items were taken into evidence, whereas only 259 items were disposed of during the fiscal year. Eleven trips were made to the lab in Meriden, two drug burns were completed and three firearms disposals were also completed during the fiscal year.

ADMINISTRATION



**Lieutenant
David Ferland**

The Administrative Services section of the Police Department is led by Lieutenant David Ferland and assisted by Administrative Sergeant Troy Gelinas. Administrative Services encompasses the Records, Community Service Officers, Chaplains and Training functions of the Waterford Police Department.

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 those entering the police department and provide service with empathy, efficiency and integrity to align with the standards the police department diligently upholds.

Records Department: The Waterford Police Department Records Division is staffed by, Joyce Brown, Valerie Clark and Ashley Kuvent.



Highlights:

January 1st, 2023: received the order of erasure under CT General Statute 54-142v (Cannabis Erasure); the Records Dept. completed erasure of 200+ charges from the State's websites, Waterford's in house electronic record system, physical case jackets and WatchGuard system.

Substantial increase in requests for Body Worn Camera recordings from the public, courts and surrounding agencies. Body Worn Camera and DashCam Recordings have quickly become the most complex source of public information available since the introduction of the police accountability act and often require several hours of viewing and redactions prior to releasing to those who requested it.

FOI request for a 1998 homicide that involved scanning and redacting 600+ pages of documents and photographs.

FOI requests for a motor vehicle accident involving two fatalities and one arrest. Information was provided under the current legislation to the New London Superior Court, U. S. Navy, legal representation for both victims and the suspect and family members of the victims. Over nine hours of Body Worn Camera and DashCam recordings were reviewed and provided to the court.

Department Policies and Procedures: The Waterford Police Department gained Tier 1 Accreditation in February 2023, which is the first step of the State accreditation requirement, in compliance with the police accountability law. This project was completed by Sergeant Troy Gelinas, in his role as the Administrative Sergeant. The policies and procedures of the department are continually reviewed and updated to ensure compliance with changes in the law, model State policies and practices consistent with the ever-changing role of law enforcement.

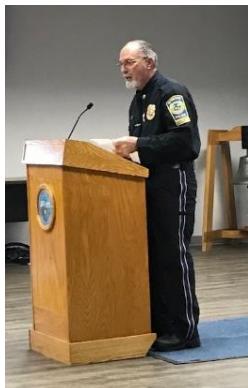
Schedule: The schedules of all 49 police officers, 5 full-time clerical staff, 17 CSOs and the custodian are the responsibility of the Administrative Services Division. This task involves not only ensuring the proper coverage of patrol, but also the coordination of trainings, overtime, personal time off, as well as coverage and representation at community events.

The Records Department was responsible for the following transactions in fiscal year 2022/2023:

Tickets Entered (written warnings, summons, infractions, parking)	1,900
Freedom of Information Act Requests/ Including Insurance Requests	1,947
DOC/Court/DCF requests	176
Motor Vehicle Accidents (data entry/MUCC)	868
Patrons assisted at lobby window	1,565
Warrant Data Entry	659
Background Checks	109
Abstracts from Court	3,267
Case Copies	51
Protective Order Entries	534
Phone Calls from Public	2,245
Case Erasures	2,611
Court Requests	302
Police Tasking	809



CHAPLAIN PROGRAM



The Chaplin program is a non-denominational program consisting of four volunteers that are rooted in our community and rotate through one-week on call periods. They meet monthly at the police department, with our Administrative Sergeant serving as a liaison, to determine their on-call schedule, discuss services they have provided and work towards developing additional ways they can assist the department and the community.

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. Additionally, they provide funeral, wedding and other services and often maintain relationships with community members they assist during a time of need.

During the past year, the Chaplains were a tremendous support system for department members, both sworn and civilian, as we were hit with the tragedy of the unexpected death of one of our own officers. The Chaplains continue to be a resource for members of the department through individual conversations and guidance, as well as a consistent presence in support of officer wellness initiatives.

The current Chaplains; Joe Parise, Chuck Tyree, Gary Poorman and Benjamin Sheldon, can be frequently seen assisting the agency at community events such as the 5K road race, Tip-A-Cop Wal-Mart Food, Toy, and Clothing Drive, Harvest Fest and Shop-With-A-Cop at Target, providing holiday presents for families in need. They have organized breakfast and cookouts for officers as they continue to strive to support officer wellness initiatives.

Recognizing the continued value that the Chaplains provide, the department was able to provide them with an office at the department. This has allowed them to hold office hours to increase their presence around department members and to meet with individuals in a more private setting within the building.

Training



**Training Officer
Nicolas Surdo**

Training for the Waterford Police Department is overseen by Lieutenant Ferland and is managed 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 plays a major role to the end of that career. The Training Officer is responsible for recruitment, the selection process, initial academy training and a 400-hour Field Training and Evaluation Program (FTEP), in addition to in-service training and recertification for every officer.

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 continues its efforts in recruitment by participating in outreach programs to include visiting collegiate institutions, attending the LEC testing dates to educate potential applicants about our agency and draw their interest to Waterford, hosting PATH programs, Internship programs and the CSO program. Efforts to expand the department's reach in recruiting this past year included accepting written testing for entry-level officers from the Connecticut Police Chiefs Association (CPCA) as well as holding an open house for interested applicants.



New Hires:

Officer Andrew Reed was hired as an Officer after serving the department for many years as a CSO. Officer Reed attended the inaugural session of the Eastern Regional Police Academy held by Law Enforcement Council of Connecticut, of which the department is a member. This allowed Officer Reed to receive his training locally and learn from active police officers from the region, including several Waterford Police Officers.



Officer Christopher Ewing was hired as a lateral/certified police officer after serving several years with a different department in Connecticut. His current certification allowed for an abbreviated field training process and an expedited timeframe to have him working patrol on his own.

Continuing Training:

Training remains at the forefront of the Waterford Police Department and is critical for any successful agency. Our department 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.

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 has always met and exceeded these standards. The Waterford Police Department encourages officers to seek higher education and had five officers attending college to obtain degrees this fiscal year.

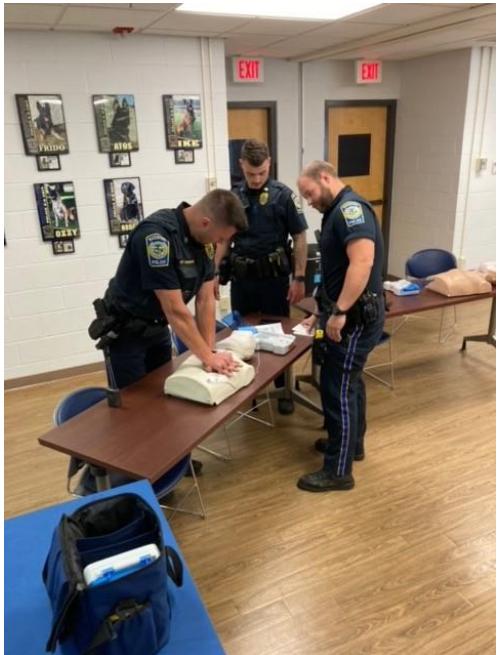
Officers continue to attend specialized trainings throughout Connecticut, New Hampshire, Rhode Island and Florida. Some of the most notable trainings officers attended this year were the FBI New England Regional Command College, Basic Interview and Interrogation, Connecticut Peer Support Training, Basic Crime Scene Procedure, and the Use of Force Summit. Chief Balestracci nominated Lieutenant Ferland to attend the FBI National Academy in Quantico, VA, which is a prestigious 10-week leadership training course funded by the FBI. Lt. Ferland was selected and attended the training with high-level leaders from all over the United States as well as many other nations.

In-house trainings have been of the upmost importance and having certified instructors is critical to being able to host our own trainings and ensuring the agency is equipped with the right tools for the job. Scenario based training, putting officers in real-life scenarios that induce stress reactions, decision making, de-escalation and working together as a team will ensure the officers are well trained and the community receives a high level of service. Notable in-house trainings instructed by our own officers were handcuffing, all-terrain vehicle (ATV) training, Use of Force Reporting Guidelines, Method of Instruction, Advanced Roadside Impaired Driving Enforcement (ARIDE) and Advanced Driving Under the Influence (DUI).

As we continue to respond to numerous calls for service regarding emotionally disturbed persons and those in crisis, the Waterford Police Department has made it a priority to have all officers attend Crisis Intervention Training (CIT). CIT is a five-day course where officers gain knowledge and resources on how to respond to these calls for service. All certified officers in the agency are CIT certified, and the one remaining trainee will attend the training at the conclusion of field training.



The Waterford Police Department has continued to send officers to Advanced Roadside Impaired Driving Enforcement (ARIDE), which is a requirement for all new officers certified after January 2022. 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, allowing us to host the training at no cost. All certified officers, including those not required, have successfully completed the course.



left:
CPR training conducted in-house for all officers.



right:
Range training for those assigned patrol rifles.

TECHNOLOGY / COMMUNICATIONS



The Police Department continues to use the free smartphone application called "Neighbors." This app is free to anyone and allows for the sharing of any video or image relating to crime within the community at large. The platform also allows users the choice to anonymously or with permission, share videos with the police. The Police Department also has the ability to request users to check any surveillance cameras they have for a specific period and, if they choose, share that data with us. The platform is based on the social media model for information sharing and leaves the decision to share with the user. This free program has provided a cost effective way for the community to share real-time data with our agency without any financial impact on the taxpayer.

The Department continues to utilize the Model Minimum Uniform Crash Criteria (MMUCC) reporting system for motor vehicle crashes. These MMUCC reports meet the national standard for motor vehicle accident reporting and are filed electronically.

The Police Department continues to engage our citizens with social media, allowing them to learn what the Police Department does on a daily basis as well as learn who our officers are. The department maintains a website, a twitter (X) feed @waterfordpolice with approximately 5,000 followers and a Facebook page with approximately 20,000 users, facebook.com/waterfordpolice. Through these various outlets, the Waterford Police Department has solved numerous crimes and reunited victims with their property. The use of these outlets allow engagement with our community and continue to showcase transparency in our daily actions.



Technology is and will continue to be a major part of the Waterford Police Department due to the changing landscape of criminal investigations as well as the need to share information with other law enforcement entities and the public in a more efficient manner. Information technology is used in every facet of the police department, from the patrol investigations and motor vehicle accident reporting to records retention, evidence processing and investigative services investigations.

The Waterford Police Department works cooperatively with the Emergency Communications Center and the Town of Waterford Information Technology department to locate the best options available for the purchase and implementation of technology related products. This approach allows for new technologies to integrate seamlessly with the existing Town infrastructure while being presented in a manner that allows for a larger plan to be developed. Technology continues to increase faster than the Police Department can keep up with and lease options have been used in conjunction with cloud based technology to stay current.

The Police Department had a full-time Information Technology employee on-site to manage the ever growing technology needs of the public safety environment. This position, which was reclassified from a previous secretarial position, now works from town hall, but adds expertise to the previous technology team that includes officers and police administrators. This team is used to research, review and maintain software and other products that can make existing processes more efficient.

The department has used technology for the timely release of required information through social media and scanning documents directly to media sources which build trust within the community. These same processes also allow for better information sharing between law enforcement agencies giving us twice the impact for the same price. The Department continues to seek different ways to upgrade its systems to the way policing is conducted. The agency continues the use of in-car video and body worn cameras for patrol officers, which continue to be a valuable asset with court related documentation, investigative leads and enhancing transparency with the community. The agency currently uses a web based Records Management System with a unique user interface and enhanced reporting and customization capabilities. The RMS product allow officers to complete reports more efficiently in the field and return to other duties.

The Department continues to use the Naval Criminal Investigative Services (NCIS) "Linx" database, which allows Waterford officers to review police records from fifty other municipal and state police agencies in New England and over one thousand and four hundred agencies nationally.

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 used for search and rescue, accident investigation, evidence recovery and other public safety needs. The Drone Unit includes five officers who hold Remote Pilot Certifications through the Federal Aviation Administration (FAA), allowing them to legally fly the drone for law enforcement purposes.

Members of the Drone Unit continue to work with the Accident Investigation Team capturing scaled scene photographs that can be imported and incorporated with scaled scene measurements of the AIT equipment. This tool provides the ability to capture an



image of the actual scene and a more finished presentation for court. The Drone Unit was used twice in 2023 to help reconstruct a serious injury motor vehicle accident as well as a fatal motor vehicle accident which occurred in town as well as being used for various other tasks.

The drone has been used for multiple incidents in Waterford, as well as assisting neighboring agencies with mutual aid requests. Some of the uses other than for criminal and motor vehicle accidents include:

- Obtaining aerial photographs of neighborhoods for participants of the Cognitive Issues Program
- Inspections of town buildings
- Assist with event security during large scale events, such as the annual town parade

The Drone Pilots are now being phased into assisting the Special Response Team, as they hold certifications and can assist without reducing staffing from the highly trained SRT team.

COMMUNITY SERVICE OFFICERS



**CSO
Sherry Ziolkovski**

The need for Community Service Officers (CSOs) was first realized in 1991, when the police department moved into its new and current building, which for the first time was separate from the dispatch center. This meant that there would be instances when the building was left 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 building to meet with the public or monitor a prisoner that was being held for court. From this predicament, the CSO program was born.

The CSO program has evolved from several CSOs covering night and weekend shifts, to a full complement of 17 CSOs covering three shifts per day, seven days per week.

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. Secondly, to provide an environment to evaluate potential candidates for the position of police officer. The role of CSO has been a stepping stone leading into the law enforcement field. Since its inception, many CSOs have been hired as fulltime Waterford Police Officers, with most achieving rank in supervisory roles or assignment in specialized units. Many other CSOs have been hired by other local, state and federal law enforcement agencies. The past year has been no exception with several CSOs being hired by surrounding agencies, including Norwich, Stonington, Montville and the State Police. With multiple CSOs moving forward in their law enforcement career, several new CSOs were hired during the past fiscal year.

The part-time CSOs 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, Records Management System (RMS) familiarization as well as an eight to ten shift field training process. They are also required to complete 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 duties of a CSO are many and varied, but their primary job functions include greeting residents and other members of the public, directing them to the appropriate services or personnel, searching, fingerprinting, photographing, caring for prisoners and building security. The CSOs also assist records personnel with clerical duties and are tasked with various assignments by supervisors and officers during their shifts. Additionally, CSOs conduct monthly follow-ups on all of the agency's active hardcopy and re-arrest warrants. These efforts have resulted in many warrants being served or vacated and has led to the discovery of information which has significantly benefited various cases.

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



**Sergeant
Michael Fedor**

In Fiscal Year 2022/2023 the Waterford Police Department neighborhood watch program continued to grow, adding several new neighborhoods.

The current list of actively participating neighborhoods are as follows:

Pleasure Beach, North Rd, Myrock Ave., Roxwood Rd., Windy Ridge, Clement St., Lamphere Rd., Trumbull Rd., Rope Ferry Condos and Totoket Rd.

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 these meetings, we are able to coordinate efforts with other members of the police department, other parts of town government and private businesses to address concerns and in most cases, resolve issues.



Through email notifications, we have 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.

We have found that those who attend the neighborhood watch meetings just want to know what is going on in their area. The use of email notifications has aided several investigations, most notably, obtaining home surveillance video of car theft suspects in the Pleasure Beach area.

WPD Community Engagement Officer Eric Fredricks and K9 Hodges regularly attend our meetings to share information on upcoming events.



COMMUNITY ENGAGEMENT



**Community
Engagement Officer
Eric Fredricks**

The men and women of the Waterford Police Department contribute a significant amount of their time in support of many charitable community events. This year they collaborated with numerous town departments, local non-profit organizations and other community based groups.

As community outreach has become a priority of our department, we have assigned Officer Eric Fredricks as our full-time Community Engagement Officer. Officer Fredricks, along with his certified comfort dog Hodges, coordinate many opportunities for members of our community to positively interact with Waterford police officers. This assignment, in partnership with Puppies Behind Bars,

provides a trained Comfort Dog to our agency at no cost and has delivered incredible results.

Community Engagement events and programs are supervised by Lieutenant Nicole VanOverloop and are coordinated by Community Engagement Officer Eric Fredricks. The men and women of the Waterford Police Department contribute much of their time, including their own personal time, in support of many community activities. This year they partnered with Youth and Senior Services, Waterford Public Schools, Waterford Rotary, Camp Dash, Neighborhood Watch and other town agencies and local community organizations.

Some of these events are as follows – Coffee with a Cop, Bicycle Helmet Giveaway, Senior Lunch & Learns, Stuff-a-Cruiser, Tip-A-Cop, Shop with a First Responder, Torch Run, Blankets of Love for Seniors, National Night Out, Penguin Plunge and Camp Harkness Fall Fest. Several, but not all, of the community and volunteer efforts that Waterford Officers participated in are shown on the following pages.

A few of the programs we offer are; the Autism Awareness and Cognitive Issues Programs, Domestic Violence Victim Follow-ups, Waterford Police Citizen's Academy, Neighborhood Watch, Traffic Stop Safety Classes with Rae's Driving School and Crime Prevention Classes to Seniors and Youths.

Our officers also help raise money for charitable causes, including raising \$7,136.00 for the Connecticut Special Olympics, \$1,020 for Healing Therapies Thru Sharing (breast cancer awareness effort) and \$1,040 to Waterford Youth Services.

The Community Engagement Officer also assists with recruitment. The agency hosted 3 interns (Central Connecticut State University, Mitchell College and Waterford High School). A PATH program was held at the Law Enforcement Council of Connecticut location in Norwich, where 30 attendees learned about the process of becoming an officer. Multiple high schools, colleges and job fairs were visited as well to speak about our agency.



Officer wellness is a focus of the Community Engagement Officer and Comfort Dog Hodges as well. We encourage our officers to focus on self-care and home life balance as it will benefit them and our community. Officers are offered a variety of physical fitness recreational opportunities, from jiu-jitsu to softball. Some programs also include community engagement by adding the participation of Waterford students and other citizens.

Hodges, a comfort dog with years of training, was brought to our agency to improve officer wellness, victim support and community engagement. Hodges has been deployed to comfort victims and their family members after traumatic incidents on many occasions. Hodges has interacted with officers and other first responders during incident debriefs and he also engages with the community at numerous events such as K-9 Demos, Read to Hodges at the Library, Youth Promise Classes, Police Department Tours and visits to various organizations and community establishments.

Waterford Police Officers participated in the annual Torch Run to raise awareness for the Connecticut Special Olympics



Camp Dash and Camp Courant volunteers picked up trash on Miner Lane. Waterford Police, Fire & Ambulance were on hand to assist

Officer Fredricks read to a visitor at the Waterford Library's Read to Hodges Event





Waterford Police Officers, Starbucks employees and attendees of Coffee with a Cop at the Waterford Community Center

The 2023 Waterford Citizen's Police Academy class on their last day of the 11-week long program



Chief Balestracci spoke to attendees of the PATH Program on how to best prepare for police oral board interviews

Officer Rogers and Connecticut Correction Officers picking out presents with kids at Shop with a First Responder





K9 Hodges interacted with a Three Rivers Community College student after Officer Fredricks spoke about how to apply to the Waterford Police Department

Waterford Police Officers celebrated their win over the Waterford Fire Department in their annual softball game! (Win!)



Officer Fredricks and K9 Hodges visited seniors at their luncheon at Waterford Beach

School Resource Officer Dan Lane led Great Neck School students on a tour of the police department.





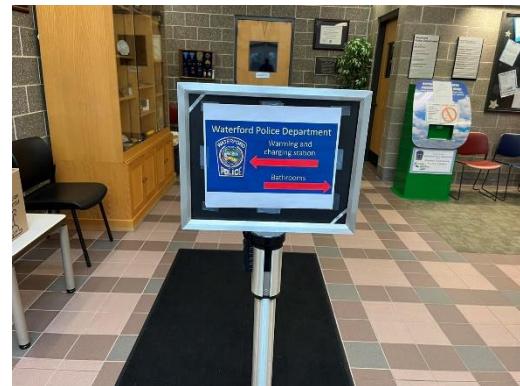
Sergeant Michael Firmin, Officer Stephen Rogers and Community Service Officer Alex Hunt accept a gracious donation of toys at Stuff-A-Cruiser event

Officers spend time with a local family whose young son is going through difficult medical procedures



Children spending time with Hodges while visiting the police department

The police department opened several times as a warming and cooling center to assist the town with 24/7 access for our residents





LOOKING FORWARD

The Waterford Police Department continues with several major efforts as it transitions from last fiscal year and into the 2023-2024 year.

In May of 2023, the Board of Police Commissioners approved the request from Chief Balestracci to increase the size of the department, from 49 sworn officers to 52. This increase, if funded, will allow our agency to address two long standing concerns and be best prepared for the numerous construction projects on-going in town.

Although almost every police department in the State of Connecticut, and in the United States, is facing major challenges in recruiting, we will continue to maintain high standards as we look to fill anticipated vacancies in coming months. We have adjusted our processes to remain competitive, but have not lowered the standards.

The department continues to explore the State of Connecticut radio system. Emergency managers in town have been working towards identifying the benefits, costs and concerns as a request to the town is anticipated. The timing of a potential move to the State system is critical as Waterford's current system is reaching end-of-life in most areas and will need significant investment and improvements.

The department is transitioning to the NEXGEN CAD/RMS system. This transition, which provides significant cost savings to the town, aligns our department with most other police departments in Connecticut. It also provides conveniences with the State of Connecticut and with other local agencies.

The department is part of a Town Safety Project that is currently presenting before town boards. This significant project, if approved, will allow the department to better manage major incidents in all town buildings while also communicating more effectively with residents and visitors. Part of this project includes upgrades to the police department cameras in and around the police building that are currently well beyond their life expectancy.

As we have Mutual Aid agreements with most of the departments in eastern Connecticut, we have started to focus on specific Inter-Local Agreements. As we currently hold agreements with the Town of East Lyme (Marine Patrol and Accident Investigations) and the Town of Ledyard (Special Response Team), we are looking to expand on these agreements with a few neighboring agencies if it serves in the best interest for the Town of Waterford and the Waterford Police Department. These agreements allow for the sharing of resources during major incidents and/or very complex investigations. To date, these agreements have proved quite valuable.



On January 2, 2023, the Waterford Police Department was rocked by the tragic untimely death of Waterford Police Officer Adam Lapkowski #56.

The members of the Waterford Police Department continue to embrace his family, cherish his passion and carry-on his legacy.

Our agency will never forget Adam's service to our community and our department. We will also never forget his friendship and leadership to each of us individually. We are committed to continuing his legacy at the department and supporting his family.



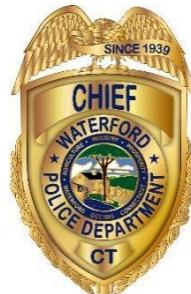


RETIREMENTS

Lieutenant Timothy Silva



Congratulations to Lieutenant Timothy Silva on his retirement from the Waterford Police Department. Your contributions to our department, the town and the region, were significant and your impact will endure.



CONCLUSION

The Waterford Police Department is focused on providing the best level of service we can for those who live, work and visit our town. We hold our motto of "In the Community Interest" to heart and truly believe in the community outreach and partnership methods of policing. We hope you have found this annual report informative. If you have any questions, they may be directed to Police Chief Marc Balestracci at mbalestracci@waterfordct.org.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Marc Balestracci".

By: _____

Board of Police Commissioners

Marc Balestracci, Chief of Police
Commissioner Christopher Gamble, Chairman
Commissioner James Dimmock, Vice-Chairman
Commissioner Mark Gelinas, Secretary
Commissioner Thomas A. Sheridan
Commissioner Robert Brule, First Selectperson

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**ENGINEERING
RECYCLING
STREETS
TRASH**

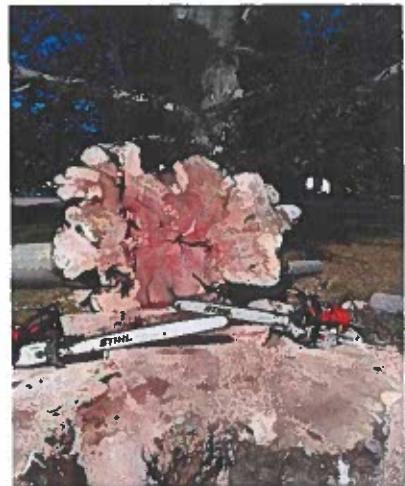


Public Works



**SIDEWALKS
TRANSFER STATION
ROADWAY
TRAFFIC**

**SNOW REMOVAL
DRAINAGE
SERVICE REQUESTS
FLEET MAINTENANCE**



**Town of Waterford Department of Public Works
2023 Annual Report**

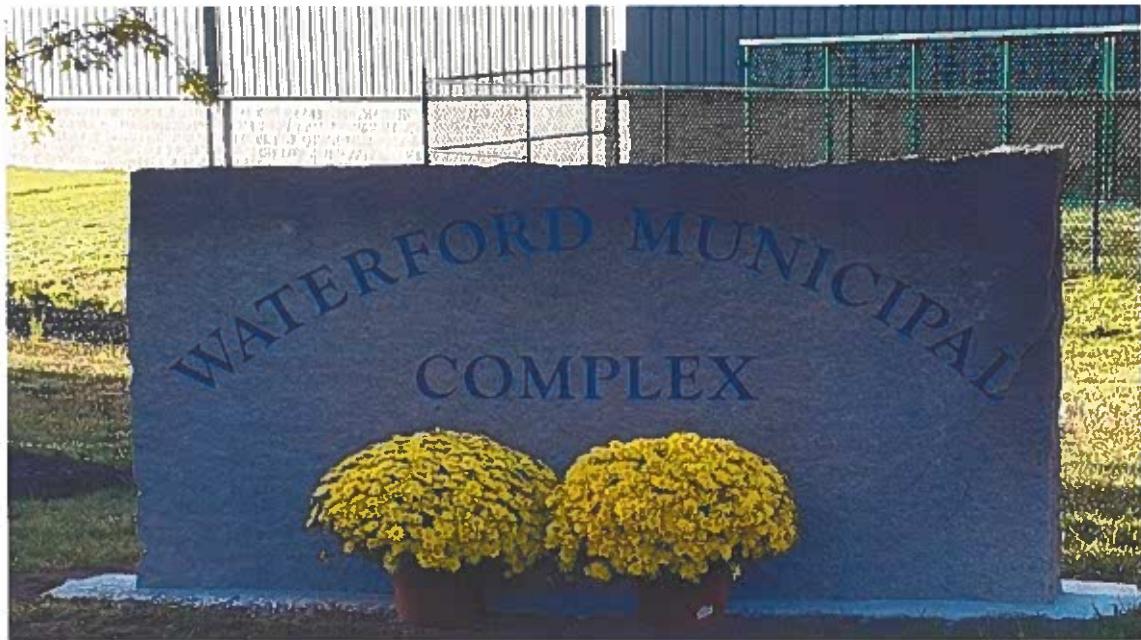


TABLE OF CONTENTS



Pg. 3 Mission



Pg. 4 Director Message



Pg. 5 Staff



Pg. 6 Community



Pg. 7 Budget



Pg. 8 Streets



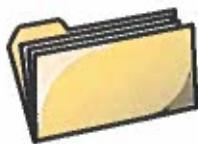
**Pg. 9—11
Highway**



Pg. 12 Repairs



**Pg. 13—14
Sanitation**



Pg. 15 Admin



Pg. 16 Equipment

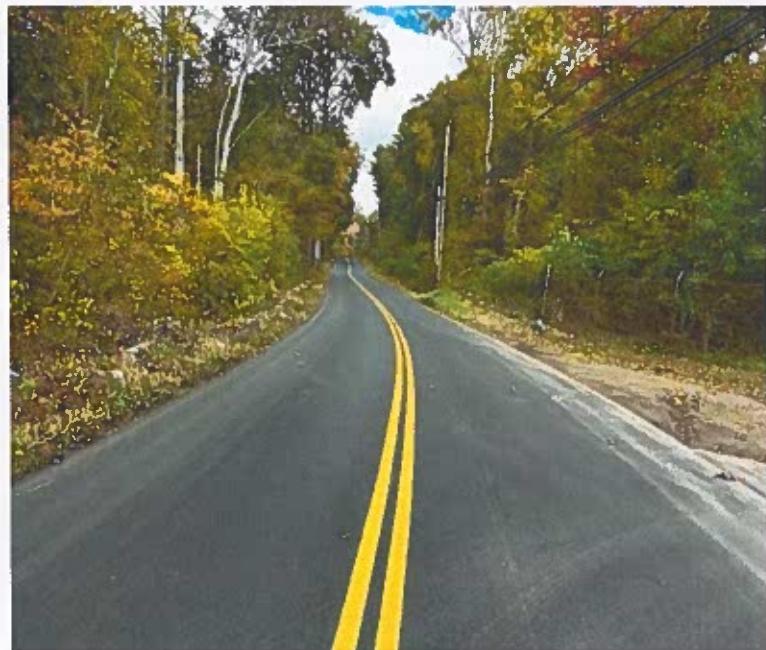


Pg. 17 CIP

Our mission and core values provide the framework that guides us to achieve our planned projects and work throughout the year. The members of Public Works serve the greater good of the community through strong leadership, skilled trades and dedicated office support staff. We set realistic goals for the department and the Town.

