

A Guide to Waterford Town Government And Services



Greetings

As the First Selectman of Waterford, it is my distinct pleasure and privilege to introduce you to our town. Waterford is a coastal community located midway between Boston and New York with some of the most beautiful shoreline to be found on Long Island Sound. We are bordered on the South by Long Island Sound and on the East by the Thames River.

The town is considered a rural community with a great deal of residential properties, some industrial and commercial enterprises, and a large number of retail services. Our school system is strong, our infrastructure is sound and well developed, and our crime rate is low. Our taxes are moderate and the quality of services that the town provides is exceptional.

As a town, we are fortunate to have an excellent professional staff supported by a large cadre of talented and devoted volunteers. These volunteers make up our various boards and commissions, fire companies, and a host of other community support agencies designed to enrich the lives of our residents.

This booklet is meant to serve as a quick reference to Waterford's boards, agencies, and commissions and the services that they provide. The official Code of Ordinances has full descriptions and is available at the Waterford Public Library, in the Town Clerk's office and on-line. Part of our role as adults is to educate and assist our youth to become better citizens. This guide is intended to help our youth have a better understanding of our government and where they can play a part in determining the future of our town. By understanding the functions, they can determine how they can best serve with a sense of pride and duty to their community and continue our spirited tradition of volunteerism.

Waterford is a community of many different people brought together by a common place of residence. The differences amongst us make it a very strong and beautiful place for each of us to enjoy in our own style. Waterford was founded in 1801. The land, however, was being worked well before and the town has since become a very successful community of 19,000 people who continue to live here in Waterford. We hold our meetings in public so that people can be a part of the government. The liberty granted by our national government is best served by allowing the public to see the activities and being able to take part in that process.

This guide is dedicated to all of the Volunteers who freely serve our town to make Waterford the excellent place it is.

Daniel Steward
January 2007

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A Brief History

Typical New England towns developed around a central town green with a church and surrounding houses. Not so Waterford. In 1801 our town was formed out of New London, the neighboring urban seaport, a century and a half after European settlers arrived here. Waterford, in effect, left the original town's urban and cultural center behind in New London. In the late 17th and 18th centuries farmsteads appeared (called "West Farms" back then), and a number of Baptist churches were built over the years, the first at Pepperbox Hill in 1730.



Darrow Meetinghouse
Site of the first town meeting
Mullen Hill Road

Later, through the early 19th century, small scale mills and factories developed along Waterford's watercourses. In Quaker Hill the reliable Hunts Brook provided energy for woolen and paper mills replacing colonial gristmills and sawmills. The granite quarrying industry expanded after 1830 and continued into the 20th century. Maritime industries such as fishing and shipbuilding were also important.

Things changed rapidly with the arrival of the railroad. In 1849, a north-south rail line on the west bank of the Thames ultimately linked eastern Connecticut and Long Island Sound with the rest of New England and Canada. An east-west line connecting our area with New Haven and New York opened in 1853. City folk seeking "the country life" built vacation homes, and by the end of the 19th century, summer hotels and beach cottage colonies, such as Pleasure Beach, Goshen Point, and Oswegatchie had developed along the river and Long Island Sound shores. This "fashionable" element was joined by new Irish, Italian and Scandinavian immigrants who were attracted because of the jobs in the quarries, railroads, estates of the wealthy, and hotels.

In spite of the railroad's importance, by the turn of the twentieth century the electric trolley was to have a far more significant impact in terms of how year-round residents lived and worked. Eastern Waterford contains examples of "streetcar suburbs", notably in Quaker Hill, Harbor-View Heights off Broad Street and Willets Avenue Extension. As an additional benefit, the electric lines installed to operate the trolleys provided easy access to electrification for dwellings.

The automobile further shaped Waterford's economic development, especially

in the resort industry. After 1921, the Rope Ferry Road bridge over the Niantic River and improved hard surfaced roads provided convenient automobile access to new beach areas such as Mago Point and the "Avenues" along the river.

The years after World War II brought renewed beachfront development, suburban subdivisions, and a few new estates belonging to the wealthy. From 1940 to 1950, Waterford's population increased by 38% to 9100 people. Waterford's 2000 census showed a population of 18,638 within its land area of about 32.8 square miles.

Much of the above information was garnered from *Historical and Architectural Survey of Waterford, 1997*.

Local Government in Connecticut

Although many of Connecticut's municipalities were founded long before the United States itself, their right to exist and to govern themselves as town and cities comes solely from the state. They have a choice to operate under the state's general laws and statutes, or adopt their own charter and determine their own form of government under what is known as "home rule".