Mission

- Protect and prolong the life of our assets
- Support the advancement of the quality of life
- Provide cost effective and efficient services
- Efficiently provide and maintain sustainable, safe and reliable infrastructure



Mission

Core Values:

Respect, listening and ethics with a commitment to service through analysis and decision making.

2023

Dedicated
Meaningful
Purpose
Essential Experience
Happening Dedication
Happiness Difference Passion
Candidate Evolutionary Integrity
Unite Service Deals
Diligent People Contribution Helpful
Perseverance
Commitment
Serve caring Bonding Sustainability
Security Hope Opportunity Helping
Empower Help Infinite Clarity Triumph
ambiguous Rewarding Opportunities
Change-agent
Impact Responsibility
Employment
Empowerment

From the Director:

I am pleased to present the 2023 annual report for the Town of Waterford Public Works Department. This year will be remembered as a time where significant progress was made addressing the condition of our road network.

It will also be remembered for the loss of our street trees. The Department is still addressing the need to remove many of our street trees to the emerald ash borer and years of drought and gipsy moths to our oaks. It will be years before we are caught up with the number of take downs that are required.

The costs of sanitation will provide us challenges in the raising costs of disposal. The Town, as members of the regional authority continue to enjoy cost effective disposal, recycling and reuse options at the lowest tipping fees in the state.

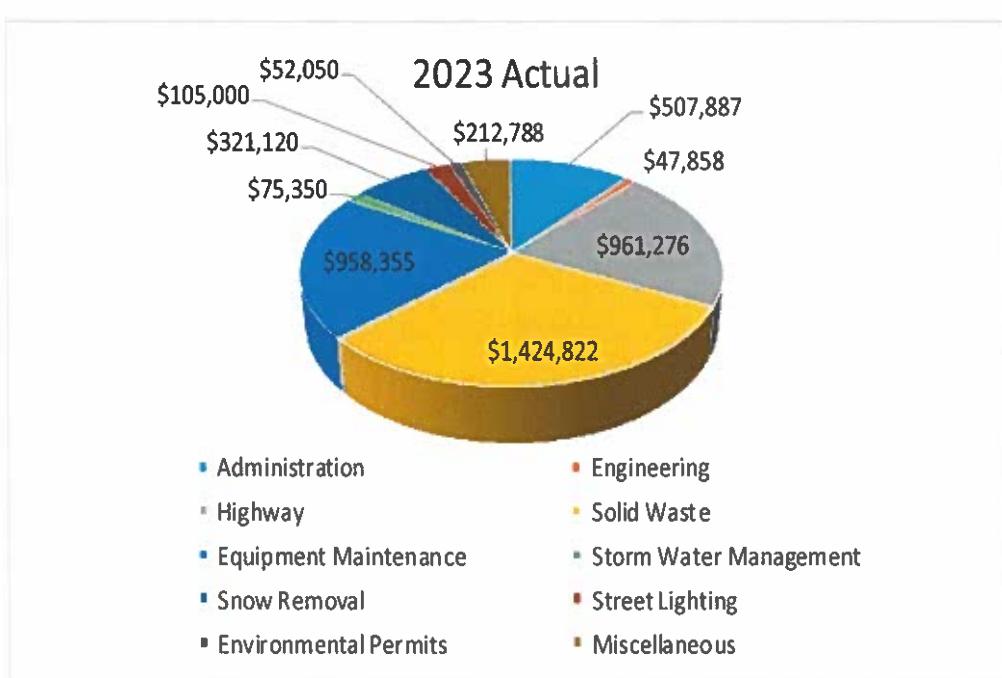
It is hard to imagine that we have been in our "new" facility for over 3 years, still looks new and serves the department well.

I have put together a pie chart that shows the functional areas of the Public Works expenditures. This is different than what is presented to the Boards, Commissions and the RTM for budget review. I believe by grouping all the costs into these functional areas, it provides a clear snapshot of our responsibilities and the costs associated with them.

I hope you find this report interesting and that it conveys the dedication, professionalism, and strong commitment of your staff to serving your needs. I encourage you to stay engaged with us, because good things are happening, and everyone needs to be a part of the solution.

Sincerely,

Gary J. Schneider



OFFICE

Gary J Schneider Director of Public Works

gschneider@waterfordct.org

Daniel Matheson Assistant Director of Public Works

dmatheson@waterfordct.org

Thomas McKittrick General Foreman

tmckittrick@waterfordct.org

Sandy Kenniston Office Coordinator

skenniston@waterfordct.org

860-444-5864

Organization

BY THE NUMBERS

33 Full Time

2 Seasonal

Director of
Public
Works

Assistant
Director of
PW

Administration

Office
Coordinator

Equipment Maintenance

Fleet Lead
Mechanic

Highway/Sanitation

General
Foreman

Clerk
Typist

2

Mechanics

4

Maintainer IV

3

Sanitation
Drivers

5

Maintainer
II

5

Maintainer
III

7

Tool Room
Keeper

1

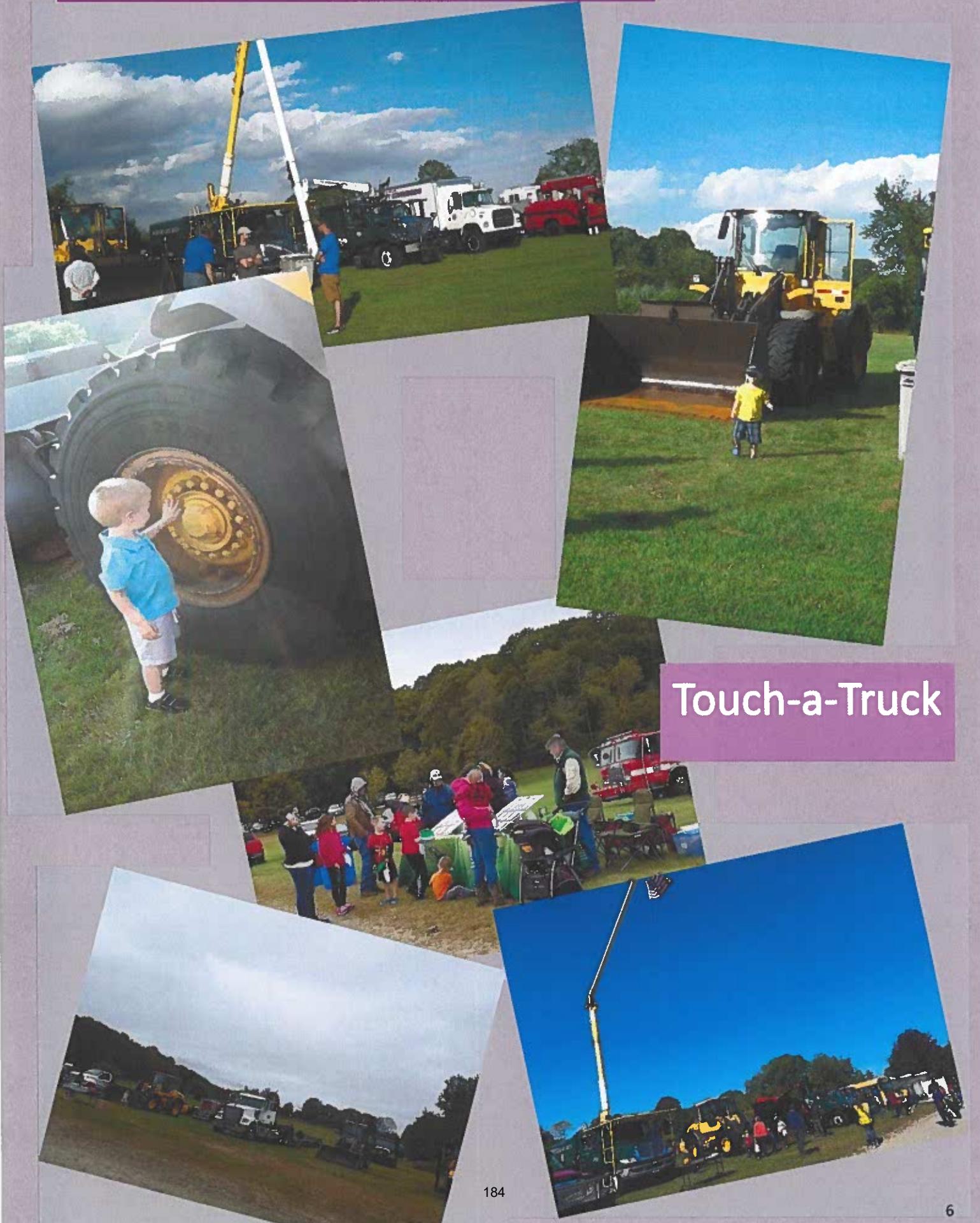
Traffic
Control

1

Seasonal

2

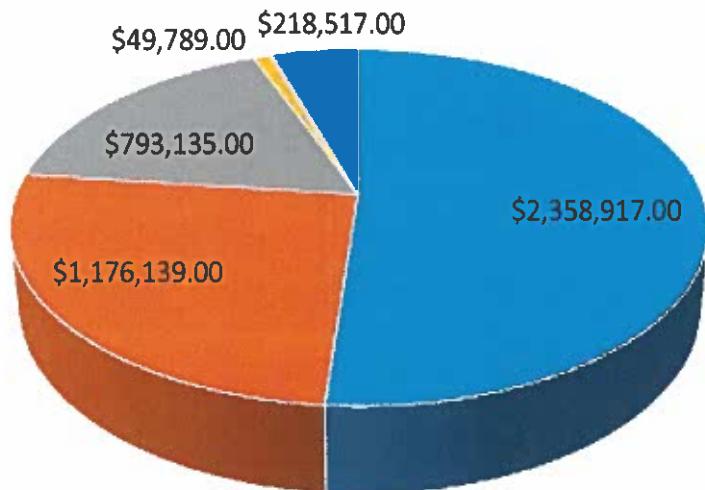
COMMUNITY INVOLVEMENT



Touch-a-Truck

\$ 4,596,497 Budget

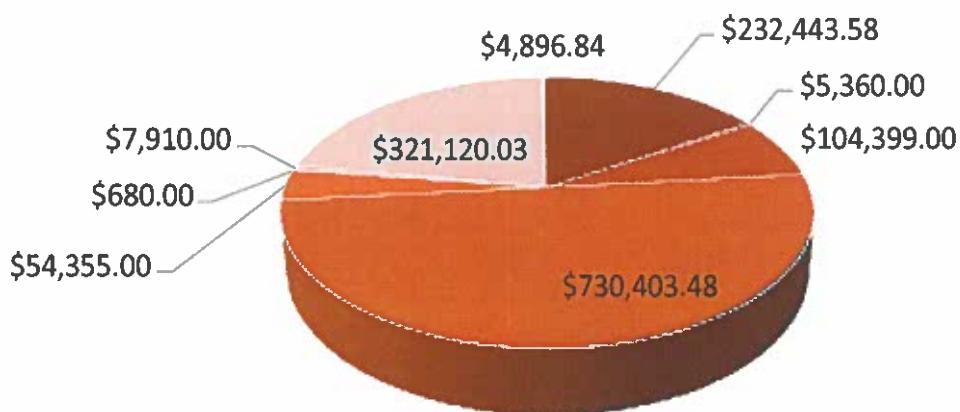
FY23 Budget



- Personnel Costs
- Services
- Materials & Supplies
- Equipment
- Improvements

\$1,461,568 Revenue

FY23 Revenues



- Municipal Solid Waste
- Bulky Waste
- Transfer Station
- Services/Rentals
- Scrap Metal
- Yard Waste
- Carts
- State Aid
- General/Misc

Highway Maintenance Report



- There are 3 locations throughout the Town that Public Works is responsible for the maintenance of traffic signals.

By the numbers what we have

- ◆ 20 bridge & major culverts (plus 2 bridges shared with NL)
- ◆ 33 Miles of sidewalks
- ◆ 3,200 stormwater catch basins
- ◆ 58 miles of stormwater piping
- ◆ 3 traffic signal locations
- ◆ 3,400 traffic signs
- ◆ 707 street name locations
- ◆ 521 stop bars
- ◆ 4 Railroad Crossings
- ◆ 44 Crosswalk locations
- ◆ 560,000 LF of center line markings
- ◆ 120 miles of road
- ◆ 4.9 miles of guide rails (wire, rope, rail and guard posts)
- ◆ 2,072 street light units
- ◆ 8,200 street trees



HIGHWAY STAFF

Kyle Beaudette
George Dawley
Roque Diaz
Nicholas Garro
Jordon Hancock
Patrick Jullarine
Erik Kelly
Michael Kovalik
Kevin Miller
Todd Robbins
David Rubin
Michael Silvestri
Kenneth Swaney
Steven Turchetta
Michael Watson
Vacancy
Vacancy

Highway Maintenance Report



STREET MAINTENANCE

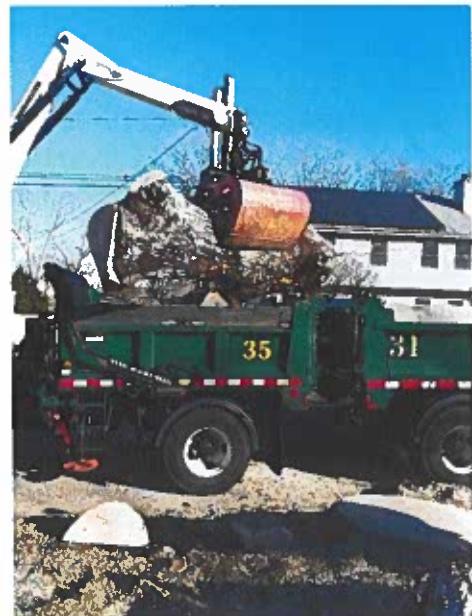


500 Potholes repaired

Street Sweeping

Guard Rail Installation

1,100 Linear Feet Installed



Street Light Maintenance

47 repaired



Roadside Mowing



STREET SIGN REPLACEMENT



52 SIGNS REPLACED

Catch Basin Repair 59 Replaced



LEAVES



1,416 YARD WASTE STOPS

35 PAID BRUSH STOPS



Highway Maintenance Report

6.88 Miles of roads resurfaced

154 Road complaints resolved

59 Catch basin replacements

1,804 Call Before U Dig Tickets

89 Tree complaints addressed

3 Snow complaints resolved

8 Sidewalk complaints addressed



Guardrail is being replaced throughout Town.

All new roads get freshly painted lines and stop bars.



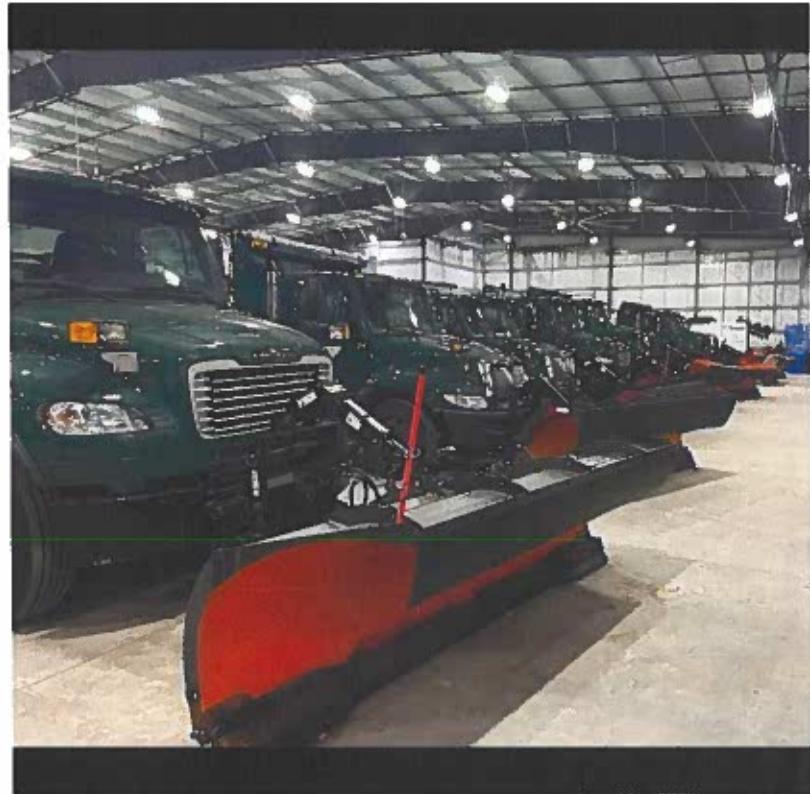
Snow Report

Snow removal on:

- * 240 lane miles of roads
- * 33 miles of sidewalks
- * Main traffic loops of 4 schools

Use treated salt (no sand)

- FY 20—1,542 tons
- FY 21—2,544 tons
- FY 22—2,291 tons
- FY23—1,012 tons



3 Issues with Mailboxes
addressed



Waterford Salt Shed

Vehicle Maintenance Report

This Division's skilled mechanics perform services and repairs for the simple \$125 weed wacker to the \$400,000 automated collection truck.

Funded from this division are all costs (labor & parts) for repairs to the Public Works assigned vehicles and all Administration vehicles assigned to other Town Departments. All other vehicles and equipment repair parts are charged to their respective departments.

Fleet / Assets they are responsible for: **240**

Work Orders Completed — **359**



EQUIPMENT MAINTENANCE STAFF

Garon VanOverloop—Fleet Lead Mechanic

Shawn Kotfer—Mechanic

Jullian Hightower—Mechanic

Jason Mellen - Mechanic

Vacancy



Serviced by this division:

- ◊ Senior Service vans
- ◊ Police
- ◊ Recreation & Parks
- ◊ Utility Commission
- ◊ Fire (Admin & small trucks)



Sanitation Report

Residential Services are a heavy lift.....

11,588 Blue Carts

8,415 Green Carts

An average week of **(blue)** garbage collection services **7,341** residential curb stops



- Carts Replaced—**347**
- Carts Purchased New—**138**
- Bulky Waste stops—**263**
- Paid Brush Stops—**35**
- Yard Waste Stops—**1,416**
- Appliances—**50** curbside
- Oversized Pieces—**247** curbside



Commercial Service

25 Locations are picked up every week by our dumpster truck

45 Garbage dumpsters

35 Recycling dumpsters



GARBAGE

<u>FY</u>	<u>CURBSIDE</u>	<u>COMMERCIAL</u>	<u>TOTAL</u>
	<u>TONS</u>	<u>TONS</u>	<u>TONS</u>
20	7,510	4,745	12,255
21	7,776	4,834	12,610
22	7,529	4,602	12,131
23	7,477	4,296	11,773

Average **12,182**

RECYCLABLES TONNAGES

<u>FY</u>	<u>TONS</u>
20	2,012
21	1,658
22	2,033
23	1,959

Average **1,916**

SOLID WASTE STAFF

Dane (Stan) LeBlanc—Garbage Truck Driver

Roger Gray—Garbage Truck Driver

Reynaldo Green—Garbage Truck Driver

Robert Harrington—Recycling Truck Driver

Benjamin LaRose—Recycling Truck Driver

Transfer Station

The Bulky Waste Transfer Station is located at the Municipal Complex. This facility serves only the Town of Waterford residents and commercial businesses.

The Transfer Station is open

4 days a week from
April—December

3 days a week from
January—March

BY THE NUMBERS

Propane tanks (205)

Motor Oil (3,950 gallons)

Fluorescent Bulbs (3,793 pounds)

Freon (927 units)

Electronics (31.16 tons)

Oil Filters and oily rags

Batteries (1,028 pounds)

Mattresses (1,561)

Bulky Waste (962.55 tons)

Leaves/Brush (386.52 tons)
192

Tires (554 units)

Administration Report



A small opening to a large operation

ADMINISTRATION

Gary Schneider—Director

Daniel Matheson—Assistant Director

Thomas McKittrick—General Foreman

Sandra Kenniston—Office Coordinator

MaryEllen McConnell—Clerk Typist

Brianne Beauchamp —Clerk Typist



Calls received **4,245**

Citizen concerns—**423**

Purchase orders—**145**

Mechanic invoices recorded—**359**

Highway Daily Work Orders recorded—**3,279**

Excavation Permits processed— **128**

The Administration Department keeps the Town's fuel records:

DIESEL USAGE 135,326.11 gallons

UNLEADED USAGE 95,743.61 gallons

THIS PAGE IS BLANK, BECAUSE WE
HAVE NOT RECEIVED ANY OF THE
EQUIPMENT THAT WAS ORDERED IN
JULY OF 2022.

THEY HAVEN'T EVEN STARTED MAKING
THEM AND WE DON'T EXPECT
DELIVERY OF THE TWO PLOW TRUCKS
UNTIL SPRING OF 2024.

Capital Improvement Program - Constructed

Public Works has been working with the Waterford Utility Commission on our project to address the condition of our roads. In the past, some of the roads that were just resurfaced, suffered breaks in the water service to the house. The repair involved digging up a newly paved road.

Now, crews from the Utility Commission are addressing this issue by replacing the plastic services (the ones known to fail) with copper before we work on the road.

Working together, both departments are providing a better service to the residents and for those that travel the road.

In FY22, the Town Appropriated \$1,705,358 for:

Niantic River Road (portion)

Daniels Ave

Butlertown Road

Lakes Pond Road

Gardiner's Wood Road

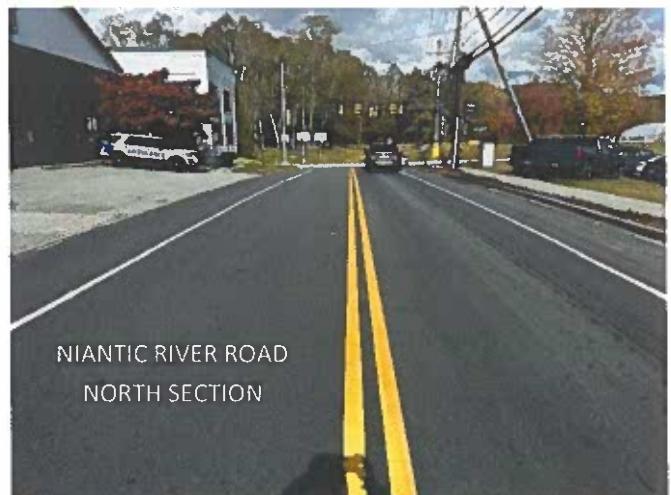
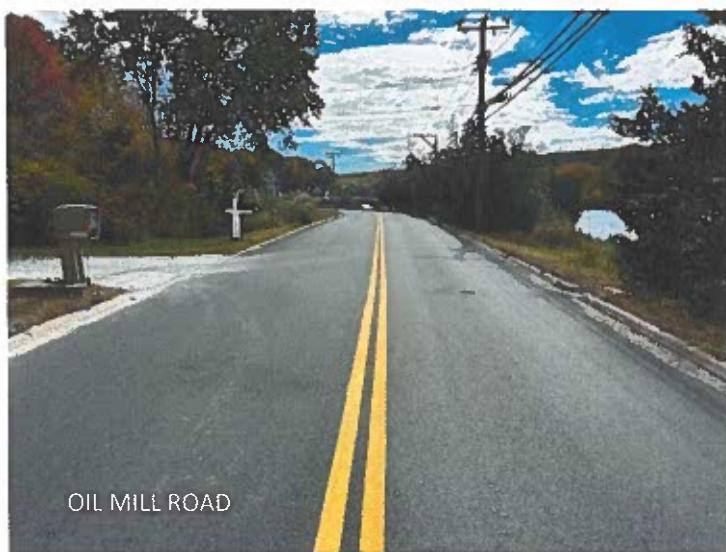
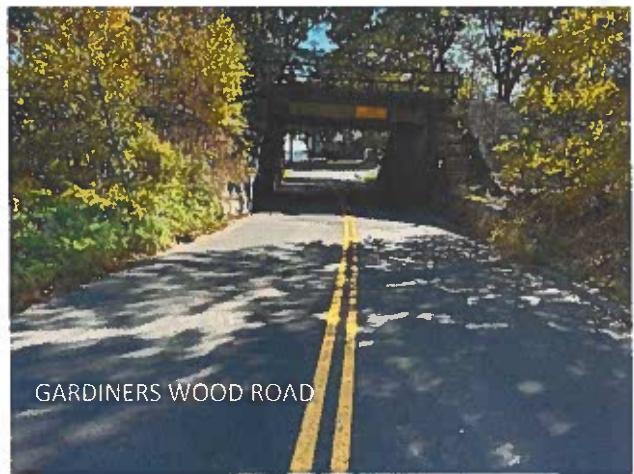
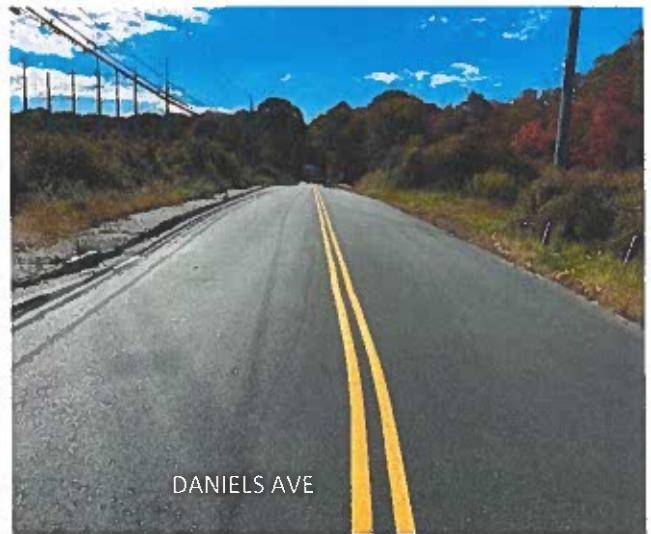
In FY23 the Town appropriated \$1,762,736 for:

Niantic River Road (rest)

Oil Mill Road

Shore Road

New Shore Road



Capital Improvement Program

Resurfacing - Funded in FY23 — being prepped

Tiffany Avenue	Kingfisher Way	Lark Street
Savi Avenue	Woodlawn Avenue	Woodlawn Court
Cherry Street	Mackenzie Road	Thrush Street
Willow Street	Kestral Way	
Cedar Street	Quail Street	
East Brook Road		

Transfer Station Scale



The Town's Transfer Station uses this scale to weigh vehicles in and out to calculate monies due for disposal of their items.

The scale that was replaced was over 20 years old.



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RECREATION & PARKS COMMISSION

FY'23 ANNUAL REPORT

- ❖ ESSENTIAL
- ❖ VALUE
- ❖ EQUITY
- ❖ OPPORTUNITY
- ❖ SUSTAINABILITY

It is important to remember and consider the value and impact recreation and park services have on their communities. This annual report identifies the need and importance of providing opportunities for activity and connections.

The benefits are endless in terms of health and wellness, safe social spaces, and education of our community.



Commission Members

Chairman: Ed Murphy

Vice Chair: Melissa Chiappone

Lucas Beaney

Rich Ericson

Jim Gregg

Megan Gwudz

Traci Santos

Nan Schrieber

Taylor Stino

<i>Message from the Director</i>	3
<i>Department Overview</i>	4
<i>Quick Reference Statistics</i>	5
<i>Operations</i>	6 - 8
<i>Financial Overview</i>	8 - 10
<i>Sustainability Initiatives</i>	10
<i>Achievements and Challenges</i>	10 - 12
<i>Future Plans and Goals</i>	12 - 15
<i>Acknowledgements</i>	15
<i>Statistics & Surveys</i>	16 – 25
<i>Metrics</i>	<i>attached</i>

Message from Director:

As we reflect on the accomplishments and challenges of the past year within our Recreation and Parks Department, I want to extend my heartfelt gratitude towards each of you. Your support and commitment to our community is tremendously appreciated.

Our department's achievements in 2023 would not have been possible without the dedication of our staff, who consistently go above and beyond to create vibrant recreational opportunities for our residents. From organizing engaging community events to maintaining our beautiful parks and properties, your hard work and passion have made a positive impact on countless lives.

We have witnessed a surge in community participation, with record attendance at our events and programs. This is a testament to our collective efforts in fostering a sense of belonging and well-being among our residents.

However, it's crucial that we address the pressing need for additional staff.

The challenges stemming from our current staff levels have become increasingly evident. As we continue to expand our programs and maintain our facilities, the workload has grown significantly. This, in turn, places strain on our dedicated team.

The demand for our services is on the rise and while we have made strides in optimizing our resources, it's clear we need more hands on deck to meet these growing expectations. Filling the vacant roles and adding additional maintainers would not only alleviate the burden on our current team but also allow us to offer even more diverse and enriching programs to our community.

I believe that by continuing to work closely with the Commission, First Selectman, and Town boards, we can find innovative solutions to address these staffing challenges. It is our collective responsibility to ensure that our Recreation and Parks Department continues to thrive and provide the high-quality services that our community deserves. Together, we can overcome the staffing challenges and continue to make a positive impact on the lives of our residents. Your unwavering support is invaluable, and I look forward to the opportunities and growth that the future holds for our department.

With gratitude and determination,

Ryan McNamara

Department Overview:

Organizational Structure

Staff:

Director: Ryan McNamara

Asst. Director: OPEN

Program Coordinator: Tim Cieplik

Office Coordinator: Eileen Sullivan

Receptionist/Clerk: Hilary Willard

Foreman: Scott Olson

Maintainers:

Chad Adams

Nick Cancelmo

Corey Gladue

Gabriel Madrid

Jordan Silvestri

Josh Therrien

Mission

Programs will be offered for all ages and interests giving each individual the opportunity to engage in a variety of activities. Through these activities, participants will be able to make constructive use of leisure time and contribute to positive physical and mental health, and good sportsmanship.

Vision

Well maintained parks, public spaces, and various nature areas provide opportunities for residents to maintain active, healthy lifestyles; while appreciating our community's natural resources and preserving them for future generations.

	<u>FY2022</u>	<u>FY2023</u>
Revenues:		
Registrations:	Check Cash Credit	\$208,382 50% 44% 6% \$108,164.85 - \$4,884.85 (conv fees)
Special Revenue	N/A	\$278,183.50 \$83,010 or 30% \$91,893.50 or 33% \$103,280 or 37%
Enrollments:	1,137	approx. \$26,000 1,608
Male	364 (32%)	558 (35%)
Female	773 (68%)	1,050 (65%)
Resident Participants	1,012 (89%)	1,456 (90%)
Non-Resident Participants	125 (11%)	152 (10%)
Community Center Attendance:	14,500	14,670
Program Efficiency	91 Offered 85 Administered 93% Run Rate	163 Offered 143 Administered 88% Run Rate
Athletic field permits issued	828	944
Wood Orders(deliveries/residences)	36/24	55/30
Concerts (#of concerts held)	10,700 (9)	12,874 (10)
 Beach Sticker Sales		Resident:
	\$28,195	\$49,002
Non-Resident:	\$30,918	\$38,367
 Gatehouse Operations		 \$82,991
 Maintenance Hours		
Town:	7,358	7,934 (no seasonals)
BOE:	3,573	3,874
Lost Manpower:	1,755	1,776 or 254 (7hr days)
 Community Outreach:	N/A	 4,073 unique email

Operations:

Programs and Activities

- A. Staple Fitness Classes: Continue offering regular fitness classes such as group swim lessons, yoga, pilates, and aerobics to cater to a broad range of fitness levels and interests.
- B. Sports Leagues: Maintain popular sports leagues like 35+ Wooden Bat Softball, Cactus Jack basketball, and volleyball, promoting physical activity and team engagement. We also provide guidance and oversight to our youth co-sponsored programs- Lacrosse, Football, Softball, Baseball, Soccer, Cheerleading, Wrestling, Basketball, Community Band, etc.
- C. Outdoor Exercise: Arrange outdoor yoga sessions at WBP and new programming at Civic Triangle boardwalk, providing participants with fresh air and motivating workout environments.
- D. Aquatic Fitness: The Waterford High School pool hosts water aerobics and swim programs for those who prefer low-impact exercises. Time constraints with Board of Education operations and play equipment are the two biggest challenges.
- E. Special Events: A listing of our community offerings in FY'23 that we supported or hosted:
Summer Concert Series.
Harvest Fest.
Winter Tree Lightings.
Farmers Market growth
Other special events we participate in as they are important to us:
Food and gift deliveries during the Winter Holidays
Alternative Heating Wood Program
Pearl Harbor Day Road Race
Addy's Run
Bio-Blitz
Veterans and Memorial Day Events at Town War Park
Waterford Annual Parade – Unity In Community
Trunk or Treat
Safe Futures

New Opportunities for Civic Triangle Park:

- i. Green Fitness Zones: Designate areas for fitness activities, such as yoga and group exercises, amidst the park's lush greenery.
- ii. Outdoor Exercise Platform: Develop a dedicated platform for classes like yoga and meditation sessions in a tranquil, nature-inspired environment.
- iii. Recreational Trails: Construct walking and jogging trails within the park, encouraging residents to enjoy nature while staying active.
- iv. Special Event Space: Design a versatile space within the park for hosting small programming hubs, entertainment venue, and additional opportunities for T-ball, flag football, and Frisbee, for example.
- v. Community Gardens: Integrate community and pollinator gardens where residents can engage in physical work, learn about gardening, and enjoy the fruits of their labor.

By introducing new programs and opportunities and focusing on the development of Civic Triangle Park, the community can foster a culture of fitness, well-being, and togetherness. These initiatives not only promote physical health but also strengthen community bonds and improve the quality of life for residents.

Facility & Park Updates

Civic Triangle:

- A. Plans received for WBP Maintenance garage – looking to change the footprint to house the majority of the R&P maintenance operations from Vets garage to WBP garage.
- B. Basketball and Pickleball improvements, park dimensions to change and allow for more activities and opportunities in the turf area with fence changes and scoreboard relocation.
- C. Offer additional entertainment and community events throughout the year. The current design primarily allows for softball use, we plan to continue softball as well as introducing T-ball and some minor baseball/softball offerings with modifications (temporary fencing, wooden bat and low fly softballs, etc.). Outside of these seasons as well as within, we will be able to incorporate flag football, ultimate Frisbee, yard games, and more without the limitations of the current fencing.
- D. Install new, dedicated pickleball courts and improve the basketball court to post-tension concrete – to add in additional physical fitness activities to a more passive and inviting park setting.
- E. Future plans to include a water element, security, improved signage and educational kiosks around the pond, and lighting where required.

Nevins Cottage: A new 501c3 has been formed to preserve and repurpose the use of the building for the community. Discussions are in the early stages but progress has been exciting.

Jordan Park House: electrical upgrade has allowed for special event improvements, will need to work with Building Maintenance on repairs and accessibility. The parking lot should be reviewed for any improvements to

allow for additional parking spaces (accessible and standard) while also considering emergency access for special events and gatherings.

Community Center – welcomed in Youth and Senior Services. Class space and storage issues currently provide the biggest obstacles. The potential ownership of current LEARN space next door may become available in 2025/2026 when the transfer to the Southwest Property is

scheduled. Center staff have completed a review of repairs and needs with Building Manager and First Selectman.

WBP Bathrooms – New transportable units were introduced to delight of the park users. As work and operations continue to progress, “wrapping” or a protective film on the bathrooms will be considered and installed to preserve the investment. Benches and improving the rinse areas are in discussion. Bathrooms are winterized and relocated up to the maintenance garage.

WHS Pool – As with many parts of the state, lifeguard shortages continue to provide a barrier for increased offerings. The popularity of the swim programs at the middle school and high school level are fantastic participation numbers, but also present time constraints for public programming.

Financial Overview:

Financial fiscal restraint involves prudent financial management practices to achieve budgetary savings and prioritize essential results. Here's an explanation of how implementing special revenue operations, a robotic paint lining system, and altering the seasonal schedule can contribute to this restraint:

A. Special Revenue Operations:

- By establishing special revenue operations, the municipality can generate income from specific activities or services. This revenue can be used to offset program expenses only.
- Examples of special revenue sources include fees, or partnerships with local businesses to sponsor public events. These initiatives help diversify income streams and reduce the reliance on taxpayer funds.

B. Robotic Paint Lining System:

Using a robotic field line painter offers significant savings in both time and manpower for various applications, such as sports fields, parking lots, and more. How?

- i. Efficiency: robotic line painters work quickly and accurately, covering large areas with precision. They operate continuously without fatigue, reducing the time needed to complete line marking projects.
- ii. Reduced labor: Human-operated line painting requires skilled personnel, which can be costly in terms of labor expenses. Robotic line painters eliminate the need for a dedicated workforce, saving on labor costs.
- iii. Consistency: Robots maintain consistent line quality, ensuring uniform and professional markings across the field or surface. This consistency eliminates the need for frequent touch-ups or corrections.
- iv. Time Savings: Robotic line painters can complete tasks in a fraction of the time it would take a human crew. This quick turnaround is especially valuable when looking to minimize disruptions to the operations.
- v. Precise Measurements: Robotic line painters use GPS and advanced technology to measure and mark lines accurately. This eliminates the potential for human error and ensures that lines meet specific regulations and standards.

- vi. Multi-Tasking: Some robotic painters can perform multiple tasks simultaneously, such as marking lines and painting logos or graphics. This versatility can further reduce project timelines. An operator in the area can supervise the machine while performing debris removal, trimming, mowing, etc.
- vii. Cost-Effectiveness: While there is an initial investment in purchasing or renting a robotic line painter, the long-term cost savings in labor and materials can be substantial, allowing for an early return on investment.

Challenges:

- Initial Investment: Transitioning to electric maintenance equipment and vehicles may require significant upfront investments in infrastructure and new equipment. This can be challenging when budgets are tight.
- Infrastructure Readiness: Ensuring the availability of electric charging infrastructure in parks and recreation facilities is crucial, and retrofitting existing structures can be expensive.

In summary, robotic field line painters offer substantial savings in time and manpower by streamlining the line marking process, enhancing accuracy, and reducing the need for manual labor. These benefits make them a valuable asset for organizations looking to optimize efficiency and cost-effectiveness in line marking projects.

C. Altering Seasonal Schedule:

- Adjusting the seasonal schedule for municipal services based on priority can optimize resource allocation and budget usage.
- For example, if field maintenance is a high priority during certain seasons, the budget can be allocated more generously during that period, while other services might receive reduced funding during off-peak seasons.
- This approach ensures that resources are directed where they are most needed, improving the overall effectiveness of municipal services.

In summary, financial fiscal restraint involves a strategic approach to manage resources wisely. Special revenue operations, the adoption of efficient technologies like a robotic paint lining system, and flexible scheduling based on priority allow the ability to optimize budgets, reduce waste, and prioritize areas that yield the most significant results, all while maintaining financial discipline and sustainability.

Approved Operating Budget (last 11 years)

❖ 2013	\$1,304,714
❖ 2014	\$1,305,073
❖ 2015	\$1,342,839
❖ 2016	\$1,380,554
❖ 2017	\$1,375,909
❖ 2018	\$1,461,426
❖ 2019	\$1,412,921
❖ 2020	\$1,519,608
❖ 2021	\$1,511,615
❖ 2022	\$1,450,159
❖ 2023	\$1,452,431
❖ 2024	\$1,423,523

Special Revenue balance in our first year (FY23) was approximately \$26,000

Sustainability Initiatives:

- We have explored several programming ideas to get involved with conservation and education by providing an annual BioBlitz at our parks. In FY'23 we chose Stenger Farm park and identified plants and insects that co-habitat within the park system.
- Civic Triangle Pond re-design to improve the water quality and accessibility to the park.
- Water Safety awareness event is held by our Aquatics staff to help make learning about the dangers of water less threatening when prepared and educated.
- We continue to provide signage regarding No tobacco/Smoking at our parks. An update to newer uses and devices will be reviewed.
- Continued exploration of equipment electrification. Weed trimmers and blowers have shown to be quieter and efficient, however, the battery life and charging situations provide drawbacks. Technology is ever changing and we are keeping up with any opportunities. There are some great practical uses for the residential industry, however, the commercial aspect has lingering questions regarding battery life, etc.

Achievements and Challenges:

- A new logo has been created (shown on the cover) to reflect our commitment and services to the community. The elements covered through icons represent the wide range of opportunities the R&P department provides.
- Increased programming – new youth karate classes, creative arts, Cricket design, private swim lessons, water sports at WHS Pool, etc. The December 2022 hire of a new Program Coordinator will play a large role in building out our programs and identifying new opportunities.
- First full year of Special Revenue collected roughly \$30,000 to help run and maintain our fee-based programs.

- Increased attendance at all major special events including Summer Concert Series, Harvest Festival, Tree Lightings as well as introducing new Bio-Blitz discovery hikes and extending the Farmers Market through the Winter months indoor at the Community Center.
- WBP Access Walk and Bathroom Updates: A municipal success story unfolded with the installation of an accessibility walk at Waterford Beach Park. This transformational project aimed to make the beach more inclusive for everyone, including individuals with mobility challenges. The installation involved creating a smooth, accessible pathway that extended from the parking area to the shoreline. It incorporated the concrete walk with traversable Mobi-Mat product allowing seamless transition from both walkway applications. The accessibility walk not only improved the beach experience for residents and visitors with disabilities but also enhanced the overall accessibility and appeal of the beach, fostering a more inclusive and vibrant community space. This project stands as a testament to the Town's commitment to equity with dedication to making public spaces accessible to all.
- Garden enhancements – One aspect of development we felt important to introduce were perennial, native plantings to our parks. The Jordan Park House wetland garden, rose bed, and sign garden were all updated/installed and maintained this year. Thank you to Nick Matsas and the Thames River Garden Club/Historical Society for their support and assistance.

Board Of Education properties were also enhanced with plantings and garden bed maintenance. Each school received some sort of update to a garden area on site.

Challenges

Annual challenges in recreation and parks can be multifaceted, often requiring creative solutions and resource management. Here's an overview of our four key challenges in FY '23:

Difficulty Training New Staff and Filling Important Roles:

- ❖ High Staff Turnover: Frequent staff turnover in recreation and parks departments can make it challenging to maintain a consistent and experienced workforce.
- ❖ Recruitment Challenges: Finding qualified candidates for specialized roles, such as program coordinators or maintenance personnel, can be time-consuming and competitive.
- ❖ Training and Onboarding: Training new staff and bringing them up to speed on department procedures and safety standards can be resource-intensive.

Sustainable Budget Growth:

- ❖ Limited Funding: A 0% budget growth over the past three years can strain the ability to maintain and improve park facilities, offer new programs, and provide competitive salaries to retain talent.
- ❖ Inflation and Cost Increases: Inflation and rising costs for utilities, maintenance, and equipment can erode the purchasing power of the budget, making it difficult to maintain services.
- ❖ Learning the ins and outs of a new Special Revenue account and the responsibilities and line item accounting.

Maintaining vs. Growth: Adjusting policy and focus

- ❖ A lot of adjustments are being made operationally within the maintenance and administrative functions. How we complete projects and collecting data to managing community outreach are continually being updated to reflect our current standards and expectations.

- ❖ A history of zero increases and budget cuts provide numerous challenges when implementing growth factors and increasing standards.

Inconsistent Social Media Presence:

- ❖ Communication Gaps: An inconsistent social media presence can result in a lack of timely and effective communication with the community, impacting program participation and awareness.
- ❖ Resource Allocation: Maintaining an active social media presence requires personnel and time. Finding the right balance between traditional and digital marketing efforts is a challenge.

To address these challenges, we will be considering innovative solutions, such as public-private partnerships for funding, offering remote or flexible work options to attract and retain talent, pursuing grant opportunities for electrification projects, and implementing a structured and engaging social media strategy to improve community engagement and program participation. Adapting to these challenges while maintaining high-quality services is essential for the long-term success of the Recreation and Parks department.

Future Plans and Goals:

Properties

We are working with the Economic Development Commission on using the Beautification funds, from the alcohol nip sales, to update and replace garbage receptacles and benches within the Civic Triangle. The fund also allows for improvements at other high traffic locations in Town that we will continue to explore to offset project expense requests.

A. Pleasure Beach Walk – although the new design and layout provide a larger price tag, the amount is justified to ensure equitable use and full access to beach settings by:

- i. Accessibility and inclusivity: a walkway is needed that ensures individuals, and especially those with mobility challenges, can access the park; promoting inclusivity and equal opportunities for enjoyment.
- ii. Legal Compliance: Connecticut has many laws and regulations, such as the Americans with Disabilities Act (ADA), that require public facilities to be accessible. Failing to comply with these laws can lead to legal issues.
- iii. Ethical and Moral Considerations: Providing equitable access is a matter of social justice and ethics, as it ensures that no one is unfairly disadvantaged due to physical limitations.
- iv. Tourism and Economic Benefits: Accessible facilities can attract a wider range of visitors, including tourists with disabilities, potentially boosting local tourism and economic activity.
- v. Environmental Preservation: a designated walkway can help protect sensitive ecosystems and dunes by directing foot traffic away from the fragile areas, promoting environmental conservation.
- vi. Reputation and Image: Providing full access and equitable use of Pleasure Beach can enhance the Town's reputation as a welcoming and inclusive community.

While the cost of the walkway may be a significant consideration, it is important to weigh these benefits against the expense. In the long run, ensuring equitable access to Pleasure Beach can have wide-ranging social, economic, and environmental benefits.

B. WBP Garage and gatehouse – relocating the maintenance operations from the Civic Triangle Veterans Garage to the Waterford Beach Park garage is an approach to solve the following:

1. Space efficiency: A smaller footprint garage would make more efficient use of limited space within the town park, freeing up areas for recreational and green locations, benefitting the community as a whole.
2. Environmental Impact: Reduced space requirements can lead to less disruption to the park's natural environment. This is especially important as the park provides sensitive ecosystems and wildlife habitats.
3. Aesthetic Improvement: A smaller garage can be designed to blend more harmoniously with the park's surroundings, improving the overall aesthetic appeal of the area.
4. Noise Reduction: Main operations will transfer to WBP, allowing reduced noise pollution in the Civic Triangle for enhancing the tranquility and enjoyment of the park visitors.
5. Community Engagement: The relocation of the operations will allow for the freed up space to be repurposed for community events, outdoor activities, or other amenities fostering a stronger sense of community.
6. Safety: Fewer vehicles will be moving in and out of the park, reducing the risk of accidents and enhancing the safety for park visitors.

C. Town wide post tension surfacing for courts – tennis and BB – When considering renovations for tennis and basketball court surfacing, the choice between post tension concrete and asphalt is a critical decision. Opting for post tension concrete offers numerous advantages. This method provides exceptional durability, reducing the risks of cracks and surface irregularities that can impact play. It also enables better control of court dimensions, enhancing accuracy and longevity. Post-tension concrete's smooth, consistent surface enhances ball bounce and player comfort, making it an ideal choice for court enthusiasts. Additionally, its low maintenance requirements and long lifespan contribute to long-term cost savings. In summary, selecting post-tension concrete over asphalt is a wise choice for court renovations, ensuring a high-quality, resilient, and enjoyable playing surface.

D. Town wide playground improvements: In an effort to enhance the recreational opportunities for residents and visitors, we are embarking on an ambitious town-wide playground update at two (2) distinct locations: Leary Park, Waterford Beach Park. This comprehensive initiative aims to revamp existing playgrounds, creating vibrant, safe, and engaging spaces for children and family to enjoy. The project will focus on improving play equipment, safety features, landscaping, and accessibility to ensure that everyone in the community can benefit from these upgraded facilities. The two locations chosen for the upgrade are strategically distributed throughout the town, guaranteeing easy access and widespread enjoyment for all. Through these enhancements, our town is committed to fostering a healthier, more active, and connected community for years to come.

E. Leary Park and Civic Triangle Updates: The need to update parks with playground improvements, athletic field irrigation, and new tennis and basketball court surfaces can be justified for several reasons:

1. Safety and Quality of Life: Upgrading the playground ensures that children have a safe and enjoyable place to play, enhancing the quality of life for families in the community.
2. Physical Activity and Health: New athletic field irrigation allows for better maintenance, ensuring that the fields are playable year-round and encouraging physical activity among residents, which is vital for public health.
3. Sports Facilities: New tennis and basketball court surfaces provide opportunities for residents of all ages to engage in recreational and competitive sports, fostering physical fitness and community engagement.
4. Inclusivity: Modernizing the park can include features designed for people with disabilities, ensuring that everyone in the community has equal access to recreational opportunities.
5. Community Building: A well-maintained park serves as a focal point for the community, where residents can socialize, participate in events, and build a stronger sense of unity.
6. Economic Benefits: Improved parks can attract visitors, potentially boosting local businesses through increased tourism and event hosting.
7. Environmental Sustainability: Updated irrigation systems can use water more efficiently, reducing waste and contributing to environmental sustainability.
8. Property Values: Upgraded parks and sports facilities can have a positive impact on nearby property values, benefiting homeowners in the area.
9. Education and Skill Development: Playgrounds and sports facilities provide opportunities for children to develop essential skills, including physical, social, and cognitive abilities.
10. Increased Usage: High-quality facilities are more likely to be used by residents, resulting in a better return on the community's investment.
11. Competitive Advantage: Attractive parks and sports amenities can give the community a competitive advantage in attracting new residents, businesses, and investment.
12. Aging Infrastructure: If the existing park infrastructure is outdated or deteriorating, an update becomes necessary to ensure continued safe and functional use.

In justifying these updates, it's important to consider the specific needs and preferences of the local community, conduct cost-benefit analyses, and engage with residents to ensure the proposed changes align with their desires and priorities. Investing in the improvement of a local park can have a far-reaching positive impact on the community's overall well-being and vitality.

Additional project reviews being completed:

- F. WBP Concert Staging
- G. Dog Park access walk – design plan to cost \$6,000 from Haley Ward.
- H. Jordan Park House parking lot – accessible and emergency access for events – design cost by Haley Ward
- I. Stenger Bathrooms and water access
- J. Vets fountain replacement/improvements
- K. Establish and improve Barry Farm and Sportsmen Club biking and hiking trails
- L. Replace Lifeguard Shack at Waterford Beach Park

Special Events and Programs

Recreation and Parks is excited to outline our future plans for special events and programming. We are committed to enhancing accessibility by increasing adaptive offerings to better serve a diverse audience. Additionally, we aim to expand our cultural impact by adding more concerts and community gatherings in the newly developed Civic Triangle Park that will help in our goal to bring our community closer together. Lastly, we are staying attuned to emerging activities by

incorporating more pickleball into our programming to meet the growing interest. It will be a dynamic year ahead as we explore ways to educate on gluten free cooking for those dealing with celiac disease, sign language and other adaptive skating and biking programs on the horizon!

Acknowledgments:

There are multiple details involved throughout our services and offerings that could not be performed without the help of other Town of Waterford Departments and volunteers. This past year there was a lot of involvement with Planning, Utilities, Public Works, Human & Youth services, Finance Department, Fire Services (Fire Police, Fire Marshall) and Police Department, Library, and others to help make our events and opportunities that much more attractive. Many thanks to our Historical Society, Eagle Scout Projects, Girl Scouts, special event participants and volunteers (concerts, Easter Egg Hunt, Harvest Fest, Tree Lightings, Pearl Harbor Race, Town parade, Veterans and Memorial Day events, etc.) We could not forget the support and assistance for the Board of Education for use of portable staging and providing trade support when needed, Thank you to ALL!!

Supporting Data:

WHY DOES WATERFORD R&P MATTER??!!

The impact that Waterford Recreation and Parks has on its residents goes even further to meet the standard of benefits. Waterford is blessed with beach waterfront, acres of open space and developed parks/trails, athletic facilities (including pool opportunities), and a Community Center. These are ideal amenities for many individuals and families looking to find permanent residency.

Our department is committed to establishing best practices to provide acceptance, accessibility, and a “belonging” to our Town and activities. In doing so, we review national trends and what opportunities should be provided to residents.

Parks and recreation and the professionals who make it happen are essential. Here are five statements with supporting research that showcase the fundamental role of parks and recreation:

- **Parks and recreation promotes health and wellness.**
- **Parks and recreation's programming and education activities are critical to childhood development.**
- **Parks and recreation drives economic opportunity.**
- **Parks and recreation is everywhere, uniting people and strengthening communities.**
- **Parks and recreation is essential and adaptable infrastructure that makes our communities resilient in the face of natural disasters and climate change.**

People who live near parks are both physically and mentally healthier than those who do not.