Town Charter

The charter is a municipality's constitution, setting forth the powers that may be exercised in the name of the city or town. After a number of failed efforts beginning in 1964, the Town of Waterford elected to adopt a charter in 1978. Under the Home Rules statutes, municipalities that choose their own form of government must go through an arduous charter adoption process beginning with a charter commission appointed by the board of selectmen. At least three public hearings are held and a final report is submitted to the board of selectmen. The charter is then brought before the full electorate and either accepted or rejected. Since 1978 there have been seven charter revision commissions, the most recent in 1998.

Forms of Government

In our state there are three kinds of local government: selectmen/town meeting; mayor/council; and council/manager. About two-thirds of Connecticut's 169 municipalities are selectmen/town meeting governments, the traditional choice for smaller towns (most of the state's municipalities have populations less than 25,000). Waterford and neighboring Montville and East Lyme are examples.



Mago Point

Towns without charters operate, by state law, under the selectmen/town meeting form of government. Ledyard is the only community in our area with a mayor/council government, and New London and Groton are examples of the council/manager type of government. Waterford's government is in fact a variation of the selectmen/town meeting category and is known as selectmen/representative town meeting/board of finance.

Who Operates our Government?

We see state and federal government officials all the time on television and in newspapers, but we encounter our local leaders and others who work in town government regularly in person because they are our neighbors. Our town, like every other municipality in the state, is run by its own citizens, most of whom are volunteers.

Anyone who serves on one of Waterford's boards or commissions, whether elected or appointed, must be a resident and an elector.

Elected officials and their terms of office (in years) are:

- Board of Selectmen (2)
- Board of Assessment Appeals (4)
- Board of Education (4)
- Board of Finance (4)
- Registrars of Voters (2)
- Representative Town Meeting (2)
- Tax Collector (4)
- Town Clerk (4)
- Treasurer (2)
- Zoning Board of Appeals (4)

Appointed boards and commissions and terms are:

- Ad hoc committees (project completion)
- Board of Fire Commissioners (3)
- Board of Police Commissioners (3)
- Building Board of Appeals (5)
- Building Committees (project completion)
- Conservation Commission (5)
- Economic Development Commission (3)
- Emergency Management Advisory Council (various)
- Ethics Commission (2)
- Flood & Erosion Control Board (5)
- Harbor Management Commission (3)
- Historic Properties Commission (5)
- Housing Authority (5)

Housing Code Appeals Board (3)
 Personnel Review Board (3)
 Planning & Zoning Commission (5)
 Recreation & Parks Commission (3)
 Retirement Commission (various)
 School Building Committee (various)
 Senior Citizens Commission (3)
 Waterford/East Lyme Shellfish Comm. (4)
 Waterford Housing Partnership (indefinite)
 Waterford Shellfish Commission (4)
 Utility Commission (4)
 Youth Services Bureau Advisory Committee (3)



Jordan Green

Important telephone numbers (860)

Town Hall main switchboard...442-0553	Public Health... 444-1111
Building Official... 444-5826	Public Works Department...444-5864
Department of Education...444-5801	Recreation & Parks Department...444-5881
Emergency Management...442-9585	Registrar of Voters (Dem)...444-5836
Finance Department...444-5842	Registrar of Voters (Rep)...444-5838
Fire Marshal...440-0544	Senior Services...444-5839
First Selectman...444-5834	Tax Assessor...444-5820
Human Resources...444-5832	Tax Collector...444-5816
Library...444-5805	Town Clerk...444-5831
Planning and Zoning...444-5813	Utility Commission...444-5886
Police Department...442-9451	

Fire or Police Emergency...911

Visit Waterford's web site at: www.waterfordct.org

Executive, Legislative and Town Clerk

Board of Selectmen

There are three Selectmen. The first selectman is a paid, full time officer and works in an office in Town Hall; the other two selectmen receive a small stipend and usually work at other jobs.



Waterford Town Hall

The board is responsible for the overall operation of town government, though the day-to-day authority is in the hands of the first selectman.

The first selectman is the town's chief executive. He superintends the affairs of the town, directs the administration of all departments and officers, is responsible for the faithful execution of all laws and ordinances, directs the establishment, administration,

and coordination of a municipal capital improvement plan, and is responsible for the operation and maintenance of town property. He is assisted in the operation of his office by a full time paid staff and by a town attorney in legal matters.