- More than 200 million people across the United States live within a 10-minute walk of at least one park or trail.¹
- Seventy-four percent of U.S. residents live within a walkable distance of a local park or other recreation opportunity (including playgrounds, open space, recreation centers).²
- Access to indoor and/or outdoor recreation facilities and frequency of park visitation correlate with greater physical activity^{3,4}; people who use parks and open spaces are three times more likely to achieve recommended levels of physical activity than non-users.⁵

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- Greenspace exposure corresponds with improved physical health, including decreases in stress, blood pressure, heart rate, and risk of chronic disease (cancer, diabetes, cardiovascular heart disease).^{6,7}
- Children with access to parks and facilities have shown decreased prevalence of obesity compared to children without access.⁸
- Time spent in nature positively impacts mental health by increasing cognitive performance and well-being and alleviating illnesses such as depression, attention deficit disorders, and Alzheimer's.⁹
- Children lacking parks are more likely to be physically inactive, have excessive screen-time (greater than or equal to 4 hours daily), obtain inadequate sleep, and be obese, overweight, or diagnosed with attention deficit hyperactivity disorder (ADHD).¹⁰
- Inadequate/Insufficient physical activity leads to greater aggregate health care expenditures. Annual healthcare costs are significantly lower for adults who maintain moderate or high physical activity levels and adults who increase physical activity levels in early adulthood (in comparison to adults who were consistently inactive from adolescence into middle age).^{11,12}

Parks and recreation encourages physical activities by providing space for popular sports, hiking trails, swimming pools and many other activities designed to promote active lifestyles.

- The community recreation, fitness and parks sector is a leader in offering access to active recreation such as playgrounds, hiking and biking trails, senior centers, sports fields and swimming pools.¹³
- Park and recreation professionals manage a wide variety of facilities and features at their agencies:¹⁴
 - Ninety-five percent of park and recreation agencies provide playground facilities in their communities; the typical agency has 13 playgrounds as a part of its infrastructure.
 - At least 50 percent of agencies have basketball courts, tennis courts, diamond fields for baseball and/or softball, multipurpose rectangular fields, dog parks and outdoor swimming pools.
 - Eighty-six percent of park and recreation agencies offer team sports opportunities.
 - Seventy-six percent of park and recreation agencies offer individual sports opportunities.

Access to parks and other public open space promotes greater mental well-being

- Access to parks and green space exposure correlates to reductions in stress and symptoms of depression as well as improved attention and mood.¹⁵
- Mental health is significantly related to residential distance from parks. People living more than 1 kilometer away from a green space have nearly 50 percent higher odds of experiencing stress than those living fewer than 300 meters from a green space.¹⁷
- Physician-diagnosed depression was 33 percent higher in the residential areas with the fewest green spaces compared to the neighborhoods with the most.¹⁸
- Parks promote positive mental health by providing access to nature and encouraging recreational and sporting activity.¹⁹
- Park quantity, quality and accessibility are predictors of overall well-being.²⁰

Parks and recreation is a leader in youth sports, providing opportunities for children of all skills and abilities to play and introducing kids to a wide variety of sports activities.

- Ninety-two percent of agencies include team sports leagues as a part of their youth sports offerings.²³
- Fifty-eight percent of agencies have individual leagues for youth to engage in such sports as tennis, track and field, and wrestling.²⁴

- Eighty-three percent of all park and recreation agencies' OST programs include organization fitness opportunities and sport recreation leagues.²²
- A third of park and recreation agencies offer adaptive/inclusive sports activities.²⁴
- A third of agencies have travel leagues as part of their youth sports portfolios.²⁴
- Seventy-one percent of park and recreation agencies offer aquatics programs.²⁴
- Availability of nearby parks correlates with higher participation in active sports.²⁴
- Ninety-eight percent of U.S. adults agree that it is important to provide youth with equitable access to sports opportunities.
- 78% of U.S. adults believe that it is important that youth sports providers offer all children and young adults opportunities to learn about and play sports regardless of their skill or ability to pay.⁵⁷

Parks and recreation teaches kids about environmental responsibility, provides better cognitive and emotional stimulation, and promotes creativity and imagination. Children who spend a significant amount of time in nature also experience better emotional stability and improved mental health.

- Nearly three in five park and recreation agencies provide science, technology, engineering and mathematics (STEM)-specific programs to community members.²³
- Top STEM program offerings include:²⁴
 - Environmental/Outdoor activities
 - Technology-based STEM (e.g., coding, robotics, 3D modeling)
 - Project-based learning
 - Making and tinkering
 - Citizen science
- Youth who spending more time in nature tend to place a higher value on nature and have greater pro-environmental attitudes and behaviors (PEAB).^{25,26}
- Ninety-four percent of U.S. adults agree that it is important for children and young adults to learn about the environment and ways they can help be a good environmental steward.
- Four in five urban park and recreation agencies partner with local schools to coordinate efforts that connect youth to nature, including coordinated afterschool programs, nature-based field trips, and formal and informal shared usage agreements that transform schoolyards into publicly accessible spaces where children can play outside of school hours.²⁷
- Self-reported time in nature correlates with overall positive youth development and each of the individual "Cs" of positive youth development: competence, connection, confidence, character and caring.²⁸
- The positive effects of nature exposure for children include improved cognitive functioning (including increased concentration, greater attention capacities and higher academic performance), better motor coordination, reduced stress levels, increased social interaction with adults and other children, and improved social skills.²⁹
- Nature play is an important component of the development of resilience in early childhood.^{30,31}
- Participating in outdoor recreation bolsters adolescent resilience to stressors such as the COVID-19 pandemic and improves overall adolescent mental health.

Economic activity - Job creation - Housing

- Local parks and recreation agencies in the United States generated \$218 billion in economic activity and supported more than 1.3 million jobs in 2019.³²
 - Preliminary data suggest that parks and recreation's economic impact held resilient during the early days of the COVID-19 pandemic, as local parks' operations and capital spending generated \$225 billion in economic activity and supported 1.25 million jobs in 2020.
- The outdoor recreation economy, which includes local parks and recreation, accounted for \$373.3 billion of 2020 U.S. Gross Domestic Product (GDP), or 1.8 percent of the U.S. economy.³³
- The more than 10,000 local park and recreation agencies across the United States employ more than 160,000 full-time and hundreds of thousands of part-time and seasonal park and recreation professionals.³⁴

Systematic review shows economic benefits exceed the cost for park, trail, and greenway infrastructure interventions to increase physical activity and use.⁵⁸

- Eighty-seven percent of corporate executives indicate that quality-of-life is an important factor when they consider making new facility, expansion or relocation plans.³⁵
- Investments in improving a community's quality of life can create a virtuous cycle: high-quality places attract workers and employers, which in turn attract more investments and jobs.³⁶
- Research and development (R&D) facilities, technology companies and corporate headquarters are more likely to prioritize quality-of-life and cultural amenities when making site-location decisions.³⁷
- Nearly three in four U.S. adults say that access to a nearby park, playground, open space or recreation center is an important factor in deciding where they want to live.²
- A review of 33 studies suggests a home value premium of 8 percent to 10 percent for properties adjacent to a passive park.³⁷
- Three in 10 park and recreation agencies — including 56 percent of agencies located in urban locales — offer a workforce development and/or career exploration program targeted to youth and young adults entering the labor force for the first time.³⁸
- Ninety-six percent of U.S. adults agree there are important benefits that teenagers and young adults gain from their first jobs and volunteer opportunities
- Ninety percent of U.S. adults want their local park and recreation agency to provide job and volunteer opportunities for youth and young adults.

Park and recreation counters social isolation by connecting people with nature and each other.

- Park and recreation programming touches on the NRPA Three Pillars of Health and Wellness, Equity, and Conservation:¹⁴
 - Festivals, parades and other themed special events (89 percent)
 - Social recreation events (88 percent)
 - Performing arts (62 percent)
 - Nature walks, community gardening, historic site visits, and other natural and cultural history activities (63 percent)
- Eighty-eight percent of U.S. adults agree that parks and recreation provide good opportunities to interact with nature and the outdoors.³⁹

- Ninety-one percent of U.S. adults seek park-centered entertainment and social events that allow them to mix and mingle with others.⁴⁰
- Walking, park prescriptions, community gardening and farmers' market vouchers may promote nature contact, strengthen social structures, and improve longer term mental and physical health by activating intrapersonal, interpersonal and environmental processes.⁴¹
- High-quality parks and built environment features help to foster positive social interactions and increase social capital within historically marginalized communities.⁵⁹

Funding and Support

- In the United States, 275 million people visited a local park or recreation facility at least once during the past year.²
- Ninety percent of U.S. adults say that parks and recreation is an important local government service. People of all ages, income levels and all racial, ethnic and political backgrounds agree that parks and recreation is essential.⁴²
- Eighty-one percent of U.S. adults want parks and recreation to ensure inclusivity through policies and practices. Inclusive practices and policies are those that take into account people of all mental and physical abilities, as well as ethnic, religious, racial, cultural or socio-economic backgrounds or orientations.
- Sixty-two percent of U.S. adults — crossing ages, income levels and political affiliation — are more likely to vote for politicians (e.g., mayor, county executive or council member) who make park and recreation funding a priority.
- Nearly nine in 10 people agree that it is important for local, state and federal governments to fund local park and recreation agencies sufficiently in order to ensure every member of the community has equitable access to amenities, infrastructure and programming.²
- Sixty-six percent of U.S. adults say that they support their local government dedicating revenues, taxes and levies that specifically target park and recreation operations or expansion projects.⁴³
- Ninety-three percent of U.S. adults agree that it is critical that their local government develops local parks, trails and green spaces near bodies of water for the purpose of protecting natural resources in their community.⁴⁰
- Six in seven U.S. adults support their local park and recreation agency's environmental initiatives, including wildlife conservation, educating the public on environmental issues, natural resource management, mitigating the impacts from climate change, nurturing pollinator habitats and managing land for flood mitigation.²
- Eighty-nine percent of U.S. adults want their local park and recreation agency to reduce the impact of extreme temperatures through the planting of trees and other vegetation.⁵⁹

NRPA PARK PULSE

Parks and Recreation Fosters Belonging

Nearly **9 in 10** U.S. adults want their local park and recreation agency to take steps to ensure all their community members feel welcome. Park and recreation departments foster belonging through:



Parents and individuals who identify as Black are most likely to feel that cultivating a welcoming environment is *very* or *extremely* important.

Each month, through a poll of 1,000 U.S. residents focused on park and recreation issues, NRPA Park Pulse helps tell the park and recreation story. Questions span from the serious to the more lighthearted. The survey was conducted by Wakefield Research (www.wakefieldresearch.com).

Visit nrpa.org/ParkPulse for more information.



NATIONAL RECREATION
AND PARK ASSOCIATION

- Eighty-eight percent of U.S. adults indicate it is important that their local park and recreation agency take steps to ensure all their community members feel welcome

- Seventy-four percent of parents note it is *extremely* or *very* important that their local park and recreation agency take steps to ensure all their community members feel welcome

What is Waterford doing to address?

- Attempts to connect the Quaker Hill residents with the Waterford Residents offering multiple events at different locations in town.
- Events are inclusive and open to the public – town wide advertisement – schools- booklets
- Wide variety of offerings to match different interests and abilities.
- Electronic Scroll sign with info being installed
- Connect with schools, PTO groups to ensure similar programs taking place at ALL schools

NRPA PARK PULSE

Parks and Recreation Provides Opportunities for Older Adults

More than **9 in 10** U.S. adults want their local park and recreation agency to provide activities for older adults. Top activities include:



According to the 2023 NRPA Agency Performance Review (nrpa.org/APR), **77%** of park and recreation agencies provide programs specifically for older adults.

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NATIONAL RECREATION
AND PARK ASSOCIATION

- Ninety-two percent of U.S. adults look to their parks and recreation to provide activities and opportunities to older adults in their community
- Top activities cited by baby boomers include: outdoor activities (e.g., visiting a park, gardening), physical activities (e.g., working out, dancing), indoor activities (e.g., games, art classes, concerts) and educational opportunities (e.g., classes, workshops)
- Seventy-seven percent of park and recreation agencies provide programs specifically for older adults

What is Waterford doing to address?

have a wide range of services for our aging population offered through Senior Services. We continue to provide for the very active Seniors as well as the passive recreators that enjoy walks and social gathering events.

- Events on the waterfront, meeting spot for summer concerts
- Community Center events
- provide senior swim and exercise classes
- Introducing walking clubs and continued development of pickle ball programs and locations

NRPA PARK PULSE

Parks and Recreation Makes Communities Sustainable

88% of U.S. adults support their local park and recreation agency implementing sustainability initiatives. Top actions include:



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NATIONAL RECREATION
AND PARK ASSOCIATION

Park and recreation professionals are keenly attuned to their surroundings and the preserving of nature and the environment. Nearly 9 in 10 adults support their local parks and recreation in their sustainability actions. From planting trees and native vegetation to transitioning gas and diesel equipment (e.g., mowers, leaf blowers, vehicle fleets) to electric and/or hydrogen, the publics' continued support of their local parks and recreation sustainability measures will make a lasting impact.

- 88 percent of U.S. adults support their local park and recreation agency implementing sustainability initiatives. Top actions include:
 - Planting trees and native vegetation
 - Updating to LED lighting and other energy-efficient products
 - Setting aside dedicated land to protect natural habitats
 - Expanding areas of greenspace

What is Waterford doing to address?

- Green Building designs – will make every effort to have green infrastructure with a goal towards zero carbon footprint. Our current relatable projects would be the new maintenance building at Waterford Beach Park. Energy efficient and renewable energy sources will be used when practical.
- Maintenance division uses native plants and landscaping to help reduce water usage and support local biodiversity.
- Water conservation is practiced by using smart technology with irrigation systems. Dedrick Park and WHS currently have irrigation systems to minimize water waste and monitor water use in parks.
- Waste reduction – We have established recycling and composting programs as well as providing receptacles for proper sorting.
- Organic Pest Management when possible
- Arnold Holmes Pond Dredge and filtration swale
- Pollinator gardens
- Maintain water quality swales at elementary schools and town locations

The ability to pay should not be a barrier for participation in youth sports. The same is true for a child or young adult with differing abilities. Nearly four in five U.S. adults agree on the importance of youth having affordable access to play sports, regardless of skill. Park and recreation professionals are leading providers in adaptive and inclusive programming. One-third of park and recreation agencies offer adaptive or inclusive sports activities so people of all abilities may participate. Two in three agencies offer reduced or discounted fees for lower-income residents.

NRPA PARK PULSE

Parks and Recreation Provides Youth Sports Opportunities for All

Nearly **four in five** U.S. adults agree it's important that youth sports providers offer all children and young adults opportunities to learn about and play sports, regardless of their skill or ability to pay.



Park and recreation agencies are leading providers of sports opportunities for all. According to NRPA's *Youth Sports at Park and Recreation Agencies* report (nrpa.org/YouthSportsReport), one-third of agencies offer adaptive or inclusive sports activities. Additionally, two in three park and recreation agencies offer reduced or discounted fees for lower-income residents.

Each month, through a poll of 1,000 U.S. residents focused on park and recreation issues, NRPA Park Pulse helps tell the park and recreation story. Questions span from the serious to the more lighthearted. The survey was conducted by Wakefield Research (www.wakefieldresearch.com).

Visit nrpa.org/ParkPulse for more information.



NATIONAL RECREATION
AND PARK ASSOCIATION

- 78% of U.S. adults believe that it is important that youth sports providers offer all children and young adults opportunities to learn about and play sports regardless of their skill or ability to pay
- Nearly 3 in 5 U.S. adults believe it is very or extremely important that youth sports providers offer all children and young adults opportunities to learn about and play sports regardless of their skill or ability to pay
- Parents (64%) are much more likely to think it is very or extremely important for kids to be offered these opportunities regardless of their skill or ability to pay than those without children in the household (56%).

What is Waterford doing to address?

The formation of Waterford's Youth Sport Council continues and constantly reviewing the youth sports landscapes regarding equity and new developments. Meetings allow for

discussion on equal playing time, National Youth Sport Standards in regards to number of practices and length of time each week dedicated to activity, field use, and education on the policy and procedures for field use.

Introduced a new volleyball program to meet the demand highlighted by the Clark Lane Middle School tryouts. It was understood that over 70 participants signed up for roughly 20-25 spots. We quickly put together a recreational program that we hope builds into a co-sponsored organization to help grow and meet the needs of Waterford's youth.

Showcased a new 3v2 basketball program out on Town Hall basketball courts that is fast paced with little to no downtime. All participants must stay involved and alert throughout the game as they rotate into different positions and responsibilities, allowing for an in-depth look at the different aspects of basketball. Chairman Murphy was an integral part of getting the program running and making sure the participants had a great time.

Co-sponsored initiatives – online resource to share information on used sports gear, fundraising, local business collaborations, financial support from the Town will need to be reviewed as needs develop. FY'24 will bring discussions to the boards regarding funding, rental fees going into a line item for facility repairs and needs. These efforts will aid in attaining low cost : high value programs.

NRPA PARK PULSE

Access Affordable Activities With Parks and Recreation

Given uncertain economic conditions, **a majority of U.S. adults (87%)** seek access to low- or no-cost recreation opportunities. Nearly **3 in 5** people are very or extremely interested in these opportunities.



Many park and recreation agencies provide affordable or free programming, increasing access to recreation opportunities for their community members.

Each month, through a poll of 1,000 U.S. residents focused on park and recreation issues, NRPA Park Pulse helps tell the park and recreation story. Questions span from the serious to the more lighthearted. The survey was conducted by Wakefield Research (www.wakefieldresearch.com).

Visit nrpa.org/ParkPulse for more information.



NATIONAL RECREATION
AND PARK ASSOCIATION

Park and recreation agencies are leaders in providing affordable recreation opportunities in their communities. As families face rising costs on everyday items and necessities, having access to low- or no-cost recreation for oneself and the members of their family is vital. Nearly nine in 10 U.S. adults are interested in having access to low or no cost recreation opportunities, with close to 60 percent being very or extremely interested in these opportunities. Parents, Millennials and Gen Xers are particularly interested in affordable recreation activities that may be found at their local parks and recreation.

- A majority of U.S. adults (87 percent) are interested in having access to low or no cost recreation opportunities, with nearly three in five very or extremely interested in these opportunities (59 percent)
- Nearly all Millennials (96 percent) and Gen Xers (93 percent) are interested in these affordable recreational opportunities, with more than three in four Millennials (78 percent) very or extremely interested
- Almost all parents (95 percent) are interested in low or no cost recreation opportunities, and many of them are very or extremely interested to do so (74 percent)

Waterford's No Cost Offerings:

- Community Center Fitness Room, gym, dance room, billiards, arts and crafts
- Hiking trails in Civic Triangle, Leary Park, stenger Farm Park, Barry Farm,
- Beaches in off season – state mandated parking fee
- Dog Park
- Basketball Courts – Tennis courts/PickleBall – baseball and softball diamonds, open multi-purpose fields (when not scheduled/reserved or rented)
- WHS pool access for lap or open swim
- Several kayak launches – WBP, Kiddies, Pleasure Beach

Respectfully Submitted,

Ed Murphy, Recreation and Park Commission Chairman

2022 National Recreation and Parks Agency Performance Review

*Does not include Southwest Property

Metric	Population <20,000	Residents per Facility	Percent of Agencies	Waterford 19,571 pop		
Residents Per Park	1,233			932	21 parks	
Acres of Parkland per 1,000 Residents	10.4			39	763 acres	(546 developed/217 undeveloped)
Miles of Trails	3					19.571/763 acres is 38.98

Outdoor Park and Rec Facilities

Playgrounds	1,986	2,796	WBP-Vets-Leary-Dedrick-GN-QH-OSW
Basketball Courts	3,750	3,262	Town Hall(2)-Leary-GN-OSW-QH
Baseball Diamonds	3,107	2,446	LLS(3)-LLN(2) - WHS-Leary-Babe Ruth
Tennis Courts	2,723	2,446	WBP(2)-Leary(4)-QH (2)
Multi-Purpose Fields	4,362	4,893	Leary - Spera - WHS (2)
Dog Parks	11,100	19,571	Stenger Farm
Adult Softball Diamonds	5,667	19,571	Vets
Youth Softball Diamonds	5,339	3,914	LLS-LLN-Dedrick-Leary-CLMS
Adult Baseball Diamonds	7,954	6,524	WHS-Babe Ruth-Leary
Swimming Pools	8,637	19,571	WHS
Community Gardens	8,773	19,571	JPH
Youth Soccer Fields	3,504	1,957	Spera(2)-Leary-WHS (3)-GN-CLMS-OSW-QH
Multi-Use Courts - Basketball/Volleyball	5,400		
Tot Lots	6,642	N/A	
Adult Soccer Fields	8,017	4,893	Spera-Leary-WHS-CLMS
Skate Parks	11,100	19,571	Safety Complex Skate Park
Football Fields	8,004	6,524	WHS (2)-GW Road complex
18 hole Golf Course	9,183	N/A	
Driving Range	5,055	N/A	
Synthetic Turf Fields	12,962	9,786	WHS (2) softball and multi-purpose
Ice Rinks	7,997	N/A	
Pickleball Courts	3,446	2,446	WBP (4)-Leary (4)

Indoor Park and Rec Facilities

Recreation Center	9,126	N/A	
Community Centers	8,504	19,571	Town Community Center
Senior Centers	12,935	N/A	
Performance Ampitheaters	9,291	19,571	Eugene Oniel
Nature Centers	11,821	N/A	
Aquatics Centers	11,375	19,571	WHS Pool
Stadiums	9,126	N/A	
Teen Centers	14,426	N/A	YSB or Library - Does not fall under R&P
Indoor Ice Rinks	8,002	N/A	Use Conn College when avail
Arenas	6,137	N/A	

Programming Offered

Themed Special Events	90%	Y	
Social Recreational Events	88%	Y	
Team Sports	87%	Y	
Fitness Enhancement	82%	Y	
Health and Wellness Education	80%	Y	
Individual Sports	76%	Y	
Safety Training	72%	Y	
Racquet Sports	71%	Y	
Aquatics	70%	Y	
Performing arts	64%	Y	
Visual arts	63%	Y	
Natural and Cultural History	62%	Y	
Cultural Crafts	62%	Y	
Trips and Tours	61%	N	Senior Services Provides Trips and tours

Martial Arts	59%	Y	
Running/Cycling Races	50%	Y	
Golf	48%	N	Only private course in Town - GN Country Club
eSports/eGaming	12%	Y	

Targeted Program towards Youth/Seniors/Disabled

Summer Camps	61%	Y	
Specific Senior Programs	65%	Y	
Specific Teen Programs	46%	Y	
Programs for disabilities	36%	Y	
STEM Programs	40%	Y	3rd party vendor
After-School Programs	47%	Y	
Preschool	25%	Y	
Before-school	16%	N	
Full daycare	4%	N	

Key Responsibilities of Park and Rec Agencies

Operate and maintain park sites	98%	Y	
Provide recreation programming and services	94%	Y	
Operate and maintain indoor facilities	91%	Y	Community Center
Budgetary responsibility for Admin	87%	Y	
Operate/Maintain/Manage trails, greenways	81%	Y	Stenger Farm-Barry Farm-Sportsmen Club
Conduct jurisdiction wide special events	81%	Y	Concerts-Harvest Fest-PH Road Race
Operate/Maintain special purpose parks and open spaces	73%	Y	Skate Park -
Operating budget includes planning and development functions	71%	Y	
Operate and maintain non-park sites	69%	Y	BOE
Operate/Maintain/Contract outdoor swim facilities/water parks	67%	N	Only indoor at WHS
Operate/Maintain/Contract racquet sport activities,courts, etc	63%	Y	WBP-Leary-QH
Administer/Manage tournament/event outdoor sports complex	56%	Y	LLS-WHS-Leary
Administer community gardens	45%	Y	Jordan Park House - Pollinator Pathways @ Library

Other Responsibilities

Manage large performance outdoor amphitheater	37%	N	WBP concert stage
Operate/Maintain/Contract tourism attractions	36%	Y	Beaches
Operate/Maintain/Contract golf courses	36%	N	Great Neck is private course
Operate/Maintain/Contract Indoor Swim facilities/water parks	32%	Y	WHS Pool
Maintain or manage beaches (inclusive of all waterbody types)	22%	Y	WBP and PB
Administer or manage Farmers Markets	21%	Y	Community Center indoor and outdoor
Maintain/Manage indoor performing arts centers	20%	Y	Eugene Oniel
Administer/Manage tournament quality indoor sports complex	20%	N	
Operate/Maintain/Contract campgrounds	18%	N	Picnic Pavilions at WBP
Operate/Maintain/Contract marinas	11%	Y	Mago Point Dock
Maintain/Manage professional or college stadium/arenas	9%	N	
Manage or maintain fairgrounds	6%	N	Harvest Festival - WBP?

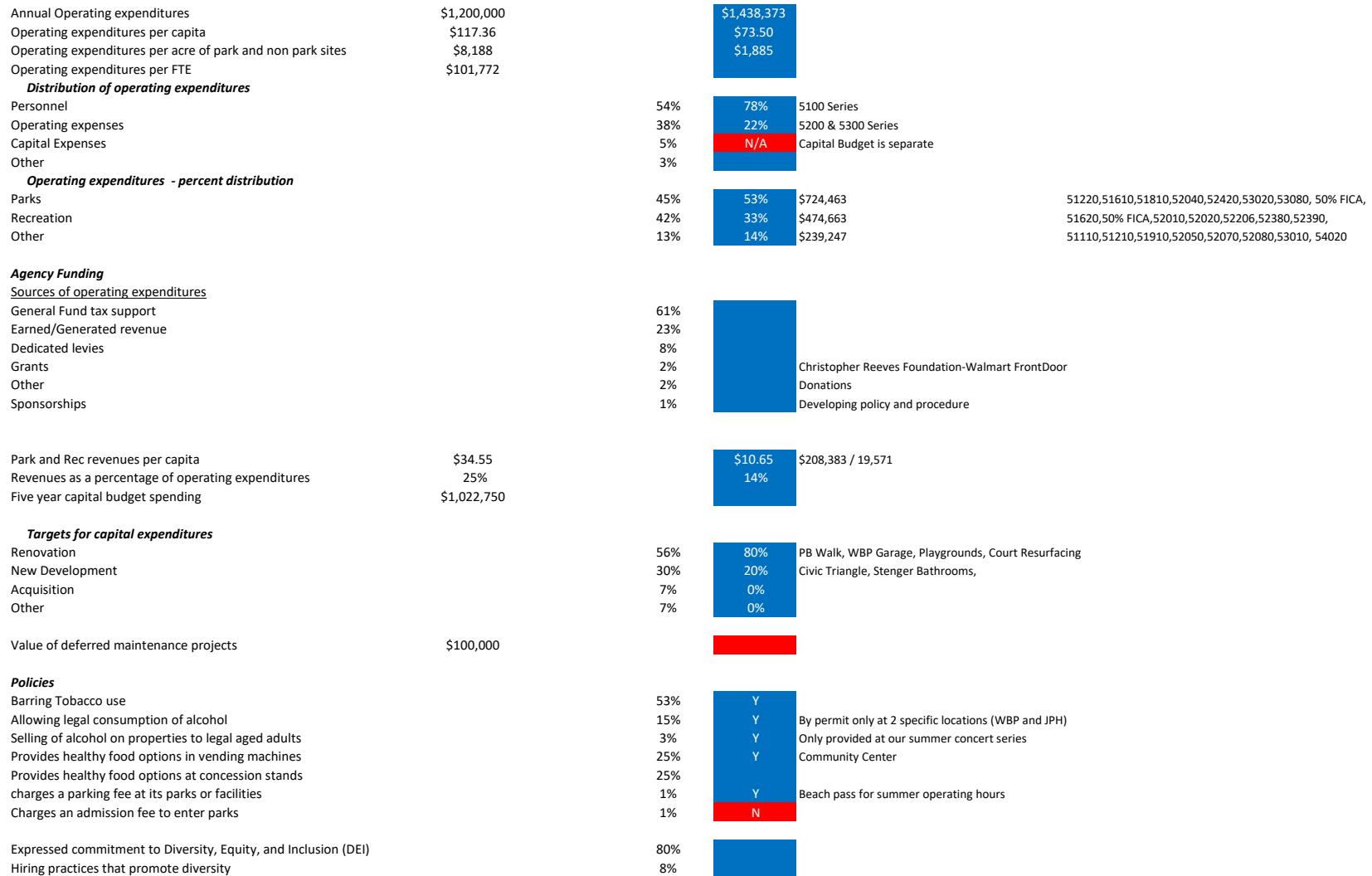
Staffing

Full Time Equivalents	11.8	12	3 FT Admin:7FT Maintainers	40/week	52	2,080
FTE per 10,000 residents	11.3	6		19/week		988

Staff Responsibilities (average % distribution of FTEs)

Operations/Maintenance	45%	58%	
Programmers	31%	22%	
Administration	17%	17%	
Capital Development	3%	3%	
Other	4%		

Budget



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REGISTRAR OF VOTERS' ANNUAL REPORT FY 2023

The Registrars of Voters are responsible for the administration of the election process, the annual canvass and the maintenance of the town's voter database.

In October 2022 the Registrars' office went back to in person voting with residents of nursing homes after the Covid suspension. In the November 2022 election, electors voted to implement early voting in the state of Connecticut. The first election to use this format will be the April 2024 Presidential Preference Primary. Also, our office held a student voter registration at Waterford High School in May 2023.

The annual canvass of electors was completed by the end of May 2023 as required by law. We are also using reports from the Electronic Registration Information Center to conduct additional canvassing of voters to ensure accuracy of voter registries. An inactive list of voters was generated naming those voters who did not respond to the annual canvass. To continue to keep our records as accurate as possible we do daily upkeep, adding and removing electors as directed by incoming information.

The Registrars attended the semi-annual Registrar of Voters conferences held in September 2022 and April 2023. The conferences are vital to ensure continuing education units are earned to keep current with our certification. We also attended all necessary town meetings and most monthly county meetings held at the Montville Town Hall on the third Thursday of each month. We also join a monthly call with the Secretary of the State.

Online registration and registering at the DMV continue to be very popular for voter registration. On November 8, 2022, the state election was held with a 63.5% turnout. This number included Election Day Registration where we registered 69 new people.

The number of voters in Waterford as of June 30, 2023 is as follows:

TOWN OF WATERFORD- VOTER REGISTRATION SUMMARY STATE DISTRICTS - ALL

CON : 002 - SEN : 020 - ASY : 038 - STATUS : A - ENROLLMENT : ALL

DISTRICT	PRECINCT	DEMOCRATIC	REPUBLICAN	UNAFFILIATED	OTHER	TOTAL	
001	00		1080	674	1670	56	3480
002	00		1093	636	1495	50	3274
003	00		1197	941	1771	46	3955
004	00		1142	227	840	1511	3557
TOTAL :		4512	3091	6447	216	14266	

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ANNUAL REPORT OF THE WATERFORD RETIREMENT COMMISSION FISCAL YEAR 2022-2023

Pursuant to Connecticut General Statutes and Waterford Code of Ordinances, the Retirement Commission oversees the Municipal Employees Retirement System (MERS)—a multiple-employer, cost-sharing, public employee retirement system—as well as the Public Employees Retirement System (PERS), the Town’s original defined benefit plan offered before the State’s creation of MERS.

MERS

MERS is included in the State of Connecticut’s financial report that may be obtained by contacting the Retirement Services Division of the Office of the State Comptroller by mail at 165 Capitol Ave., Hartford, CT 06106; by email to osc.rsd@ct.gov; or by phone at 860-702-3480.

Under MERS, any local government authority in the State of Connecticut (e.g., towns, cities, boroughs, regional school districts, housing authorities, or other special districts) may elect to have one or more of its departments, including elective officers, participate in the state-administered system. All eligible full-time employees of the Town and the Board of Education must enroll in the MERS plan. Teachers covered under the Connecticut State Teachers Retirement System are not eligible for the MERS.

MERS provides for retirement benefits, as well as death and disability benefits. Plan provisions are set by Connecticut General Statutes. MERS membership is mandatory for all regular full-time employees of participating departments, except for Police and Fire hired after age 60. A member is vested after 5 years of continuous active service during which the member is actively working and contributing to the MERS. Any employee who terminated prior to Oct. 1, 2001, must have 10 continuous years of service or 15 total years of active service to be vested in the MERS.

Members are entitled to an annual retirement benefit, payable monthly for life, when they reach normal retirement age (age 55 with 5 years of service or 15 years of non-continuous active service) OR at any age if they have a minimum of 25 years of total service. For members age 62 and covered by Social Security—or, if earlier, in receipt of an SSDA—the annual MERS retirement benefit is equal to 1.5% of their average final compensation not in excess of the year’s breakpoint, plus 2% of their average final compensation in excess of the year’s breakpoint, times their years of service.

MERS retirees are eligible for annual cost-of-living adjustments payable on each July 1 following their retirement date. The adjustment is 60% of the annual increase in CPI-W up to 6%, plus 75% of the annual increase in CPI-W above 6%. The minimum annual COLA is 2.5% and the maximum is 6%. Disability retirement benefits are adjusted each July 1 based upon the performance of the fund’s asset, with a minimum COLA of 3% and a maximum of 5%.

Retirement trust funds can be invested in various investment pools maintained by the State of Connecticut. Investments in the pooled funds are valued at cost. No investments in any organization represent 5% or more of net assets available for benefits.

Public Act 19-124 increased employee contributions to the MERS plan during FY20 and in each of the five subsequent fiscal years. Related reductions in the employer contribution rates were offset by the OSC Retirement Services Division's decision to reduce the assumed investment rate of return from 8% to 7%, resulting in increased employer contribution rate projections each year for FY20 through FY25.

PERS

The Public Employees Retirement System (PERS) is a single-employer defined benefit pension plan. The PERS was established and is administered by the Town and covers employees who retired or terminated in a vested status prior to their department's participation in the MERS. No contributions are required from PERS members; the Town is required to contribute the amounts necessary to finance the benefits for PERS plan participants. The PERS is considered to be part of the Town of Waterford's financial reporting entity and is included in the Town's financial reports as the Pension Trust Fund.

Under PERS, members who retired at their normal retirement date (age 62 with 15 years of service) receive benefits equal to 1.5% of their final average earnings (i.e., the average of the highest 5 years of earnings within their last 10 years) per year of service, limited to 30 years of service. Members who retired at their service retirement date (age 50 with 25 years of service) receive benefits equal to 2% of their final average earnings per year, limited to 30 years of service, until age 62. Members who retired at their early retirement date (age 57 with 15 years of service) could elect either to receive benefits accrued to that date, reduced by 0.4167% for each month prior to their normal retirement date, or to defer benefits until their normal retirement date with no reduction. PERS benefit provisions are established, and can be amended, by the RTM.

The PERS plan provides retirement, disability, and death benefits to plan members and their beneficiaries. The PERS plan was closed to new members at various times over the years and there are no longer any current employees in that plan. According to the most recent valuation report, as of July 1, 2023, the number of individuals receiving benefits under the PERS plan has dropped to six.

The PERS plan had a net unfunded pension liability of \$198,424 as of the July 1, 2021, biennial PERS valuation report; that figure was used in the actuarial analysis to determine the required \$83,000 in employer contributions included in the FY22 budget. The most recent valuation report showed that the PERS plan's net unfunded pension liability dropped to \$163,286 as of July 1, 2023. The FY23 and FY24 budgets each include \$27,280 for employer contributions, a reduction recommended by the actuarial firm to better reflect projected payments to the diminishing number of PERS plan recipients. If it is determined that there are any excess assets in the PERS plan, they may be used to fund past service costs for employees who transferred to the MERS pension plan.

The Town of Waterford financial statements for PERS are prepared using the accrual basis of accounting. Employer contributions are recognized as revenues in the period the contributions are due. Benefits and refunds are recognized when due and payable in accordance with the terms of the plan.

OPEB

In addition to retirement, death, and disability benefits, the Town is required to fund other post-employment benefits (OPEB) for eligible retirees. The Town recognizes the cost of post-employment healthcare in the year the employee services are received, reports the accumulated liability from prior years, and provides information useful in assessing demands on the Town's future cash flow. While the Town funds its OPEB costs annually on a pay-as-you-go basis, Governmental Accounting Standards Board (GASB) Statement 45 requires that municipalities recognize it as an actuarial accrued liability inclusive of implicit rate subsidies. The GASB does not require that the Town fund the liability, only that it disclose the liability on the Town's financial statements. However, as of fiscal year 2016, GASB Statements 74 and 75 require that the Town report the OPEB liability on the face of its financial statements rather than as a note to the statements. If the Town does not adequately fund the liability each year, the liability would continue to grow and could adversely affect the Town's bond rating.

On December 1, 2014, the RTM approved the establishment and funding of a trust for the purpose of reducing the Town's unfunded liability. The OPEB trust was established in February 2017 and the Retirement Commission contracted with outside firms to serve as custodians of the trust fund, invest annual trust fund contributions, and perform actuarial valuations of the unfunded liability to determine recommended annual contribution amounts to cover current-year expenses and pay down the liability.

Recognition of the liability accumulated from prior years, commencing with the 2006 liability, is being phased in over 30 years. The first OPEB Actuarial Valuation report—July 1, 2016—prepared in compliance with GASB Statement 45 requirements disclosed the net cost (i.e., the Town's unfunded accrued liability) of OPEB healthcare as \$22,530,000.

OPEB trust fund contributions of \$1,160,000 were made in FY18 and again in FY19. The Retirement Commission requested \$2,058,613 for OPEB trust fund contributions for FY20, as recommended by plan advisors due to actual and anticipated cost increases; the amount was reduced to \$758,613 during the budget hearing process. The July 1, 2020, valuation of the unfunded liability was \$19,277,319.

The Commission's FY21 request of \$1,400,000 for OPEB trust fund contributions was reduced by \$300,000 during a round of Covid-pandemic-related budget cuts. For FY22, based on the Finance Director's discovery of duplicated reporting, the Commission reduced its OPEB trust fund budget request to \$750,000, and contributions for fully insured members over age 65 were moved to the Insurance budget.

Subsequent in-depth review by the Finance Director and actuarial firm of actual and projected costs and investment performance resulted in an FY23 budget of \$1,143,311 for OPEB trust fund contributions. However, the most recent biennial OPEB valuation report (received in December 2022) determined that the unfunded accrued OPEB liability as of July 1, 2022, had *increased* to \$20,868,668. The actuarial firm attributed the uptick to higher-than-expected increases in premiums and Board of Education staff retirements in the previous two years and recommended that the FY24 budget include \$1,458,305 for OPEB trust fund contributions. The FY24 budget was approved intact; the proposed FY25 budget will include the same amount for OPEB trust fund contributions.

Respectfully submitted,



Susan Driscoll, Chair
Waterford Retirement Commission

December 2023

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Annual Report

2023



Waterford Senior Services
24 Rope Ferry Rd, Waterford, CT 06385
860.444.5839

TABLE OF CONTENTS

01	MESSAGE FROM DANI Human Service Administrator
02	MESSAGE FROM TERRY Assistant Director
03	MEET OUR TEAM & COMMISSION
04	PROGRAM IMPACT
05	HUMAN SERVICES
06	MEDICARE & AARP
07	MEALS ON WHEELS AND CAFÉ PROGRAMS
08	COMMUNITY INVOLVEMENT
09	OUR VOLUNTEERS
10	TRANSPORTATION
11	VOICES OF OUR SENIORS



A MESSAGE FROM DANI GORMAN

Human Services Administrator

Dear Friends;

Our 2023 Annual Report represents a year of immense growth. As we moved beyond the years impacted by the pandemic shutdowns, we found 2023 to be a year of renewal, comeback, and reassurance. The steady leadership of the Senior Citizens Commission not only led the department through a period of transition, but inspired the staff to reinvest in the principles the department was founded on three decades ago. While some of the staff changed, the commitment to older adults that has defined the Senior Services department since its inception remained determined to provide exceptional programs and services.

In fiscal year 2023, a blend of longtime popular programs and new ones set the stage for a surge in participation levels throughout the year. Waterford's older residents returned to the center for fitness, enrichment, morning coffees, lunches with friends, pop-up socials, and a wide variety of other programs. A movie and popcorn matinee was one of our fastest growing programs while support groups that focused on caregiving and bereavement had meaningful impacts on those seeking comfort. We launched online registrations, credit card payments, and data collection tools to measure consumer satisfaction and outcomes. Participation with our trips, near and far, returned to pre-pandemic levels and seniors enjoyed lunchtime visits to local eateries, walks at Harkness Park and our annual Senior Picnic at Waterford Beach. While programs flourished, we also ushered in services that helped seniors and their loved ones navigate through some of life's important decisions. The department's leadership team assisted over two hundred seniors with a variety of programs like; Medicare, renter's rebate, energy assistance, and nutrition to list a few. Finally, our outstanding transportation services and drivers traveled hundreds of miles in 2023 to make sure residents got to their desired destinations safely and free of worries. They should be applauded for their commitment to seniors and making sure that our vans remained on the roads without any disruptions in service.

It is truly an honor for me to present our 2023 Annual Report for your review and reflection. It not only highlights our programs and services, but casts a spotlight on the exceptional work of the staff, commission and volunteers. On behalf of everyone at Waterford Senior Services, I respectfully submit our 2023 Annual Report.



A MESSAGE FROM TERRY WHEELER

Assistant Director

“Aging is not ‘lost youth’ but a new stage of opportunity and strength.” – Betty Friedan

Waterford Senior Services connects older adults to vital community events, programs, meals and information that can help them stay healthy and independent. Senior Services is a designated focal point for delivery of Older Americans Act services—allowing older adults in Waterford to access multiple services in one place. The Older Americans Act (OAA) was passed in 1965 as part of President Johnson's “Great Society” initiative with the goal of supporting older Americans to live at home and in the community with dignity and independence for as long as possible.

Our programs prove to be a place where seniors can make connections to combat the effects of isolation. Having a social community has been associated with better health outcomes, higher levels of activity, and more positive moods for older adults. On top of that, having a social network can also provide seniors with a sense of purpose and a support system in the event of loss or health issues.

Research has shown that older adults with an active lifestyle are less likely to develop certain diseases. Participating in hobbies and other social activities may lower risk for developing some health problems, including dementia, heart disease, stroke, and some types of cancer. Our programming utilizes a fun approach to positive aging by focusing on key aspects of health, finances, relationships, personal growth, and community involvement.

MEET OUR TEAM



DANI GORMAN
Human Services Administrator



TERRY WHEELER
Assistant Director



HEIDI MCSWAIN
Human Services Coordinator



MEAGHAN LINEBURGH
Senior Services Assistant



JENNIFER BRACCIALE
Program Instructor



MICHAEL BUSCETTO IV
Support Technician



BARRY NESITAT
Café Manager



JAMIE REGAN
Custodial Staff



VAN DRIVERS

Jay Wheeler, Tricia Duford, Ruth Menghi
Not Pictured: Colleen Lineburgh, John Frascarelli and Lou Montalvo,

MEET OUR COMMISSION

Name	Position Held
Carol Sanders	Chair
Kathleen A. McNamara	Co-Vice Chair
Joyce M. Vlaun	Co-Vice Chair
Richard Beaney	Member
Anita M. Collins	Member
Anne Darling	Member
Dina Lopes	Member
Daniel Rissi, MD	Member

PROGRAM IMPACT

Healthy Aging Fitness Classes: Older adults are at higher risk for chronic health problems like diabetes, osteoporosis, and Alzheimer's disease. In addition, 1 in 3 older adults fall each year and falls are a leading cause of injury for this age group (Centers for Disease Control and Prevention, 2017.) Physical activity can help older adults prevent both chronic disease and fall-related injuries. While the risk of falling or developing disease can't be completely avoided our exercise programs address the health issues most concerning to older adults.

Mindful Meditation: in FY2023 we introduced a Mindful Meditation class to improve senior's cognitive function and general mood and reduce difficult emotional states like loneliness, depression, anxiety and stress.

33 participants in the full inaugural class.

Dance-Exercise Programs: Our dance classes offer an enjoyable way to increase energy levels, prevent disease, improve cognitive function, and increase social engagement opportunities. We had three classes and 128 participants

Our Bingo program had 1,049 guests in FY2023.

Our Bunco program had 24 guests every Friday.

Arts and Crafts Class: Along with being fun our arts and crafts classes also increase coordination, boost mental and brain health, foster relationship-building, and facilitate personal growth. We had 92 participants in our art classes, each class was full.

Program Highlights:

Pickleball: 217 participants

Active older adults are especially drawn to the fun sport: The SFIA report notes that among the 1.4 million "core" participants — defined as those who play at least eight times a year — 60 percent are 55 or older and more than 33.7 percent are 65 or older.

Pickleball Benefit #1: You'll Lower Your Risk of Heart Disease

Pickleball Benefit #2: You'll Cut Your Risk of Depression

Pickleball Benefit #3: You'll Get Hooked on Exercise

Pickleball Benefit #4: You'll Socialize More—and Feel Less Lonely

Pickleball Benefit #5: You May Stay Independent Longer

Programs	Participation Numbers
Pickleball	217
Movies *	196
Socials	206
Out to Lunch	41
Luncheons	548
Arts and Crafts	92
Trips	106
Senior Picnic	101
Lunch and Learns	95
BINGO	1,049
BINGO Lunch	121
Games	73
Bunco	24
Fitness Programs †	560
Dance Programs ‡	128
Mindful Meditation	33
Total	3590

* 11 movies shown.,

† 8 Fitness classes per quarter totaling 32 programs for the year.

‡ 3 Dance programs per quarter totaling 12 programs for the year.

HUMAN SERVICES

Renters' Rebate

175 applications

Total grants \$86,649

Average grant amount \$495.00

Energy Assistance

204 Households

Grants ranging from \$150 (heat included in rent) to \$1,890.00 towards main heating source

Farmer's Market Coupons

98 Residents received total of \$2,352

Endowment Fund

12 Households assisted

\$6,730 in total grants

Emergency Food & Shelter Grant

7 Households assisted with utilities

\$2,500 in total grants

Client Emergency Fund

10 Households assisted

\$6,958 in total grants

Mental Health Services:

In the past year, Senior Services introduced mental health support for seniors, including individual counseling and support groups. Seniors, especially since the pandemic, sought help for issues like depression, grief, serious illness, and OCD. The demand for individual counseling surpassed expectations, and our support groups for "Loss of a Loved One" and "Caregiver Support" filled up quickly.

Veterans:

Our commitment to serving Veterans remains strong. We've expanded our support with more coffeehouses featuring speakers and resources. The town's monthly coffeehouse at Filomena's Restaurant, the largest in the region, provides over seventy Veterans with a free breakfast and coffee. Additionally, one other coffeehouse is hosted in living complex, where a licensed clinical social worker, also a Korean War Veteran, assists with navigating the Veterans Affairs system and emotional well-being. Veterans also receive case management services, re-housing, food, enrichment programs, and transportation support.

Other Services provided:

Housing Assistance/Relocation, SNAP benefits, Home Care for Elderly, DSS Benefits, Handicap Resources, Home Repairs, Phone/Internet assistance,

MEDICARE & AARP

Medicare

Our partnership with Senior Resources is a valuable resource for Waterford's senior residents. We provide certified CHOICES Medicare counselors who offer free, unbiased one-on-one Medicare benefits counseling with a CT CHOICES certified counselor every week. We also assist with Medicare Savings Program applications.

To ensure our seniors are well-informed, we conduct an Introduction to Medicare workshop four times a year, particularly for those who are new to Medicare. As we approach the busy fall Open Enrollment period, during which seniors can change or update their Medicare health and drug coverage, we offer one-on-one appointments and Open Enrollment workshops. These sessions help seniors review their coverage and compare their options.

In the spring, we hosted an all-day Boost Your Budget Workshop. This workshop was designed to help seniors assess their eligibility for additional benefits, such as prescription, food, or housing assistance, which can help them enhance their financial well-being. At Waterford Senior Services, we are dedicated to ensuring that our seniors receive the support and information they need to make the most informed decisions regarding their Medicare coverage.

AARP

Twice a year Waterford seniors can join our AARP Smart Driver Course to refresh driving skills for today's roads and become eligible for savings on their auto insurance.

This year 320 seniors had their taxes prepared by trained AARP Tax-Aide volunteers. A free tax counseling and preparation service

MEALS ON WHEELS AND CAFÉ PROGRAMS

Meals on Wheels

Meal Type	Units
Cold	995
Emergency	147
Frozen	3241
Holiday	96
Hot	4713
Total Meals Served	9192

Café Programs

Our Café was the center of many of our most popular events. They gave our older adults the chance to meet new people, nurture lasting friendships, and build a solid support network. Bringing the older community together to prevent isolation was a primary goal in FY2023. New café programs were introduced. Pizza and a Movie grew to over 30 participants for each month we held the program, Lunch and Learns were held featuring topics of particular importance to seniors. Special Event luncheons brought the senior community together to celebrate holidays, Older Americans Month, Senior Center Month, and to honor local heroes in our community for Veterans Day.

Total Meals Served in FY2023: 1,267

COMMUNITY INVOLVEMENT

Waterford Senior Services and our seniors out and about in the Waterford Community

- Veterans Coffeehouse at Filomena's
- Veterans Coffeehouse at Victoria Gardens
- Alzheimer's Association Walk
- Susan G. Komen Walk for the Cure
- Waterford Day Parade
- Waterford Summer Concert Series
- Waterford Harvest Festival
- Waterford Rotary Club
- Waterford Community Food Bank
- Waterford High School
- Great Neck Elementary School
- Oswegatchie Elementary School
- Quaker Hill Elementary School
- Loss of a Loved One Support Group
- Caregiver's Support Group
- Waterford Community Center Health Fair
- Open Doors Memory Loss Group
- CHOICES Medicare Counseling
- AARP Smart Drivers Course
- AARP Tax-Aide Assistance
- Senior Medicare Patrol (SMP) Fraud Reporting
- Americans with Disabilities Act (ADA) Day
- Coffee with a Cop
- Waterford Fire and Safety Education
- WYFS Stuff the Bus
- WYFS Light the Night

Partnerships and Collaborations FY2023

- ADA
- National Council on Aging
- 'National Institute on Aging
- United Cerebral Palsy
- Alzheimer's Association
- Senior Resources
- AARP
- TVCCA
- ECTC
- Meals on wheels
- Visiting Nurse Association of Southeastern CT
- US Coast Guard Academy
- Dr. Walter, DPM
- Friendship Tours
- Colette Travel
- East Lyme Senior Center
- Lymes Senior Center
- Ukleja's Tree Farm
- BJ's of Waterford
- Costco of East Lyme
- Shop Rite of NL
- Stop & Shop of Waterford
- Crescent Point
- SE Pickleball Association
- Broadway Kids and Company
- Stop & Shop Pharmacy
- Great Neck Elementary
- OSW Elementary
- Quaker Hill Elementary
- United Way
- Waterford High School
- Filomena's Restaurant
- Neon Chicken
- SIFT Bakery
- Mr. G's Restaurant
- Flanders Fish Market and Restaurant
- Crown Pizza
- Supreme Pizza
- Ivy's Simply Homemade
- Nana's Byrek
- Captain Scott's
- Starbuck's of East Lyme and Waterford
- Dunkin Donuts
- Flanders Donuts
- BF Clyde's Cider Mill
- Ocean House RI
- Waterford Police Dept.²⁴²
- Waterford Fire Depts
- Waterford Fire and Safety
- Waterford First Selectman's Office/Waterford Cares
- Waterford Youth and Family Services
- Waterford Recreation and Parks
- Waterford Community Food Bank
- Waterford Rotary
- Waterford Public Library
- Waterford Lion's Club
- Dil Se Volunteer Group
- SERAC
- Waterford Women's Club
- Joe Grieco
- Patty Carver
- Those Guys
- Thrive 55 Groton
- Greentree Manor
- Bayview Health Care
- Atria Crossroads
- NL Rehabilitation and Care
- Veterans Group

WATERFORD SENIOR SERVICES VOLUNTEERS

Chuck Ambulos
Kari-Ann Antonelli
Esther Ayrton
Joann Ballassi
Erica Baumgartner
Smitty Beals
Rick Beaney
Sue Beeman
Bonnie Biddle
Edith Bonzer
Maureen Broderick
Mary Chartier
Anita Collins
Mary Colonis
Pam Crawford
Marion Cutler
Lucille Delmonte
Irma Diaz-Saaveda
Sonai English
Patricia Feeney
Nora Ferriell
Bob Glider
Val Graley
Gaile Greenwood
Tom Hickey
Alberta Houlihan
Myrtle Johnson
Deb Jutkiewicz

Ann Kopycinski
Jean Linard
Mary Marquardt
Rick McSwain
Val Michalski
Carol Morth
Audrey Mozley
Rich Muckle
Jody Nazarchyk
Barry Neistat
Catherine Patterson
Marcia Pierce
Gavin Polcaro
Theresa Rahr
Sandy Rathbun
Rob Rossi
Zainab Saimed
Carol Sanders
Theresa Schact
Kathy Steward
Suzanne Sturm
Patricia Weiss
Brenda Weston
Hayley Wheeler
Braeden Wheeler
Deb Wiseman

TRANSPORTATION

At Waterford Senior Services, we are proud to offer free, reliable transportation services tailored to the unique needs of our senior community. Our dedicated team ensures that local seniors have the freedom to access essential services, from shopping trips to attending senior events and getting to important medical appointments. We believe that independence is a key aspect of a fulfilling senior lifestyle, and our commitment to providing convenient and complimentary transportation helps seniors maintain their quality of life while staying engaged in the community. We are devoted to our clients and are proud that our seniors can count on us to keep them connected and on the move, enriching their lives one ride at a time.

Month	Clients	Fares	Miles
July	174	341	1932
August	196	383	2106
September	174	368	1956
1st Quarter Totals	544	1092	5994
October	228	440	2199
November	224	446	2184
December	184	358	2079
2nd Quarter Totals	636	1244	6462
January	172	330	2007
February	183	355	2120
March	245	473	2350
3rd Quarter Totals	600	1158	6477
April	194	368	1927
May	227	435	2533
June	202	396	2216
4th Quarter Totals	623	1199	2216
Yearly Totals	2403	4693	25609

VOICE OF OUR SENIORS

The Senior Center has changed my life. The programs have opened new vistas for me, and I have a whole new circle of friends. ~ Ronda Feldman

Senior Services is lovely. The people that work there are very helpful and very nice. It is a therapy for me. My doctor likes that I come, it makes me less moody. Dance class is great. I made some nice friends. They always answer my questions and if they don't have the answer they will get it for me. I like that they have meetings on site for Energy Assistance and Renter's Rebate. ~Carmen Perez

The Senior Center of the Waterford Community Center is very inviting and a comfortable space to get together, catch up and meet new people. ~ Joanna Brooks

I appreciate having a location to play pickleball. The camaraderie of the group has been enjoyable.
~Dave Staruch

The opportunity to knit has been a transformative experience. Meeting so many inspiring and supportive needle workers has expanded my horizons, encouraged me and challenged me. Thank you for hosting our group. ~ Dee Dee

I am new to Senior Services. You make everything easy to do. I started with pickleball but plan to come to the Café too, maybe more. It's a great place. ~John Whalen

Senior Services is a good place to be. It's the place for socializing, it gets me out. Exercise classes, Line Dance, Zumba and Bunco. There is lot happening for us to enjoy. (The staff) are always smiling. ~Mary Murallo

Senior Services is important to my health and socialization. The staff is friendly and caring and take the time to listen. It is a good time. I love Bingo, Bridge, Movies, the Lunch programs, Chair Yoga and Bunco. I get out of the house and enjoy other people's company. ~ Ruth Williams

The people here are wonderful. The programs are not only excellent but essential. It's important to stay active, stay healthy- pickleball and table tennis and the friends you meet are why I love to come here. ~Tom Lee

I look forward to coming to the Senior Center. Where else would you go to meet new people? There is a nice variety of programs now. You offer so much more than before you all came. The group now is friendly and helpful. I enjoy everything, lunches, card games, trips with you.
~ Winnie Stephens

The people who work here are wonderful. They're supportive. There are lots of activities to fill up our time which makes for a full life. My doctor is thrilled. We participate in cards, lunches, puzzles and pickleball. It means a lot to us. We laugh and exercise and socialize. We made friends- not just friends, close friends. We appreciate all the information on senior issues, taxes and Medicare- all of it. ~Jeffrey and Yvonne Sims.