He sits on the various town boards and commissions, as a voting member on the board of selectmen and police commission and ex-officio on others. As the town's "first citizen", he fields requests and concerns of Waterford citizens and acts as ambassador representing Waterford's interests to surrounding municipalities and to the state.

Members of the board of selectmen are elected biennially on odd numbered years. They meet on the first and third Tuesday of each month in Town Hall. Special meetings are held when necessary and regular board meetings are held in special places from time to time.

Representative Town Meeting

Commonly referred to as the RTM, the Representative Town Meeting is the legislative body of the town. It exercises all of the functions of the town meeting where electors and property owners may speak their minds when recognized by the moderator. However, only RTM members may vote. Actions taken by the RTM are, however, subject to referendum. An item may be placed on the "call" of a meeting by any elector by writing a letter to the moderator, the town clerk or town counsel not later than 15 days before the next regular meeting.

One of the RTM's most important jobs has to do with the town's budget.

After all the different agencies submit their budget requests and the board of finance makes changes if necessary, the RTM either gives its approval or makes reductions in individual line items as it sees fit. In effect, the citizens of the town, through their representatives, determine how the bulk of their tax money is to be spent.

Other responsibilities of the RTM are to approve all new streets and approve the purchase or sale of real estate by the town. It has the option of rejecting personnel contracts or salary agreements between the town and its employees. It sets the salaries of paid elected officials.

An important function of the RTM is to pass ordinances. All proposed ordinances or modifications to ordinances are referred to a standing committee. There are six standing committees each of which is liaison to the various boards, commissions, and agencies. They are:

- Legislation and Administration
- Public Protection and Safety
- Public Works, Planning and Development
- Public Health, Recreation & Environment
- Finance, Wage and Personnel
- Education

Prior to RTM action, at least one public hearing, advertising in a newspaper, must be held. The call, or the agenda, of the RTM is determined by the moderator and town counsel. It is published in full in a newspaper before each regular or special meeting.

RTM members are elected for two years from the four voting districts, and their numbers vary with the population of their districts — one representative for each 550 electors. Members are not paid. A moderator is elected at the annual meeting in December and serves a one year term. Majority and minority leaders are chosen by their respective political parties.

The RTM meets at Town Hall at 7:30 p.m. on the first Monday of February, April, June, August, October and December. The annual budget meeting is held beginning the first Monday in May.

Town Clerk

The town clerk is responsible for maintaining the official records of the Town of Waterford. The town clerk also functions as Waterford's registrar of vital statistics. Board and commission minutes, historical data, land records, and vital records of births, marriages, and deaths are among the official records entrusted to the care of the town clerk. In addition, the town clerk issues licenses, administers official oaths and certifications, and supervises the staff of the town clerk's office. The town clerk serves as the clerk of the RTM and assists that

body with its legislative functions.

The town clerk has substantial duties during election time. He may register qualified residents to vote. The town clerk is responsible for certifying candidates, receiving and safe keeping absentee ballots, warning of elections, furnishing ballot labels for the voting machines, and tabulating election returns.

The town clerk is a paid, elected official whose term is four years.

Financial

Finance Department

This department manages the centralized financial functions of the Town. These functions include processing and recording of all financial transactions such as payroll, accounts payable and accounts receivable. Other major responsibilities of the department through the director of finance is to structure and manage debt, cash, budgets, the investment of public funds and central purchasing.

Assessor

The primary task of the assessor's office is to complete the Grand List. The Grand List is a compilation of all real and personal property located in the Town, valued in accordance with statutory requirements and exemptions. The Grand List provides the data base for tax billing and collection purposes. The tax revenue generated from the Grand List supports seventy-nine percent of the services provided by the Town.

Board of Assessment Appeals

This board used to be called the board of tax review. Its purpose has always been to hear appeals from property owners who contest the town's assessment of their properties. Its members have the power to investigate citizen's complaints and make changes where they see fit. About 20-30 per cent of appeals they hear are granted.

There are three members of the board of assessment appeals and they are elected biennially for staggered four year terms to allow for continuity. The board meets in March to hear appeals on assessments of the previous year.

Board of Finance

In 1935, the Waterford town meeting voted to establish the first board of finance, recognizing the need for a separate agency to coordinate the overall financial aspects of town government instead of the piecemeal approach by each different department that had been the case.

The board of finance is charged with the responsibility of ensuring Waterford's fiscal solvency. Each year, this board receives budget forecasts from all the town's boards, commissions and agencies and determines if they are reasonable and if the town can afford them. It then prepares the budget for

submission to the RTM for final approval. Upon appeal, decisions of the board of finance may be over-ridden by a two-thirds vote of the RTM. This board establishes the annual tax rate for the town.

The board of finance also approves special appropriation to provide for unforeseen circumstances as they occur during the year. It arranges for annual audits and publishes the town's annual report.

The board of finance is composed of seven members who are elected biennially for overlapping four year terms to allow for continuity. It meets on the second Wednesday of each month at Town Hall, and holds budget hearings weekly in March and April.



Scene from Waterford Beach

Tax Collector

The tax collector and the tax office staff are responsible for the timely and accurate processing of all funds received in payment of municipal taxes levied on real estate, motor vehicles, and personal property. Although the majority of tax receipts occur in July and January of each fiscal year, the collection process is a year-round effort which is governed by State statutes. The tax collector must comply with the laws that apply to all aspects of the billing and collection processes, the handling of late payments, and the use of enforcement procedures on delinquent accounts.

The tax collector is a full time, paid, elected official whose term is four years.

Treasurer

Waterford's treasurer is responsible for the assiduous investment of municipal funds to obtain the maximum possible return. The treasurer maintains records and keeps an audit trail of all transactions pertaining to investment of public funds.

The treasurer is a part time, paid, elected official whose term is two years.

Administrative

Ethics Commission

The ethics commission is empowered to investigate allegations of unethical conduct, corrupting influence, or illegal activity levied against any town board, agency, commission, committee, official or employee. Allegations of criminal

misconduct are referred to the police department or the state's attorney whenever such allegations come to the attention of the commission. The commission can get subpoenas to compel the attendance of persons at hearing and to produce evidence. The commission does not initiate investigation on its own.

The commission is comprised of seven members, none of whom are town employees or public officials. They are appointed by the RTM for a term of two years.

Justices of the Peace

The primary role of justices of the peace is to perform civil marriages, but they also take and administer oaths and perform several other minor duties. Waterford is authorized to have 150 justices of the peace: 50 Democrats, 50 Republicans, and up to 50 unaffiliated or minor party electors may apply directly to the town clerk for appointment as a justice of the peace.

A complete list of justices of the peace is available to the public at the town clerk's office.

Motor Vehicles Hearing Officer

This person's duty is to hear applications to determine whether or not the towing of a vehicle within the municipality was authorized under state statutes.

The motor vehicles hearing officer is appointed by the first selectman.

Human Resources

The town's human resources function has the responsibility to coordinate the personnel actions of the Town in such a manner as to provide the community with efficient, economical service and aid in staffing the government of the Town with qualified, productive employees.

The Town seeks to effectively utilize all qualified personnel and encourages all qualified applicants for employment. All employment-related policies, procedures and actions are designed to comply with applicable laws.

Personnel Review Board

This board reviews new or revised personnel policies, new positions or job classification changes and other matters submitted through the human resources director regarding town employees (Except people who work for the school system).

The personnel review board's five members are appointed by the RTM and meet on the third Monday of each month in Town Hall.

Retirement Commission

The retirement commission is charged with the management and administration of the municipal retirement plans. The commission is composed

of six municipal electors with individual appointments made annually by the board of police commissioners, board of selectmen, board of education, board of finance, board of fire commissioners and the representative town meeting. The director of finance acts in the capacity of the clerk/treasurer of the retirement commission and is charged with maintaining the records of the commission and has custody of the pension funds.

Registrars of Voters

Registrars keep a file of current and inactive voters and each month they compile a list of additions, deletions and changes in name, address and party affiliation. They conduct an annual canvass to verify the actual residence of each voter. The state department of motor vehicles provides address information to the registrars. Notices of confirmation of voting residence are sent by the registrars to people who they believe no longer live at the listed address.

Registrars are required to hold at least two registration sessions at Town Hall prior to Election Day.

Registrars appoint and train poll workers and arrange for testing and delivery of voting machines. It is their responsibility to maintain the integrity of the election.

The two registrars of voters, one from each of the two major political parties, are elected officials and serve for two years.

Education

Board of Education

The Connecticut constitution requires that there be free public elementary and secondary schools in the state and the legislature has delegated the responsibility to local boards of education. Each town is required to maintain the control of its public schools through its elected board of education. Boards of education have an impressive list of authority including the right to employ staff, to build and maintain school buildings, and to hold and convey property for school purposes. By statute, each child of school age is to receive a suitable program of educational experiences, and each school district has to finance education at a reasonable level. Children between the ages seven and sixteen must go to public school unless it can be shown that the child is receiving equivalent instruction in the studies taught in the public schools, in accredited private schools or at home.