Town of
Waterford, CT.

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Town of Waterford Shellfish Commission
Annual Report for the 2023 Recreational Shell Fishing Season

During the 2023 recreational shell fishing season the Waterford Shellfish Commission maintained Areas A and G in Jordan Cove and Area C also known as Bay Point on the East side of Waterford Island. Recreational shell fishing permits are available to purchase on a daily, monthly and seasonal rate to anyone who wishes to purchase one for the purpose of utilizing the permitted recreational shell fishing areas to harvest hard shell clams and oysters. Permits are available at several locations including the Town Hall at the Town Clerk's office, Riverside Grocery and Hillyer's Tackle Shop. Permits are available for purchase between April 1st and December 31st while the recreational shell fishing areas are open and are valid for the season in which the permit is purchased. The Waterford Shellfish Commission administratively closes the recreational shell fishing areas during the months of January, February and March and re-opens on April 1st pending State mandated satisfactory sample testing. Funds generated from the sale of recreational shell fishing permits are used to offset operating costs of the Waterford Shellfish Commission. This Commission is one of the few Commissions that contributes to its own budget resulting in the need to ask the Town for less than half of its operating costs each year.

The Waterford Shellfish Commission maintains a lease of bottom land that generates one thousand four hundred and sixty dollars each year from a commercial grower. The income from the yearly lease goes directly to offsetting the costs of the overall operating costs of the Waterford Shellfish Commission.

This season the Commission was unable to secure certified little neck clams for restock due to a statewide shortage. The lack of product has been frustrating to the Commission and it has significantly impacted the permit sales over the course of this season. The 2023 season yielded the sale of only thirty-six permits totaling seven hundred and fifty dollars. This is a significant decrease over previous years when the Commission was able to secure restock.

The Commission continues to patrol Jordan Cove utilizing the Wardens of the Waterford East Lyme Shellfish Commission and with the help of the members of the Waterford Shellfish Commission. State of Connecticut regulations dictate that after one- and one-half inches of rainfall the recreational shell fishing areas are to be closed until water samples are harvested and taken on the fifth day following rainfall and delivered to the lab for testing. Immediately following a significant rainfall, the recreational shell fishing areas must close for five days for meat and water sample testing. This process takes on average between eight and ten days before the areas can be re-opened. This process is conducted for the safety of those that consume hard shell clams in the recreational shell fishing areas. High bacteria count after a

rainfall often results in hard shell clam contamination and it is the goal to reduce anyone getting sick from consuming product harvested from the recreational areas after a heavy rainfall. Openings and closings of the recreational shell fishing areas are posted on the Town's website.

This year the Commission has spent a considerable amount of time discussing and updating the Shellfish Resource Management Plan and the Commission is waiting on comment and approval from the State of Connecticut and the Town Attorney to implement the Plan. It is the goal to have the new Plan in place early in 2024.

The future goals of the Waterford Shellfish Commission are to replenish the recreational shell fishing areas with certified little neck clams and oysters in the upcoming 2024 season as they become available for purchase and to continue to monitor the opening and closing of the recreational shell fishing areas in the upcoming year per State of Connecticut mandates. The Commission plans to continue to sell recreational shell fishing permits to anyone who wishes to utilize the areas for harvesting hard shell clams and to continue to lease the bottom land to its commercial harvester and grower to generate operating costs for the Commission. The Commission members will continue to remain active in local and State shell fishing activities to maintain and enhance the effectiveness of all shell fishing activity throughout the State of Connecticut.

The Waterford Shellfish Commission continues its goal to increase permit sales through restock of certified little neck and top neck clams and oysters in the recreational shell fishing areas as weather conditions allow and as there is availability of product.

The Waterford Shellfish Commission staff consists of one individual who provides clerical support. The Commission meets on the first Tuesday of each month with an occasional special meeting as needed. The State of Connecticut requires that towns with recreational shell fishing and commercial leases maintain a Shellfish Commission to oversee regulations and mandated testing.

The recreational shell fishing program is available to anyone who wishes to purchase a permit to do so.

There are no municipalities that support this agency and we do not receive any funding from the United Way.

The recreational shell fishing areas are open from April 1st through December 31st of each fiscal year. The areas are administratively closed during the months of January, February and March due to difficulty accessing areas for State mandated water testing during the colder months of the year.

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Town of Waterford Connecticut

Utility Commission

2023 Annual Report



WATERFORD UTILITY COMMISSION

ANNUAL REPORT 2023

Overview

The Waterford Utility Commission is established under Town Charter 4.1 with the powers and duties prescribed by Special Act No. 172 of 1963 and by Chapter 103 of Connecticut General Statutes.

The Commission consist of five electors appointed by the Representative Town Meeting who shall serve for four years. The members of the Commission elect a Chairman and Secretary. The Commission is responsible for development of a long-term plan to protect the ground and surface water from pollution. It implements the plan by designing, constructing and maintaining sewers or other alternative measures and by long term planning to ensure a safe and adequate water supply for the residents of Waterford. Its involvement in water supply and distribution includes designing, constructing and maintaining water mains, water booster pump stations, elevated water storage tanks and hydrants.

Waterford embarked on its first wastewater infrastructure project in 1970, Contract #1. This 2.7 million dollar contract entailed the design and construction of over 13,000 linear feet of four foot diameter concrete mainline sewer interceptors, to which 28 of the town's sewer basins connect. Since then the Utility Commission has designed and constructed 79 additional wastewater infrastructure contracts now serving approximately 78 percent of the town's parcels. Our last sewer extension project, the Harrison's Landing area of Quaker Hill, was constructed in 2011. Currently there are no additional planned sewer extensions as the majority of remaining parcels lie within RU-120 zoned areas which are considered sewer avoidance areas. The Commission's focus has transitioned over the past years from designing and constructing infrastructure to efficiently operating and maintaining the town's massive sewer investment.

Waterford's first waterworks project commenced in 1966, since this time we have completed 51 additional major waterworks projects. The Town now possesses in excess of 146 miles of waterworks infrastructure, three water pressure booster stations and three water storage tanks.

TABLE OF CONTENTS



Message from the Director	1-2
Introduction	3-4
Our Team	5-7
Utility Commission Organization Chart	8
Wastewater System Drainage Basins	9
Water Distribution System	10
Capital Projects	11-20
Operational Projects	21-23
Planning	24-25
Wastewater Pump Station Buildings	26-27
Water Booster Stations & Storage Facilities	28
Financial Overview	29



WATERFORD UTILITY COMMISSION

Annual Report 2023

A MESSAGE FROM THE WATERFORD DIRECTOR OF UTILITIES – JAMES A. BARTELLI

It is with gratitude that I submit the Fiscal Year 2023 Waterford Utility Commission Annual Report. This is an exciting year for the Utility Commission; we have initiated our new Billing Software System, altered our billing cycles to correlate with the timing of water bills, and initiated the plastic water service replacement construction project in-house utilizing our very talented staff. We have executed two major refurbishment projects, The Fargo Water Tank refurbishment project and the Old Norwich Road Wastewater Refurbishment project. This year we are also looking forward to initiating a new Asset Management Software System and new Supervisory Control and Data Control Acquisition System for our wastewater operations. From a staffing perspective, we have filled our Assistant Directors vacancy and unfortunately will lose one of very best employees to retirement this year.

Our new Assistant Director, Jill Stevens, was appointed this past January. Jill previously served as the Town's Zoning Enforcement Officer, a position she held since April of 2020. Jill earned her Associates Degree in Civil Engineering and then went on to attend Oregon State University where she graduated Summa Cum Laude with a Bachelors Degree in Environmental Science, a minor in Geography, and a Certificate in Geographic Information Systems (GIS) in 2016. She also completed training through FEMA's Emergency Management Institute to become a Certified Floodplain Manager. Prior to joining the Town of Waterford, Jill worked in the private sector as an engineering project manager and civil engineering designer. Jill has worked on many residential, commercial and light industrial projects in CT and FL ranging from single-family homes, to shopping centers, to large solar farms. In her short tenure with the Utility Commission, Jill has enhanced our GIS program, assisted with our billing software conversion and through her vast technological knowledge has further increased our operational efficiency.

Ed Machinski, our Construction Inspector has been inspecting the construction of the Town's water and wastewater piping installations and pump station construction for the past 36 years. Ed started his career with the Utility Commission at the height of our sewer system construction program, during his tenure the Town constructed 55 major sewer extension projects. Ed is an extremely conscientious and talented employee whose many years of construction experience has benefited the Commission and Town. Ed has consistently served this town well throughout his entire tenure, Ed and his constant smile will be missed dearly. We all wish him the best in retirement.

I also extend my continued appreciation to the members of the Waterford Utility Commission, who have volunteered their valuable time for the betterment of the Town and its environment. The operation of the Department benefits each and every month from the collective expertise and

A MESSAGE FROM THE WATERFORD DIRECTOR OF UTILITIES – JAMES A. BARTELLI



experience of our Commission members who have over 150 combined years of engineering and project management experience. They are a very talented and committed group of individuals who should be recognized for their extraordinary efforts and accomplishments.

The Commission's continuing goal is to provide exemplary customer service and operate a safe, efficiently run system while maintaining reasonable rates for our customers. Our constant focus on an aggressive preventative maintenance program and long term capital planning will allow us to accomplish this goal. A crucial requirement of any efficiently run operation is to be provided with the financial resources necessary to conduct proper preventative maintenance and necessary capital improvements. We are truly fortunate to have the support of our Commission and the continued financial support of our First Selectman, Board of Selectmen, Board of Finance and Representative Town Meeting.

A key to our success lies within our highly trained and talented Utility Commission staff. We are extremely fortunate to employ a team of individuals who are committed to our system management goals and who truly care about the critical service they provide. I am grateful to be associated with such a dedicated group of caring, conscientious and devoted colleagues.

Respectfully,

James A. Bartelli



INTRODUCTION

The Utility Commission is the Water Pollution Control Authority of the town. Pursuant to Town Charter, the Commission shall plan and direct the development, financing, construction and operation of such water and sewage supply, disposal and distribution facilities as may be required to properly serve the needs of the town. The Commission also develops policy and implements the immediate and long-term plans to protect the environment from pollution for the enjoyment of future generations. It implements these plans and develops the goals by designing, constructing, establishing policy, and maintaining sewers, residential grinder pumps, and pumping stations.

Wastewater generated in Waterford, as well contributing flows from East Lyme, and portions of New London are conveyed to New London's Piacenti Wastewater Treatment Facility via Waterford's Main Pump Station, known as the Evergreen station. The terms and conditions of the wastewater conveyance are memorialized within recently adopted Tri-Town Agreement. Waterford's annual wastewater operations and maintenance activities are funded by the users of the wastewater system, utilizing an Enterprise fund, not Town taxes. The Utility Commission has a cost-based business model. Our rates are set based on our actual annual operations and maintenance costs.

The Utility Commission is tasked with operating what is known as a "wastewater collection system". Wastewater collection systems receive wastewater from homes, businesses and industry and transmits this waste throughout the town's vast network of subsurface piping and pumping stations to a point of treatment. This process, which is vital to public health, has been protecting Waterford's ground and surface waters from pollution for nearly 50 years

The Town of Waterford's wastewater collection system was initially developed based on an evaluation of wastewater needs identified in the 1968 Wastewater Facilities Plan. There have been several partial updates to the original plan which identified additional wastewater needs to support Town growth. The Town currently owns and operates an extensive wastewater collection system comprised of 142 miles of gravity sewers and 28 pumping stations which serve 29 drainage basins. These individual basins are identified within this report.

The Commission also has a long-term commitment to provide a safe and reliable water supply and distribution infrastructure. This involvement includes, but is not limited to, the acquisition of water bearing property, developing water sources, the acquisition of alternative sources, designing, constructing, maintaining, and rehabilitating water mains, water booster pump stations, elevated water storage tanks, hydrants and other infrastructure necessary and indispensable to maintain a safe, protected, and reliable drinking water supply.

The Town's waterworks system was initially developed as result of a water supply survey report conducted in 1958 by Philip Genovese & Assoc. This report identified four separate schemes of potential water supply for the Town. Scheme 1. Distillation of sea water, 2. Sub-Surface Supply, 3. Reservoir System, and scheme 4. Purchase water from our neighbors in New London. The Town ultimately decided to adopt scheme 4, a decision which has mutually benefited both communities since the date of inception. The town now possesses approximately 146 miles of water mains and their related appurtenances such as water storage tanks, booster pump stations, fire hydrants and other related components. A Water Systems map is identified within this report.

As aforementioned, Waterford's waterworks infrastructure assets include water booster stations, storage tanks, distribution mains and related components however our residents are direct water customers of the City of New London Department of Public Utilities who maintains our water system. The terms and conditions regarding furnishing water and maintenance of the Town's waterworks system are memorialized within the Waterford/New London Interlocal Water Agreement. This agreement was signed on October 6, 1988 and remains in effect until June 30, 2028.

The Utility Commission has a long-term commitment to the provision of a safe and reliable water supply and distribution infrastructure. We will continue to implement the comprehensive rehabilitation and retrofitting program for our water and wastewater infrastructure, following the 15-year capital improvement plan (CIP) that was developed over thirteen years ago. Through continuous updates and revisions the CIP is intended to insure that both the water and wastewater infrastructure continues serving the Town in a safe, reliable, and efficient manner.



Vauxhall Street Elevated Spheroid



Fargo Road Elevated Spheroid



Rogers Hill Tank

OUR TEAM

The Utility Commission employs a staff of 15 full time employees within our four divisions, Administrative / Clerical, Survey/GIS, Construction Inspection, and Field Maintenance divisions. Our professionals specialize in the various activities and skills required to execute the Commission's mission critical operation. Our team is responsible for the Departments administration, financial procedures, regulatory compliance, survey and data acquisition, construction and rehabilitation inspections, and wastewater infrastructure operations and maintenance.

The Administrative staff and Clerical division's functions include the billing and collection of all water and sewer assessments, sewer connection fees, sewer use charges and liens; compliance with regulatory mandates, statutes, and ordinances; personnel and staffing related issues; and maintaining a database and records of our water/wastewater infrastructure.

The Survey Party Chief tasks and activities include the ongoing maintenance of records and map files and our geographical information system (GIS) as well as coordination and integration with the sewer system evaluation survey process. The Survey division also is responsible for marking out our sub-surface utilities for Call Before You Dig applications.

The Construction Inspector is responsible for contract plan and specification review, field inspection and cost control of all Town sponsored or privately constructed projects built with the intention of becoming public once completed. Our Inspector monitors water and sewer facilities under construction to ensure compliance with technical standards, drawings and specifications, and contract documents.

The Maintenance Division is a defined mission critical operation, it is responsible for the safe, reliable and efficient operation of our approximately 145 miles of sewer and force mains, twenty-eight wastewater pump stations, over 3500 manhole structures, and over 100 residential sewage ejector pumps. This division is properly trained and provided with the resources required to operate our system on a 24/7 year round basis to address any system emergencies or immediate customer needs.



L-R: Jimmy, Dimitri, Pete, Dave, Logan, Eric, Pat, Jackie, Dean, Amy, James, Ed, Fred, Jill, and Nora & Lexie (our Mascots)

OUR TEAM

UTILITY COMMISSION MEMBERS

- Kenneth Kirkman - *Chairman*
- Stephen J. Negri
- Raymond L. Valentini
- Rodney A. Pinkham
- Thomas J. Dembek

And our Board of Finance liaison,
Robert J. Tuneski

ADMINISTRATIVE AND OFFICE STAFF

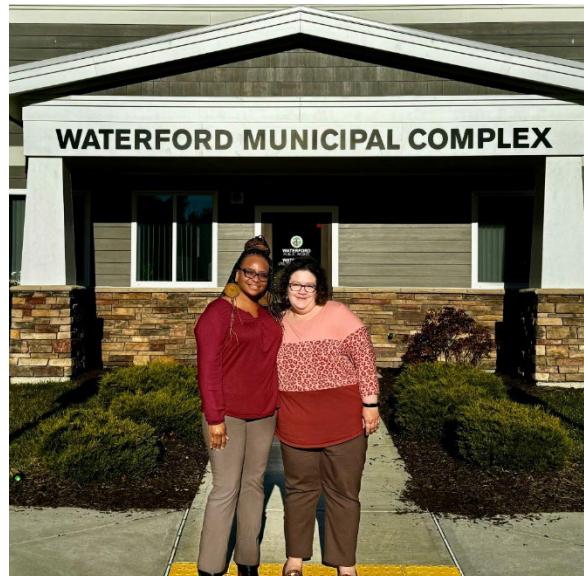
- James A. Bartelli - *Director, 38 years served*
- Jill Stevens - *Assistant Director, 10 months served*
- Amy Windle - *Office Coordinator, 10 years served*
- Jackie Jackson - *Accounts Receivable Clerk, 3 years served*
- Celeste Bushway - *Secretary/Clerk, 6 years served*

Administrative



Jill Jimmy

Clerical



Jackie Amy

Celeste Bushway missing from picture

OUR TEAM

INFRASTRUCTURE INSPECTION, SURVEY, AND MAINTENANCE STAFF

- Edward Machinski - *Inspector, 36 years served*
- Peter Clark - *Foreman, 16 years served*
- Eric Williams - *Lead Operator/Electrician, 6 years served*
- David Burke - *Sewer Maintenance Operator, 16 years served*
- Dean Rowe - *Sewer Maintenance Operator, 15 years served*
- Patrick Dulin - *Sewer Tech II, 9 years served*
- Fred Lathrop—*Survey Party Chief, 27 years served*
- Logan Gerovitz - *Sewer Tech II, 3 years served*
- Dimitri Sferrazza - *Sewer Tech I, 2 years*
- James Ambrose III- *Sewer Tech I, 2 months served*

Wastewater Maintenance Division



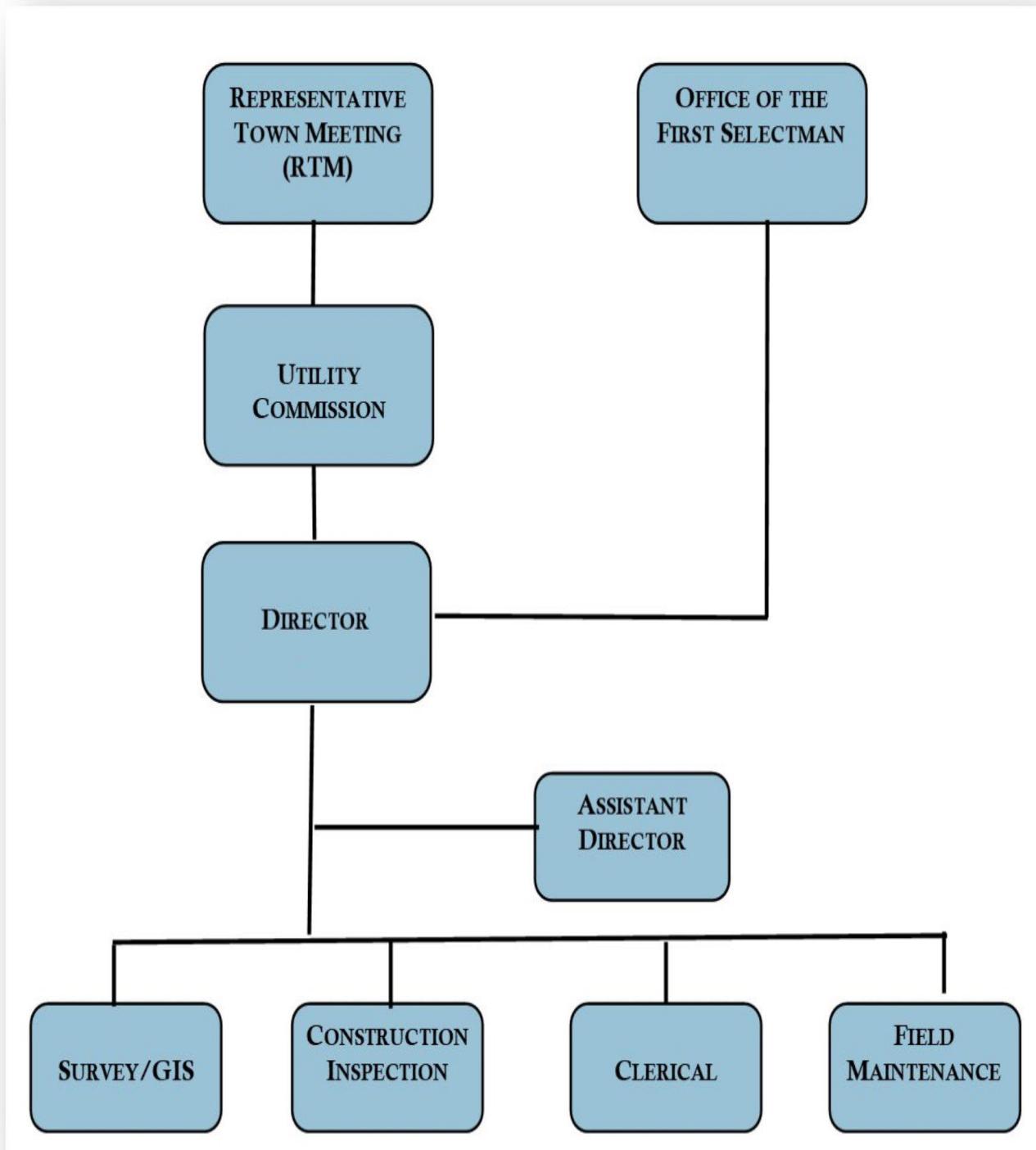
Back Row: Logan Dave Pat Dean
Front Row: Dimitri Eric Pete

Inspection and Survey



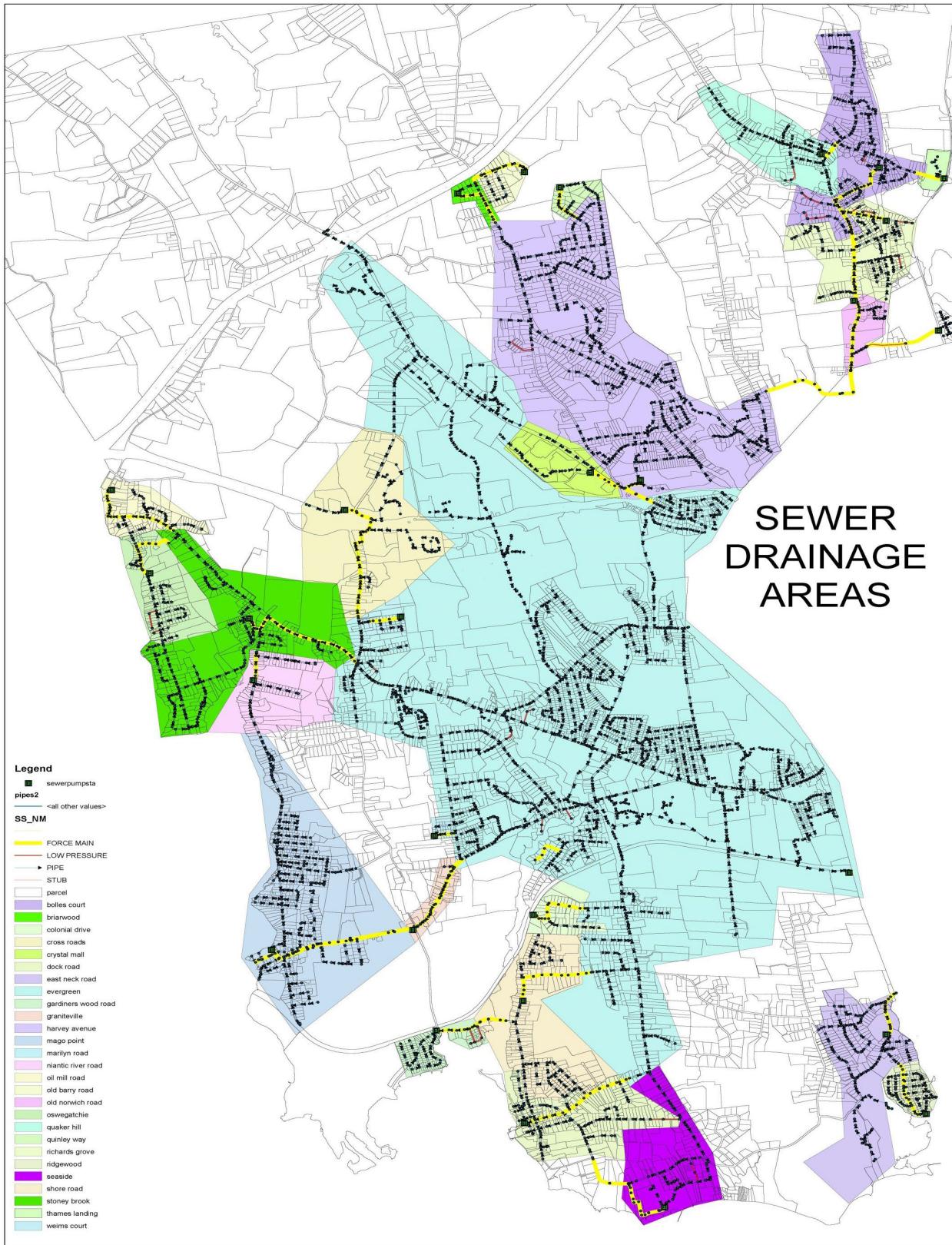
Ed and Fred

UTILITY COMMISSION ORGANIZATIONAL CHART



WATERFORD WASTEWATER INFRASTRUCTURE

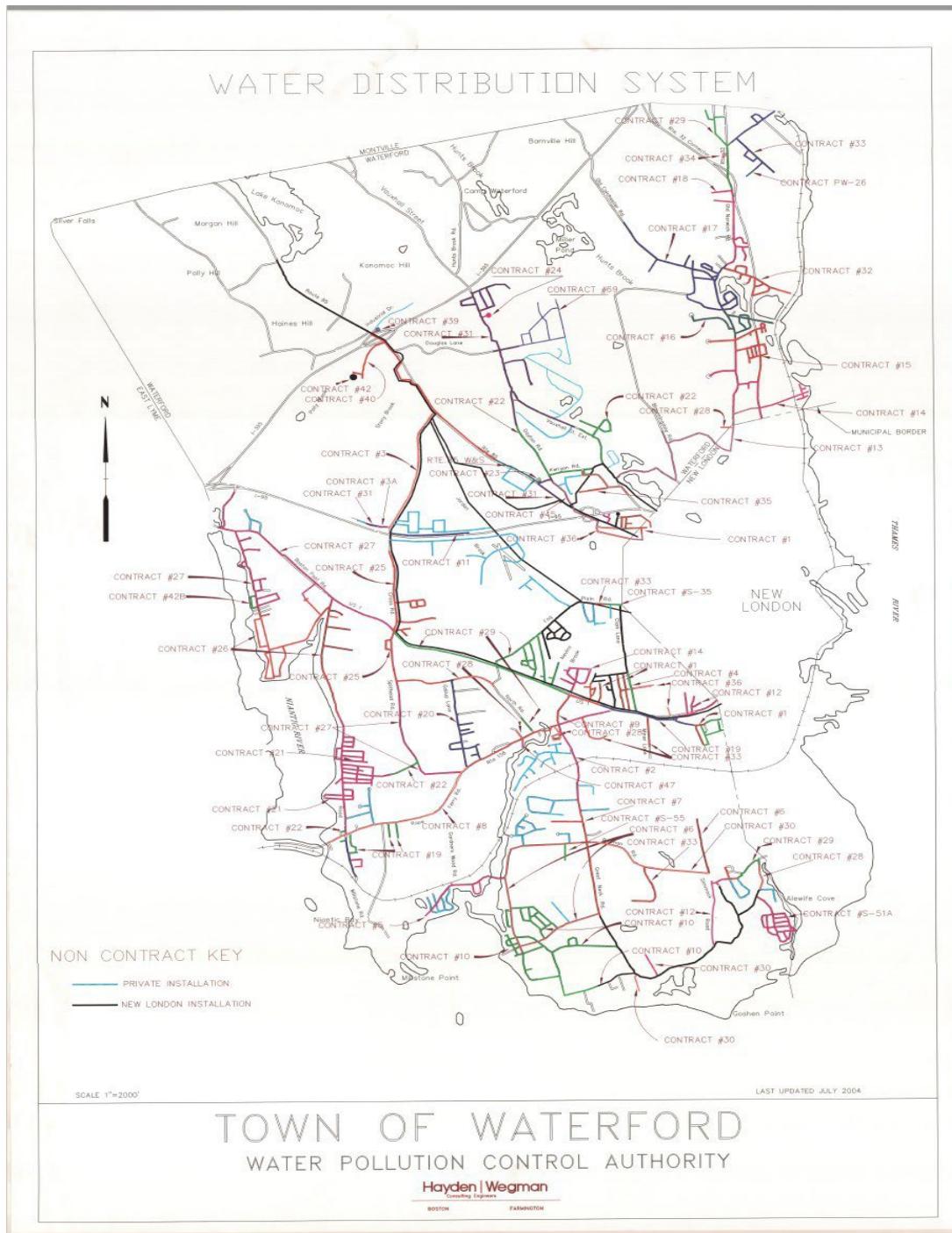
Wastewater Infrastructure - Within the Town of Waterford, there are 145 miles of sewer pipes, 28 pumping stations, 3500 manholes, and about 100 town owned individual grinder pumps. The 28 individual drainage basins are shown below in different colors.



WATERFORD WATER INFRASTRUCTURE

Water Infrastructure - The Town of Waterford owns three water storage tanks, the 750,000 gallon Fargo Tank, the 300,000 gallon Vauxhall tank and the 1.25 Million gallon Rogers Hill tank. We also own three water booster pump stations, Dayton Place, Old Colchester Road and Industrial Drive. The Waterford Water infrastructure is comprised of 146 miles of water mains.

The City of New London supplies water to over 7900 Town of Waterford customers. There are three water storage tanks owned by New London that are located in Waterford. These are: Manatuck (5 million gallons), Tremont (3.25 million gallons), and Gallows Lane (3.5) million gallons.



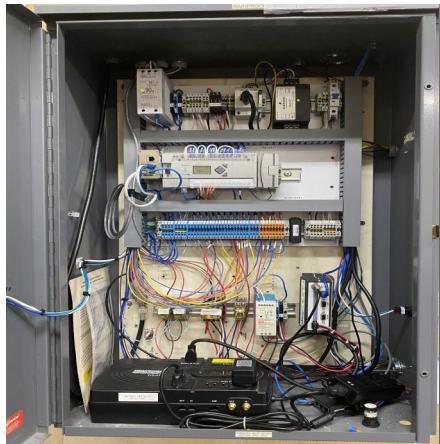
CAPITAL PROJECTS

- Gorman– Rupp Pump Station Controls Upgrade

This is a project carry over from FY22 to date Utility Commission maintenance staff technicians have completed control upgrades at Oil Mill Road, Dock Road, Richards Grove Road, Old Barry Road, Quaker Hill Center, Oswegatchie Road, and Niantic River Road pump stations. Currently work is ongoing at the Shore Road pump station. Gorman-Rupp is a manufacturer of packaged wastewater lift stations; these stations are constructed in a factory then installed as a kit below ground. The Utility Commission operates and maintains 18 Gorman-Rupp lift stations of various sizes. This control upgrade project involves the removal of antiquated unsupported analog type pump drive and level control systems and the installation of state of the art Programmable Logic Controllers, Human-Machine Interface Panels, Level Transducers, Telemetry Interface, conduit piping and wiring. For added redundancy, an independent simplistic ball float level control systems is being installed in the unlikely event of total loss of all electronic control systems. The removal and installation of all project components is being conducted in-house at considerable savings by Utility Commission staff. This program is anticipated to be completed by late-2024.

This is an ARPA funded project in the amount of \$163,750.00

Below are examples of control components installed by Utility Commission staff.



Programmable Logic Controller



Human Machine Interface



Redundant Level Control System

CAPITAL PROJECTS

Examples of Gorman-Rupp Pump Station components and building structure below



Gorman-Rupp Pumps



Gorman-Rupp
7'-6" Below Ground fiberglass Station



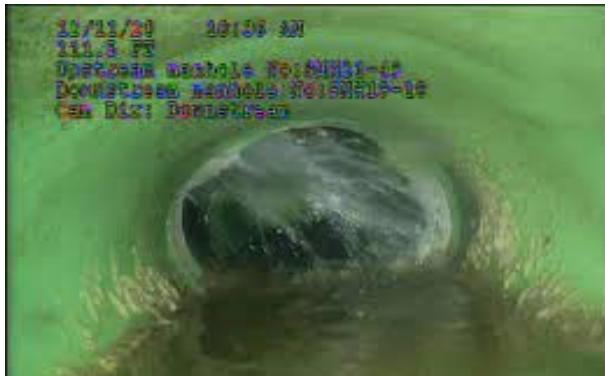
Dock Road Station By-Pass Training

CAPITAL PROJECTS

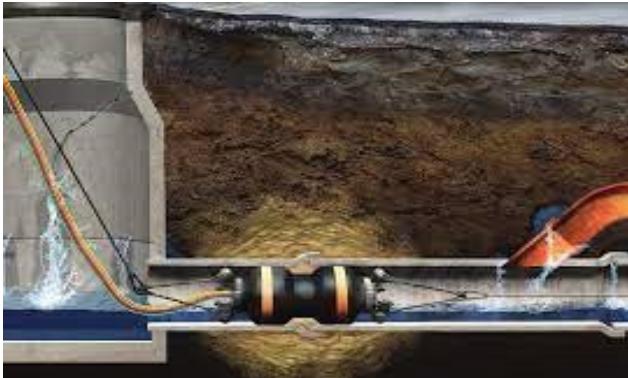
- Inflow and Infiltration Control

Inflow and Infiltration (I&I) is extraneous water that enters our wastewater collection system from ground water and storm water. Sump pump discharge, roof gutter down spouts and foundation drains that are connected to the sewer line are some sources of Inflow. Infiltration occurs when there are structural deficiencies within the infrastructure which allow ground water to seep into the system.

Faulty joints, cracked pipes, tree root intrusion, and other structural deficiencies are sources of infiltration. The elimination of I&I increases collection system capacity and decreases pump station component run times which results in lower operational costs and ultimately lower treatment plant costs. Our staff routinely conducts condition assessments of our collection system by utilizing our own pipeline cleaning equipment and robotic pipeline camera. Deficiencies are located, graded, prioritized and corrected typically by means of innovative “no-dig” trenchless robotic technology.



CCTV footage of Infiltration from faulty pipe joints



Robotic Chemical Injection grouting lateral packer pumps chemical grout into faulty joints

CCTV footage of Chemical Injection grouting apparatus



Pipeline Vacuum and Jetting Truck



Closed Circuit Television Equipment Truck

CAPITAL PROJECTS

- HVAC Upgrades

This past year the Utility Commission completed two major HVAC projects at our Evergreen Ave and Harvey Ave Pumping Stations. These projects consisted of the demolition and replacement of existing piping, fans, boilers, ductwork and related HVAC components at our Evergreen and Harvey stations. Proper ventilation and a controlled climate is vital for safety reasons and protects our sensitive electronic controls. The upgrade meets the requirements of the National Fire Protection Associations Standards (NFPAS).

This was a multiyear Capital funded project in the amount of \$1,050,000.00



CAPITAL PROJECTS

- Cellular Amplifier Installations

This past year the Utility Commission conducted a pilot program at the Main Pumping Station, Evergreen Avenue that entailed the installation of Cellular amplifier equipment. All of the Town's wastewater pumping stations are below grade, in some cases they are four stories below ground. The stations are constructed of thick concrete walls, which pose communication problems with two way radios and cellular phones. Amplifiers and associated equipment were installed on both the dry and wet well sides of the building. Prior to the installation, communications between the dry and wet sides of the buildings did not exist. The installation of this equipment now allows the staff to contact emergency personnel in the event of need and has created the ability for staff to communicate within the entire station to conduct troubleshooting tasks and routine operational tasks. As result of the very successful pilot program, the Utility Commission will install fifteen more amplifiers at various stations. Our staff continually researches concepts to create operational efficiency and enhance safety within our organization.



Cellular Amplifier

CAPITAL PROJECTS

- Evergreen Station 4th Pump Installation

This past year the Utility Commission completed the installation of the Forth pump at the Evergreen Station. Evergreen Station is Waterford's main pump station, it is considered a regional pumping station as it services all flows from the Town of Waterford, Town of East Lyme and portions of New London. A 4th pump is being installed in order to accommodate anticipated future flows and to create redundancy in the event one pump is out of service. This is sound engineering practice and a requirement of TR-16 Guide for the Design of Wastewater Treatment Works. This project is funded in the amount of \$375,000.00



Main Pump Station # 4 pump

140 Horse Power, 3,900 Gallons per Minute

Dry Pit Submersible with new 16" piping and valves
and new concrete base

- Wastewater Pump Station Exterior Improvements

This project entails the replacement of pump station Roofing, Exterior siding, Doors, Driveways, Lighting and other exterior improvements. Through FY22&23 \$100K Capital Fund appropriation, the Utility Commission has replaced the roofing at Bolles Ct, Waterford Village, Shore Rd, Dock Rd, Sea Side, Niantic River, and Mago Point pump stations. Our staff also completed the exterior vinyl siding and trim work at the Bolles Ct station and Waterford Village Station. A majority of this work was conducted in-house by our maintenance technicians.

This is a multiyear Capital funded project in the amount of \$100,000.00



Bolles Ct Station Before



Bolles Ct Station After

CAPITAL PROJECTS

Roof replacement at Niantic River Road Station. Siding, Gutters, Doors and Trim replacement at Waterford Village Station.



Niantic River Road Station Before New Roof



Niantic River Road Station After New Roof

Waterford Village Station New Roof & Siding completed by Maintenance Division staff



Waterford Village Station Before Improvements



Waterford Village Station After Improvements

CAPITAL PROJECTS

- Utility Billing Software System

This past year the Utility Commission successfully converted over to a new Utility Billing Software System. The Utility Commission is responsible for billing and collecting Water Assessments, Sewer Assessments, Sewer Connection Fees and over 7,400 Sewer Use bills. The previous billing software system was in excess of 20 years old and required updates to comply with the current statutory requirements of disbursing payments within the same manner as tax collection.

The Waterford Utility Commission implemented its new billing software, Impresa, this year. In conjunction with the launch of the new software the WUC decided to modify the manner in which it bills sewer customers to better align with the City of New London's water billing cycle. Waterford Utility Commission customers are now billed based on the same billing information and meter read dates that are on their current New London water bill, whereas prior to this change there was as much as a three month delay in sending out sewer use bills after receipt of the New London water bill. WUC Sewer Use bills now arrive within two weeks after customers receive their New London water bill. This change to the timing of the customers sewer bills better aligns with the receipt of their New London water bills so that customers are able to see the correlation between water usage and sewer usage. In addition to better aligning WUC sewer use bill timing with New London water bills, the change to the manner in which the sewer use bills are sent has eliminated unnecessary spikes in workloads for the WUC front office staff, increasing efficiencies.

This software change has also allowed the WUC to offer many more payment options to their customer base, including pay by phone, text, online bill pay, and in person payments and allows them to accept credit card payments both online and in person. Since launching the software in late June of 2023 the WUC has seen a steady increase in their customers using e-billing, online bill payment, and auto payment. Approximately 20% of the WUC customer base now receives e-bills and about 6% have enrolled in automatic bill payment, with these numbers expected to continue to climb well into 2024.

This is a Capital funded project in the amount of \$130,000.00



inHANCE : Your Customer Experience Solution

CAPITAL PROJECTS

- Plastic Water Service Replacement Program.

There are approximately 7900 water services in Town, many of which are plastic and have exceeded their useful life resulting in unaccounted for water loss and degradation to the Town roads. The goal of this program is to replace the aging plastic water services with copper line prior to DPW paving the roads.

This past year, through a cooperative WUC/DPW effort, we have replaced 122 water service lines, totaling 2,488 linear feet. In FY25 the DPW has identified several roads scheduled to be repaved, within these roads lie approximately 708 water services, of those approximately 360 may need to be replaced. Service line replacement costs are on average \$4100 each depending upon the service line length and location. It is our intent to continue to replace these water services prior to DPW paving the roads in doing so we are requesting a multi-year funding schedule and program for the replacement of plastic water services. This will be in conjunction with the DPW roads improvement program.

This is a Capital Project currently funded in the amount of \$731,300.



Plastic Water Service prior to replacement



Plastic Water Service replaced with copper line

CAPITAL PROJECTS

- Fargo Lane Water Tank

A contract for the refurbishment of the 140' tall 750,000 gallon water spheroid was executed on July 21, 2023 in the amount of \$999,900. The work will commence in the Spring of 2024. The rehabilitation work will include minor structural work, safety compliance enhancements and a full re-coating of the tank's interior and exterior.

This is an ARPA funded project in the amount of \$1,200,000.00

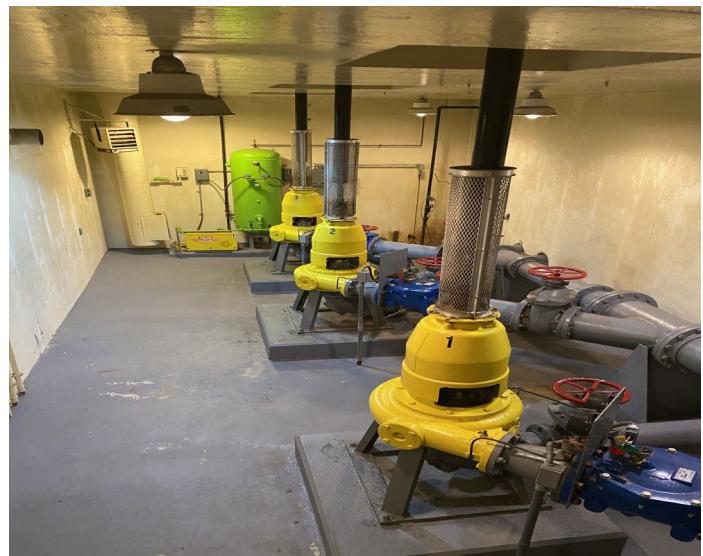


Communications antennas atop Fargo Tank

CAPITAL PROJECTS

- Old Norwich Road Wastewater Pump Station Upgrade.

The contract for the upgrade of this station was executed on October 30, 2023. In the amount of \$2,319,410. Rehabilitation work is slated to start this December. Upgrades included the replacement of variable frequency drive units, main electrical service panels, level control systems, atmospheric monitoring equipment, influent pumps and associated piping. This is an ARPA funded project in the amount of \$587,650.00 the remaining funds are being funded through the Capital and Non-Recurring Funds (CNR)



Motor Control Center and 1,000 Gallons Per Minute Centrifugal Pumps. Original equipment from date of station's construction in 1976.



75 Horse Power Induction Type Electric Motors

CAPITAL PROJECTS

- Cross-Country Sewer Mains Easement Access Project.

Sewer mains collect wastewater from our Town's parcels and convey this wastewater to downstream pumping stations via a vast network of piping and pumping stations to a point terminating at the Main pumping station, which then conveys the wastewater to the regional treatment facility in New London. Of the Town's 150 miles of sewer piping, approximately 15.6 miles lie within cross-country easement areas, outside of roadways. Many of these sewer mains traverse through heavily wooded areas, which are becoming more challenging to access. Accessibility is crucial in order to conduct a full assessment evaluation and to provide timely access to conduct immediate or corrective repairs to the sewer main or structures. The goal of this project is to recreate the original easement access area or create alternate access points.

Contract #1 was the Town's very first sewer construction project, which began in 1970. This project entailed the installation of approximately 13,000 linier feet of sewer main. A Special Appropriation in the amount of \$250,000 for engineering services was appropriated for the Contract #1 Sewer Main Access project in FY 24. Survey work to identify the Contract #1 easement area, manholes, intersecting property lines, and other utilities within the easement area commenced in October of this year and is anticipated to be completed by December. A detailed construction costs estimate will be provided upon completion of the survey's findings. In the absence of a construction costs estimate based upon engineered drawings, our engineering firm estimates construction costs up to \$500,000. Many of the Town's easement area will require surveys to delineate boundaries, identify wetland soils and engineering services to design access travel surfaces based upon the survey findings. It is the intent of the Utility Commission to establish a multi-year request necessary to fund the survey, engineering and reconstruction of each of the Town's cross-country sewer main easement areas.

OPERATIONAL PROJECTS

Water

- Lead and Copper Revision Rule (LCRR)

The US EPA has developed regulations to protect communities from exposure to Lead in drinking water. This regulation known as the Revised Lead and Copper Rule Revisions requires all public water systems to create an inventory of the water service line material that serves each home or business, from the water main up to the building's interior. This inventory list is mandated by USEPA and the Connecticut Department of Public Health (CTDPH). Approximately 7900 water service lines in Waterford need to be evaluated, we are obligated to submit our service line inventory list by October 16, 2024. The LCRR regulation requires that Waterford create an inventory of the existing water service line materials (plastic, copper, lead, galvanized, other) on the public and private side in Waterford's water system and identify which service lines may be galvanized or contain lead. This month the Utility Commission executed an agreement with an Engineering firm to conduct the EPA's mandatory Service Line Inventory in the amount of \$98,363

- Gallows Lane /Bloomingdale Rd Low Water Pressure Project.

We are planning to improve water pressure at the Gallows Lane and Bloomingdale Road area. The Connecticut Department of Public Health (CT DPH) regulations require water systems to maintain a minimum pressure of 35 psi in their water distribution system and a minimum of 20 psi during a fire flow event. In 2004, the Waterford Utility Commission received complaints of low pressure from residents on Bloomingdale Road, near the Gallows Lane tank. In a subsequent sanitary survey, CT DPH cited a violation for water pressures below 35 psi and 20 psi at services in this area. In 2006, Lenard Engineering, Inc completed a Preliminary Engineering Report evaluating options to improve pressures to existing services on Gallows Lane and Bloomingdale Road as well as future services on the northern portion of Bloomingdale Road, which are not connected to the distribution system at this time. The Lenard report proposed alternatives, which entailed the installation of lengthy cross-county mains and pumping stations resulting in costs varying from \$2.2M to \$5.5 M.

As a result of the significant costs estimate identified within the initial report the Utility Commission is currently reevaluating the alternatives identified within the previous report in effort to achieve a more costs effective solution. A new engineering study is currently ongoing and anticipated to be complete by mid-December. As an alternative solution to installing lengthy cross -county water mains and constructing pumping stations our current engineers are evaluating the concept of installing In-Line booster pumps to increase system pressure. A detailed costs estimate will be made available upon completion of the evaluation; however, preliminary discussions with our engineering firm indicate costs less than the original report due to the consideration of a different design concept. Our request is to initiate a three-year funding schedule for infrastructure improvements associated with the need to increase the water pressure at the Gallows Lane/Bloomingdale Rd area. Low system pressure also affects Insurance Service Organization (ISO) rates. The ISO rates municipalities based on the level of fire equipment, water service and dispatch service.

We will continue to pursue funding for this project through the capital improvement program and the Drinking Water State Revolving Fund.

PLANNING

Water

- Pleasure Beach Water Main Replacement

This project was initiated around 2005 with the intention of replacing water mains in the Pleasure Beach area known as Water Contract #10 which consisted of 20,316 LF of 8" pipe. This contract area has experienced a significant number of main breaks. DPW has held off paving this area to avoid causing more breaks. To date, we have replaced 1,468 feet of the Contract # 10 main, and 18,848 feet of the old main remain. Funds are being requested for future years to replace approximately 6,300 LF/Yr. at a current average costs of \$150/LF . This project will enhance the reliability of the distribution system and create assurances that the roads within the contract area can be repaved without causing a main break and creating an adverse condition to a newly paved road.

Wastewater

- RT 85 Wastewater Pump Station Power Conversion Project

This pump station resides within an easement on the Crystal Mall property. Since the Rt 85 wastewater pumping station was constructed, the station's electric power and stand by power has been provided by the Crystal Mall. It is the intent of the Commission to be responsible for the commercial and standby power to this pumping station in order to assure reliable service from the electrical components and proper maintenance of the emergency standby power source. To achieve this we will have to install our own emergency generator and commercial power service components. An evaluation was conducted in 2007, which identified two alternatives ranging in costs from \$432K to \$602K.

PLANNING

- Large Diameter Emergency By-Pass Mobile Pump.

Evergreen Station is the main wastewater pumping station that services all flows from the Towns of Waterford and East Lyme and portions of New London. This station is equipped with by-pass piping to accept the installation of a portable bypass pump in the event of station failure. The Utility Commission does not own a portable pump of sufficient capacity to accommodate this station's flow. Funding for a large diameter diesel driven mobile pump will be requested within the future CIP.

Evergreen Station Emergency By-Pass Pump



Emergency By-Pass Suction Piping



Emergency By-Pass Discharge Piping

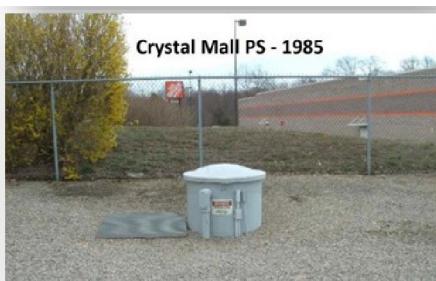
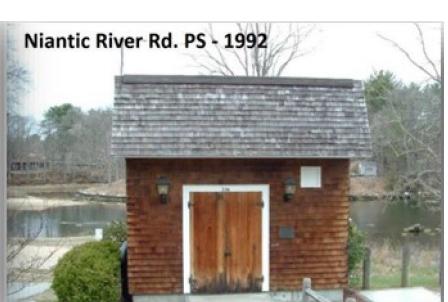
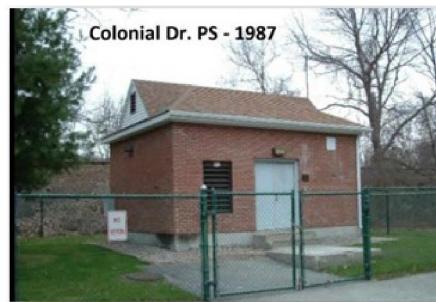
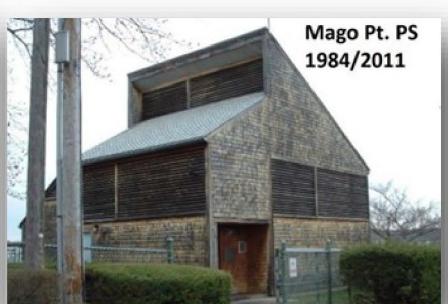


Diesel driven 12" Portable Pump
241 HP 5,590 GPM

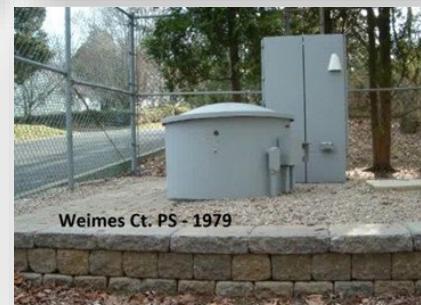
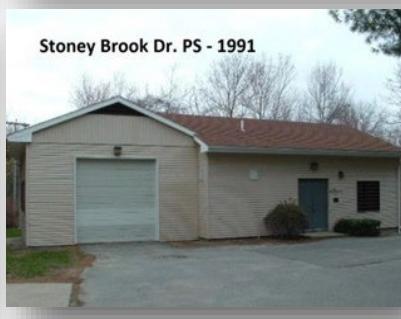
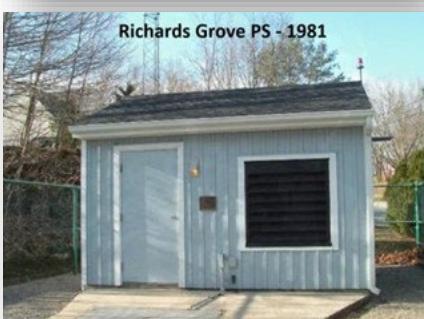
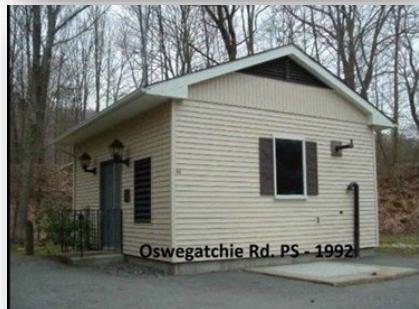
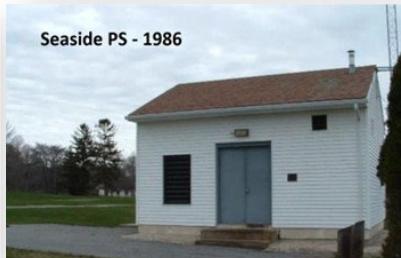


Pump would be temporarily installed between Suction and discharge piping in event of station failure.

WASTEWATER PUMP STATIONS & YEAR BUILT/RE-BUILT



WASTEWATER PUMP STATIONS & YEAR BUILT - CONTINUED



PUMPING STATION COMPONENTS



Evergreen Pump Station - Dry Pit Submersible Pumps.