Waterford's board of education sees its most important functions as:

1. Securing competent educational leadership and providing a program of quality instruction within available resources;
2. Developing educational policies and providing for management and direction of the school system;

3. Judiciously administering town funds for education;
4. Providing for communication between the school system and the community served by the schools.

Legally, a board of education derives its authority from the state. However, by custom and tradition, a local school board has responsibilities to the local citizenry it serves and to the education profession.

There are nine members of the board of education. Members are elected biennially for overlapping four year terms to allow for continuity. The board usually meets on the third Thursday of each month.

School Building Committee

When asked by the board of education, the school building committee submits plans and recommendations for various educationally oriented construction projects.

The school building committee has seven members, two representing the board of education, one representing the board of selectmen, three representing the RTM and one representing the board of finance. It meets on the third Tuesday of each month.

Emergency and Protection *Revision to Ordinances*

Board of Fire Commissioners *-disbanded 6/6/11*

Fire protection and emergency medical services for the entire town are the responsibility of the board of fire commissioners which is comprised of one citizen from each of the five fire districts, Jordan (#1), Quaker Hill (#2), Goshen (#3), Oswegatchie (#4), Cohanzie (#5). The board makes long term plans to accommodate Waterford's future growth and requests funding through the board of finance and the RTM for current and future operations.

With the exception of a small number of paid firefighters, Waterford's fire personnel are volunteers. The board actively promotes fire department volunteerism. Each company elects one of its volunteers to be fire chief. The chief is in charge of that company's operations and supervises its members.

In addition to actually fighting fires, fire protection services include the bureau of fire prevention. The bureau of fire prevention includes the administrator of fire services who is responsible for the day-to-day administrative business of the fire services including clerical support and other managerial responsibilities. He is also responsible for hydrant locations and monitoring their maintenance. The fire marshal and his staff review construction plans in the town and make routine fire safety inspections of businesses and other public occupancies, and conduct investigations of fires.

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Waterford's Voting Districts & Polling Places

DISTRICT 2 ♣

Polling place: Quaker Hill School.

District 2 is bounded on north by Montville; on west by Vauxhall Street Extension from Montville line to New London line; on south by New London; on east by the Thames River.

DISTRICT 3 *

Polling place:
Oswegatchie School.

District 3 is bounded on north by Montville line; on west by East Lyme and Niantic River to a line 150 feet north of and paralleling 10th Avenue to east side of High Street, thence parallel with High Street to Daniels Avenue; on south from District 1 and westerly limit of District 1 to Daniels Avenue; on east by District 2 and by New London line to its junction with District 1.