Typical Emergency Generator

WATER PRESSURE BOOSTER STATIONS & WATER TOWERS



Dayton Place Water Pressure Booster Station
Built 1973 - Rehab 2014



Vauxhall Street Water Tower
Built 1973 - Rehab 2003
Capacity - 300,000 Gallons



Old Colchester Road Water Pressure Booster Station
Built 2008



Rogers Hill Water Tower
Built 2008
Capacity - 1.25 Million Gallons



Industrial Drive Water Pressure Booster Station
Built 1986 - Complete Rehab 2014 ²⁸¹



Fargo Lane Water Tower
Built 1986
Capacity - 750,000 Gallons

FINANCIAL OVERVIEW - FY2023



The administration, clerical, and the operation and maintenance of the wastewater collection system are 100% funded through sewer use fees (Enterprise Fund). No revenue is received from the Town's General Fund. The wastewater enterprise operating budget for FY23 was \$3,859,059

Our residential sewer use rate is based upon a two tier system. Tier 1 is a flat rate charge of \$45.00 per quarter/equivalent dwelling unit and tier 2 is based upon actual water consumption of \$3.50 /100 cubic feet of water. This rate has remained in effect since 2009.

ASSESSMENT, RENTALS, ENTERPRISE, CONNECTION FEES & OTHER REVENUES FY23

Utility Commission benefit assessment collections in FY23:

- \$16,500 in water assessments, and
- \$0 in sewer assessments

Water and Sewer assessment collections are deposited into the General Fund.

The Utility Commission also generated:

- \$3,653,505 in sewer user charges (Enterprise Fund) - \$3,826,866 collected.
- \$187,868 from connection fees which are deposited into the Sewer Development and Maintenance Fund.
- \$54,876 in rental fees which are deposited into the WUC Water Fund.

EXPENDITURES FY23

- General Fund Expenditures were \$0
- Expenditures from the Enterprise Fund were \$5,235,562
- Expenditures from the Sewer Development & Maintenance Fund were \$0
- Expenditures from the Water Fund were \$46,242
- Expenditures from the Capital & Non-Recurring Fund were \$321,077
- Expenditures from the Capital Improvements Fund were \$130,489

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Waterford-East Lyme Shellfish Commission
Annual Report –2023

The Waterford-East Lyme Shellfish Commission (WELSCO) oversees shellfishing in the Niantic River. WELSCO has had a successful year continuing to provide recreational shellfishing of clams, oysters, and scallops within the Niantic River.

There are 3 areas in the Niantic River available for recreational shell fishing; Area A which is open year-round and is located in the central part of the river, and Area B north and Area B south which are open conditionally during the colder months and is located in the southern third of the river and a section located south of Sandy and Horse Point. The open and closed status of each of these areas is overseen by DA/BA and the Ledge Light Health District.

Recreational permits are sold by both the East Lyme and Waterford Town Halls as well as Hillyer's, J & B Bait and Tackle and Mackey's Bait and Tackle. Permits are sold under a variety of conditions based on duration, residency, and senior citizen status. Last year, WELSCO voted to increase the permit fees in a few categories as well as set limits to oyster harvests. These fees had not increased in many years. These fee increases will offset operational expenses that have increased due to inflation. Increasing the permit fees will also help manage shellfish stock by preventing overfishing. As of Oct 29, 2023, there were a total of 691 permits sold generating \$26,189 of revenue for WELSCO. This is an increase from the previous year. WELSCO is not authorized to issue commercial shell fishing permits based on state statute. WELSCO uses a private accounting firm to manage our financials which adds significant expense. The complexities of managing WELSCO's finances separate from town's accounting requires an independent accountant. This year, WELSCO had a financial review for both 2021 and 2022 performed by the private CPA firm Seward and Monde. No issues were found from this review.

WELSCO entered into 2 agreements with the towns of Waterford and East Lyme in 2022 and the end of 2021. The first was a formal agreement for each entity to fund 1/3 of the Save-the-River-Save the Hills pump-out boat. This boat is critical to maintaining the no-discharge zone in the Niantic River and maintaining water quality at a high standard. The second agreement was the signing of an MOU with East Lyme and Waterford to each fund 1/3 of the costs for workers comp insurance for the WELSCO wardens. The WELSCO wardens perform water sampling activities for both towns (unrelated to WELSCO) to maintain their respective shellfishing areas in accordance with DA/BA requirements.

Although clam stock in the Niantic River appears to be sustainable, WELSCO's attempt to purchase clam seed or adult clams to ensure our stock is maintained have been unsuccessful. While clam seed stock is scarce, WELSCO spent \$4000 to purchase 10,000 oysters, which will

add a second species of interest to the shell fishing public, and to attempt to increase the population of this environmentally beneficial shellfish species to the Niantic River. As done last year, the oysters were sourced from the Niantic Bay Shellfish Farm. WELSCO has decided to hold a scallop season this year at the request of the public although the native scallop population appears to be low.

WELSCO owns the Shellfish Warden boat which is used to collect water and shellfish meat samples, as required by the DA/BA, to allow for recreational shell fishing activities. WELSCO wardens collect samples not only for WELSCO but also for the Waterford Shellfish and East Lyme Harbor Management/Shellfish commissions. The Warden boat is one of the few municipal boats in the water year-round and has been used in the past by other departments in emergencies. Although WELSCO bills for warden's hours from the other shellfish commissions, WELSCO pays for all other expenses for the warden boat including fuel, insurance, maintenance and repairs. The State regulations dictate that after 1.5 inches of rainfall, the recreational shell fishing areas in the Niantic River will be closed until water samples are tested to confirm bacterial levels are at acceptable levels.

A point of concern for WELSCO in 2023 continues to be the condition of the Waterford town dock. Although the main dock is sound, the finger pier where the warden boat is docked is in disrepair and a potential safety hazard. Discussions regarding repairs are ongoing with town officials.

Future Goals

WELSCO will continue to carefully manage our shellfish stock through a combination of restocking efforts, management of native stock, and helping to mitigate man-made influences that negatively impact shellfish sustainability. Improving water quality is an important component of this and WELSCO also believes enhancing oyster populations in the Niantic River will improve water quality. WELSCO has always operated with a high degree of fiscal responsibility and this will be even more important going forward as we will request \$1 from each town for 2023-2024.

Respectfully Submitted by:

Peter Harris,

Chairman of the Waterford-East Lyme Shellfish Commission.

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2023



WATERFORD YOUTH & FAMILY SERVICES ANNUAL REPORT

Waterford Youth & Family Services
200 Boston Post Rd.

Waterford, CT
860.444.5848

WaterfordCT.org/160/Youth-Family-Services





“I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

— Maya Angelou



TABLE OF CONTENTS



A Message from Mike Buscetto	1
A Message from Dani Gorman	2
Meet our Team and Staff	3
Programming Highlights	4
Camp DASH 2023	5
Human Services	6
Mental Health	7
Veterans Services	8
Waterford Community Food Bank	9
Partnerships & Volunteers	10
For Jody	11





Mike Buscetto

Chairman, Waterford
Youth and Family
Services



Dear Friends

On behalf of the Youth and Family Services Advisory Board, I am delighted to once again have the distinct privilege of presenting the department's 2023 Annual Report. A comprehensive reflection of the remarkable accomplishments over the past year, the board and I take immense pride in acknowledging the dedicated efforts of our exceptional staff and volunteers.

Within the upcoming pages, you will discover more about the outstanding achievements of our programs and services. We are particularly excited to share the innovative approaches that have propelled our department to a position of high regard, known for its effectiveness, efficiency, and performance levels.

Furthermore, our department's remarkable commitment to data collection and analysis stands out. We have not only focused on measuring consumer satisfaction but have also been able to gauge the tangible impact of our programs and services on our residents' lives. It's worth noting that no other town department conducts data analysis at this level, enabling us to gain valuable insights into how our initiatives have positively influenced our community.

It is a great privilege to serve as chairman and witness firsthand the meaningful impact that the work of our department has on the lives of the individuals and families we serve. With great pride, I present to you the 2023 Youth and Family Services Annual Report, a testament to our ongoing commitment to making a difference in the lives of those we are honored to serve.



WATERFORD
Youth & Family
Services



Dani Gorman

Human Services Administrator
Waterford Youth and Family Services



Dear Friends

Our 2023 Annual Report reflects a time of development, innovation, and strengthened connections. As the needs of our community evolved, we did too; focused on providing a reassuring presence in the lives of the residents who turned to us for help, enrichment, and support. Over eighty percent of our consumers completed satisfaction surveys and, whenever possible, we also measured our outcomes. In 99 percent of the surveys returned to us, consumers rated us with providing exceptional services. This included our mental health services that were rendered to residents needing comprehensive care. I am very proud of the staff and volunteers who worked hard to be life-changing resources for residents with many types of critical needs.

From providing meals to those at risk for food insecurities to helping youth struggling with feelings of isolation, the staff and volunteers dedicated themselves to being responsive, reliable and compassionate. At all service levels, we committed ourselves to strengthening families, helping young adults struggling to find their way, and offering youth various opportunities to grow in positive directions. The department's mental health services, Camp DASH and the Community Food Bank further advanced their presence within the Town and are considered to be 3 of the region's most valued programs. Since the height of the pandemic and the years that have followed, we have been a source of reassurance for thousands of residents; restoring confidence and providing comfort at a moment's notice. 100 percent of all calls received for mental health services were acted upon by our clinical team within less than 3 hours. 100 percent of all crisis calls were handled immediately. Not one parent or caregiver was left waiting in their time of need.

This is a remarkable statistic during a time when mental health services are inundated with requests and waiting lists are long. This is a real reflection of the department's efforts to remain at the frontlines, prepared and ready to provide comfort and restore hope. It is an honor for me to present our 2023 Annual Report on behalf of the Youth & Family Services Advisory Board, staff and volunteers. The pages ahead provide a detailed snapshot of the department, our work, and the data that has measured our successes.

Meet Our Team

At Waterford Youth and Family Services, our dedicated team is the heart and soul of our mission. Committed to making a positive impact in the lives of our community, each member brings their unique skills, passion, and expertise to the table. We are proud to introduce you to the compassionate, skilled and inspiring member of our team.



Dani Gorman
Human Services
Administrator



Joseph Trelli
Program
Coordinator



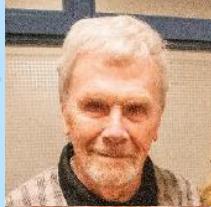
Heidi McSwain
Human Services
Coordinator



Isabella Dazzi
Administrative
& Intake Specialist



Brandon Smith
Lead Program Staff
& Director of Camp DASH



Andrew Staunton
Lead Clinician



Linda Geer
Secretary



Afterschool
Program Staff
Megan Herrera
Cooper Bellos
Aries Dupont



Anne Ogden
Volunteer Coordinator
Waterford Community
Food Bank



WYFS Advisory Board

Member Name	Title	Member Name	Title
Michael Buscetto III	Chairman	Chris Muckle	Community Representative
Robert J. Brule	First Selectman	Dani Gorman	Director of Youth Services
Marc Balestracci	Chief of Police	Clara Mahoney	Student Representative
JoAnna Bennett	Parent Representative	Brandon Smith	Community Representative
Michael Cristofero	Parent Representative	Brady Sutman	Student Representative
Kathleen Elbaum	Superintendent BOE Representative	Joseph Trelli	Program Coordinator WYFS
Erin McNamara	Parent Representative		

Program Highlights

In the past year, our commitment to meeting our client's needs, measuring outcomes and data collection has been the linchpin of our program development and implementation. This robust approach not only empowered us to surmount challenges but also allowed us to adopt a holistic family-centric strategy, providing both adults and children with the indispensable tools to actualize their goals.

Although the Waterford Community excels in numerous aspects of social and emotional wellness, be it team sports, or music programs, there are still gaps that persist for all youth. With our ever expanding offering of programs, we remain committed to addressing and bridging said gaps while simultaneously reaffirming our dedication to diversity, equity, and inclusion across all program levels, while fostering an environment that reflects our core values.

In tandem with these efforts, we've diligently refined our reporting and analytical workflow over the past year, collaborating with our partners at DCF and DillingerRAD. We take pride in achieving one of the highest reporting ratings in the state, distinguishing ourselves within the Youth Service department landscape. This accomplishment underscores our unwavering commitment to excellence in every facet of our collaborative endeavors.

9,081 Thanksgiving and Holiday Meals provide to our Waterford families in need

5000+ LTS hours completed at Camp DASH by our teenage volunteers

900+ points of client contact amongst all services provided by WYFS in FY23

750 individual counseling appointments provide at no cost to Waterford residents

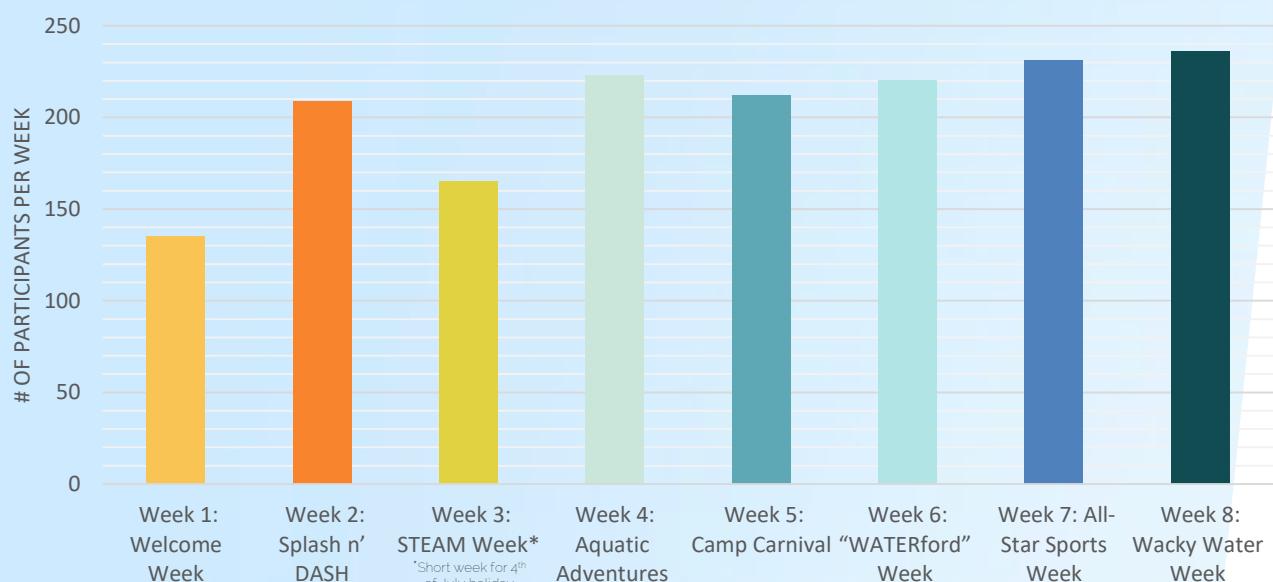
400+ hours planned and implemented programming across 8 weeks for 525 campers & volunteers

80 hours of presentations in our Youth Promise program across all three elementary schools

\$10,000 of scholarships provided to Families in need for Camp DASH

Camp DASH

In our commitment to supporting working families, providing volunteer opportunities for teens, offering enriching experiences for our campers, and fostering workforce development for our staff, Camp DASH stands out as our flagship program. Making a significant impact, the 2023 season of Camp DASH marked a historic milestone, reaching its widest scope ever. The program provided affordable childcare to 525 Waterford children, while also engaging 81 teen volunteers. A notable 90% of parents lauded the program for delivering an exceptional experience for their children, with an impressive 76% expressing that Camp DASH surpassed similar offerings in the area. Additionally, the program boasted an outstanding 87% return rate among our leadership team, and we sustained a commendable staff retention rate of over 65% from 2022 to 2023.



Parent Testimonials:

"My kids always look forward to the summer and going to camp. This was their third year going all summer. The staff are great, attentive, and really help my kids succeed and have a great day. So many fun activities that are offered and to keep the kids engaged."

"This was a really great experience for my son, who is entering K in the Fall. The staff enthusiastically welcomed him each morning, and provided plenty of different options throughout the day. The schedule was always jam packed with fun activities throughout the weeks, and it didn't feel overly repetitive for the kids signed up for the entire summer. Overall really great experience."

"Our children did summer camp at Oswegatchie last year and this year we decided to try the one at QH and the kids just could not get enough of camp this year! Absolutely their favorite camp compared thus far, and there have been to a few others. Thank you so much for running an excellent program where our kids can be active and social and come home happy every day from such a fun day!"

Human Services

Though COVID-19 may feel distant now, its impact on our outlook and mission can still be felt. Waterford has remained steadfast in its commitment to prioritizing the human needs of its residents.

Embracing an interdisciplinary approach, the town is dedicated to enhancing the overall quality of life for its community members. At the forefront of these endeavors is a designated Human Services Coordinator. This key figure actively addresses problems, administers social service programs, improves accessibility, and collaborates with the contracted clinical director to oversee mental health services.

This commitment extends into our Youth and Family Services and Senior Services, where the impact is substantial. The data highlights our dedication, revealing that hundreds of residents have benefited from tailored programs and services. This personalized approach ensures that individuals, families, and seniors receive the support they need, reflecting our unwavering commitment to their well-being.

Energy Assistance

204 Households Grants ranging from \$150 (heat included in rent) to \$1,890.00 towards main heating costs



Renters' Rebate

175 applications
Total grants \$86,649
Average grant amount \$495.00



Emergency Food & Shelter Grant

7 Households assisted with utilities
\$2,500 in total grants



Farmer's Market Coupons

98 Residents received total of \$2,352



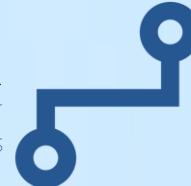
Client Emergency Fund

10 Households assisted
\$6,958 in total grants



Points of Contact

900 points of contact for Human Services



Other Services provided:

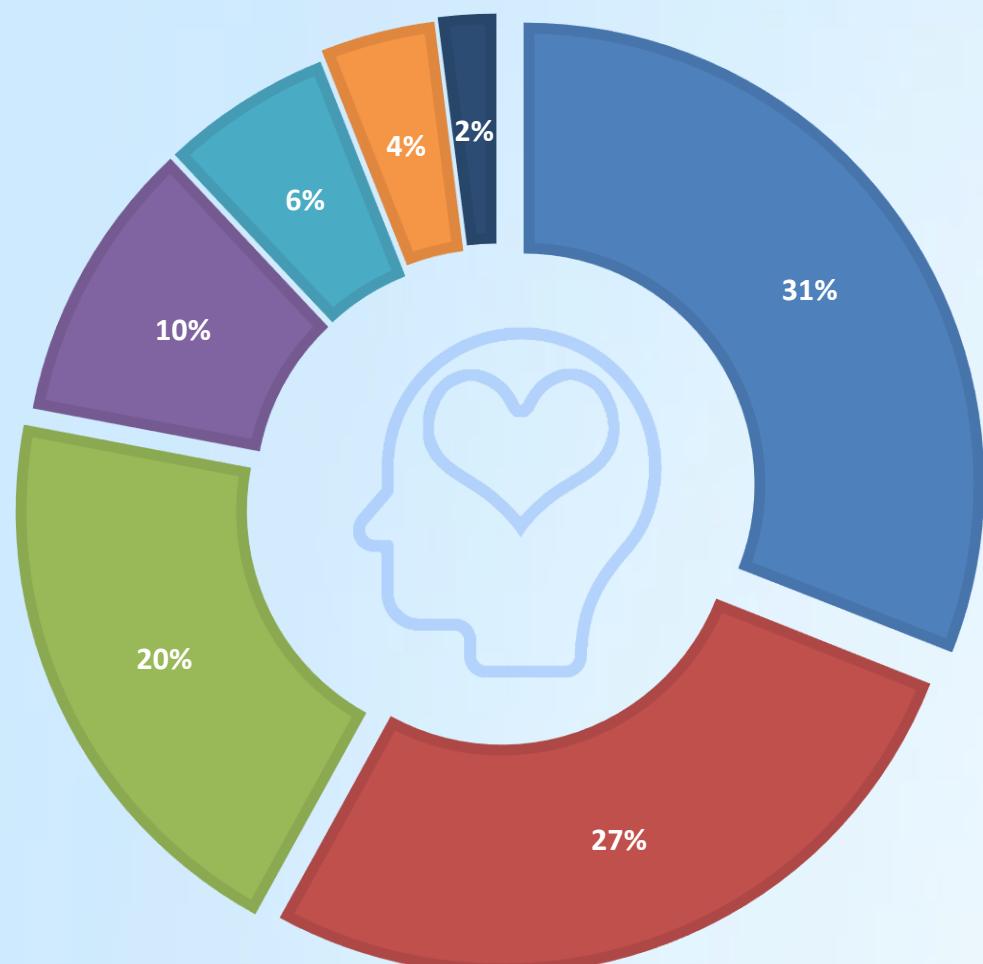
Housing Assistance/Relocation, SNAP benefits, DSS Benefits, Handicap Resources, Home Repairs, Phone/Internet assistance

Mental Health

The department's clinical services were thoroughly utilized during 2023. On behalf of the children, adults and families they serve, nearly 750 individual counseling appointments were completed by clinical staff, as well as social-emotional support groups for middle school boys and girls. By having a well-trained and passionate mental health team, Waterford Youth and Family Services was able to support the emotional, psychological and social needs of many residents. From addressing concerns at early onset to providing all-encompassing counseling for in-depth mental health concerns, the department's clinical team ensured high-quality care to help residents recognize their full potential, cope with the challenges of life, and make meaningful contributions at home, school, and within their community.

PRESENTING MENTAL HEALTH CONCERN

- Generalized Anxiety
- Disruptive Behavior
- Depression
- Social Anxiety
- PTSD
- Bipolar Disorder
- OCD



Veterans Services

In our community, an enduring commitment to meeting the needs of Veterans remains a top priority. Over the past year, we've amplified our efforts to support this vital demographic, with a particular emphasis on expanding our Veterans Coffeehouse initiatives. These gatherings not only feature informative speakers and valuable resources but also include support groups and comprehensive case management services.

The centerpiece of our efforts is the monthly coffeehouse hosted at Filomena's Restaurant, standing as the largest gathering of its kind in the region. More than seventy Veterans attend, enjoying a complimentary full breakfast and coffee service. Additionally, two other coffeehouses take place in residential complexes, strategically to ensure easy accessibility.

At these gatherings, a licensed clinical social worker (LCSW), also a Vietnam War Veteran, provides invaluable assistance in navigating the intricacies of the Veterans Affairs system and addressing emotional well-being. Beyond emotional support, Veterans benefit from a range of services, including case management, re-housing assistance, access to food and meals, enrichment programs, and transportation.

This multifaceted approach underscores our commitment to providing comprehensive support for Veterans in our community.



Waterford Community Food Bank

Since its inception within Waterford Youth and Family Services, the Waterford Community Food Bank has supported thousands facing food insecurities. With a committed team of volunteers, the food bank expanded to offer not only essential food items but also paper goods, toiletries, kid-friendly snacks, diapers, and a "client choice" option, which they can shop the food bank in person, providing both control over their food choices and a sense of dignity.



**WATERFORD
COMMUNITY
FOOD BANK**



Waterford Community Food Bank has grown this year to match the needs of our neighbors. Our clients come in monthly to shop the shelf. The fact that they can come in and choose items that meet their needs and dietary concerns are welcome options for them. We have expanded our offerings to include sections of Organic, sugar free and low sodium products. We held a Community Diaper Drive this year that now lets us offer more items to families with young children. Twice this year we offered "Snack Packs" for school vacation week and for the start of the school year in conjunction with our Back Pack giveaway. A themed distribution bag is becoming our specialty such as a Chili bag that includes the ingredients and recipe for an easy chili. We often include a food bag to our veterans that gets distributed at the Veterans Coffee House. The Waterford Community Food Bank has a dedicated group of 10-12 volunteers that spend hours embodying #neighborhelpingneighbors mindset. We are passionate about what we do for our Waterford neighbors.

~ Anne Ogden, Wtfd Community Food Bank Volunteer Coordinator

Partnerships & Volunteers

Youth and Family Services celebrates the meaningful collaborations forged with citizens, schools, businesses, civic organizations, and faith-based groups. These partnerships have not only allowed us to amplify our positive impact on the community but have also woven a fabric of support around us, ensuring that we never stand alone in delivering our services. The invaluable contributions of our donors, whether through financial support or volunteer efforts, form the foundation of our endeavors.

A special acknowledgment goes to our dedicated youth volunteers who play a vital role in our summer camp and afterschool programs, as well as our youth mentors who contribute their time and guidance. Additionally, we extend our gratitude to our adult volunteers whose commitment strengthens Youth and Family Services, making our mission even more effective. We sincerely thank all our partners for their collaborative efforts, which continue to fortify and enhance the work of Youth and Family Services.



We dedicate this annual report to
the woman who inspired us



Jody Marie Nazarchyk
1952-2023



*“Alone we can do
so little; together
we can do so
much.”*
— ***Helen Keller***



Town of
Waterford, CT.

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ZONING BOARD OF APPEALS 2022/2023 ANNUAL REPORT

The Zoning Board of Appeals (ZBA) operates under the authority of the CT General Statutes and Waterford's Zoning Regulations. Five regular and three alternate members are elected to serve for four year terms. These terms are staggered, which helps the ZBA maintain consistency, expertise, and experience as they perform their duties. During their service, ZBA members are tasked with three main responsibilities. They are:

- To hear and act on appeals of enforcement decisions. In Waterford, the Zoning Enforcement Officer (ZEO) is the official charged with interpreting and enforcing the Zoning Regulations. There are times when someone may disagree with the ZEO's decision and choose to appeal. The ZBA evaluates evidence and determines whether to uphold or modify the ZEO's decision. Appeals are quite rare, however having a formal way to appeal decisions is an important part of maintaining a fair enforcement process for all.
- To hear and act on requests to vary the standards in the Zoning Regulations. The Zoning Regulations are adopted by the Planning and Zoning Commission and include standards for how land is used in Waterford. There are some unique circumstances when the literal enforcement of the Zoning Regulations would cause an exceptional hardship in developing or using a property. In these cases, property owners may apply for a variance and present their case to the ZBA. The ZBA evaluates the variance request according to strict standards. The ZBA may vote to deny, approve, or approve a variance with conditions.
- The ZBA also has the responsibility to approve or deny certificates of location for motor vehicle dealers and repairers licenses.

The Zoning Board of Appeals held 9 regular meetings and 1 special meeting during the 2022-2023 Fiscal Year and heard 7 applications for residential variances.

The Zoning Board of Appeals received \$3616.00 for application fees. Expenditures amounted to \$3677.62 of which \$3343.75 was associated with public hearing advertisements. The remaining \$333.87 was spent on postage, office supplies and the cost of attending the CT Land Use Law Seminar. Application fees are applied to the general fund which helps defray the cost of postage and advertising as required by law. Application fees are set forth in Section 16.08.030 of the Waterford Code of Ordinances. At this time, the cost of legal notice advertisements for variances is not listed as an item to be paid by the applicant. In the future, the ZBA may consider requesting an amendment to this Ordinance to required applicants to pay for legal notices.

MEMBERS

Cathy Gonyo, Chair
Michelle Kripps, Vice Chair
Anne Darling, Secretary
Warren Mackenzie
John Morgan

ALTERNATE MEMBERS

Jason Maryeski
Greg Gallup
William Herzfeld

STAFF

Jill Stevens, Zoning Enforcement Officer
Wayne Scott, Zoning Enforcement Officer
(Hire date: 3/27/23)

Dawn Choisy, Recording Secretary

Respectfully submitted,



Cathy Gonyo, Chair
Zoning Board of Appeals