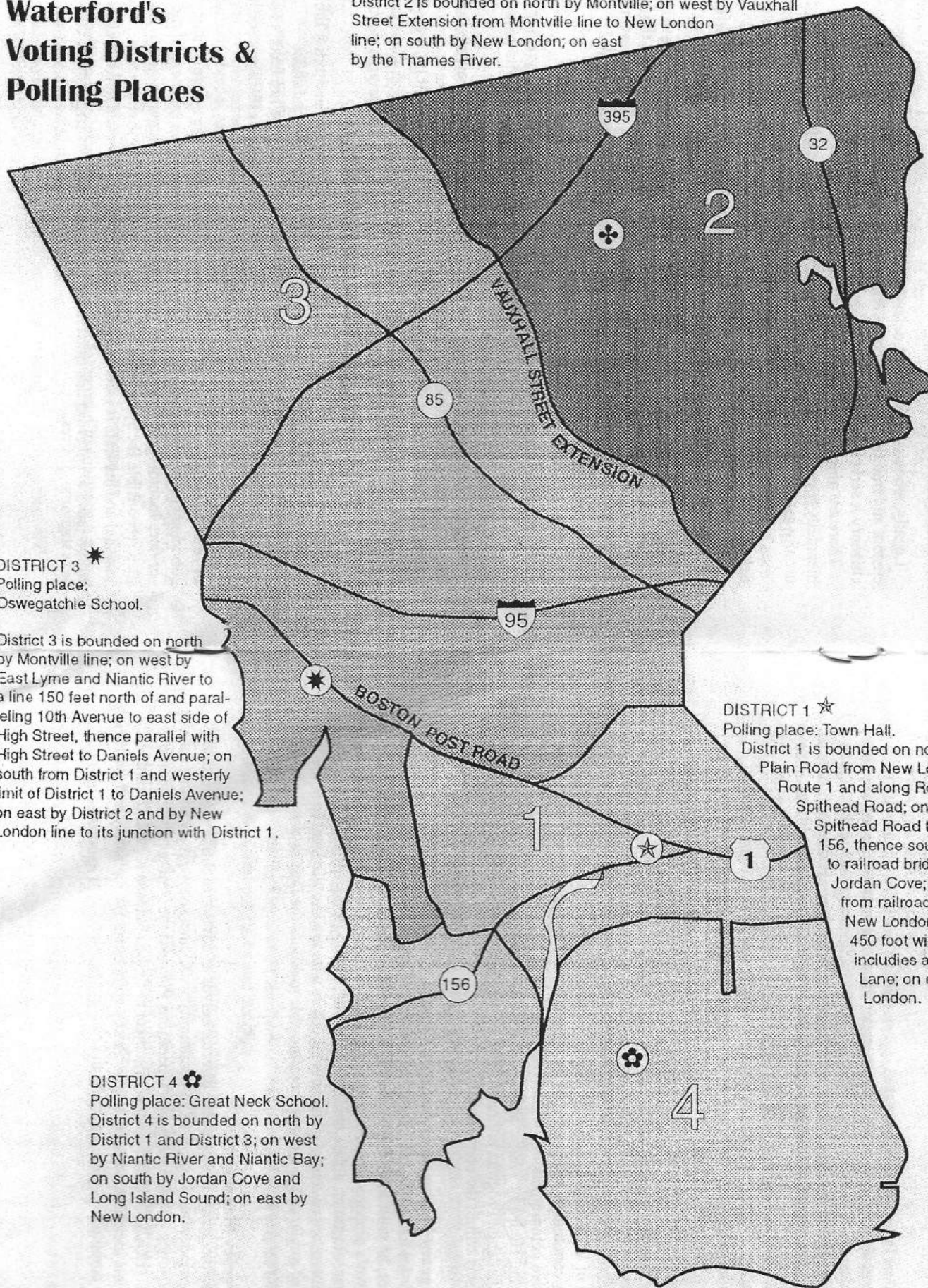
DISTRICT 4 ♣

Polling place: Great Neck School.
District 4 is bounded on north by District 1 and District 3; on west by Niantic River and Niantic Bay; on south by Jordan Cove and Long Island Sound; on east by New London.

DISTRICT 1 ☆

Polling place: Town Hall.

District 1 is bounded on north by Fog Plain Road from New London to Route 1 and along Route 1 to Spithead Road; on west by Spithead Road to Route 156, thence southeasterly to railroad bridge at Jordan Cove; on south from railroad bridge to New London line, with a 450 foot wide strip that includes all of Miner Lane; on east by New London.



Five fire commissioners are appointed by the RTM for three year terms. The board meets on the fourth Wednesday of each month at the Public Safety Complex.

Board of Police Commissioners

The goal of the police department, under the direction of the board of police commissioners, is to create a safe and orderly environment within the community by enforcing the law in a fair manner, by recognizing our statutory and judicial authority and by protecting the constitutional rights of all of our citizens.

Toward achieving this goal, the department established the following objectives: preventing crime, apprehending offenders, recovering property, returning property, managing traffic and providing public service.

Saving lives, aiding the injured, locating lost persons, keeping the peace and providing for other citizens' needs are basic elements of the service-oriented police department. The level of service provided by our patrol and detective division clearly meets and exceeds established norms within the law enforcement progression. The department's Citizens Police Academy in combination with the Town of Waterford Citizens Emergency Response Team (CERT) training programs continue to be recognized for their efforts in providing meaningful and effective communications within the community. Our Neighborhood Watch Program, Highway Traffic Safety Child Restraint Program, Freedom and the Law and Challenge Program are only a few of the police department's successful programs within the community.

Emergency Management Advisory Council

In order for the first selectman to take fast, appropriate action in case of disaster, he must have a great deal of information concerning the condition of the town's preparedness and the resources available. This council is made up of the first selectman, police chief, fire marshal, public works director, superintendent of schools, and several others who are knowledgeable in the areas of public safety and are therefore able to advise the first selectman in an emergency.

Emergency Management

The emergency management director serves as advisor to the first selectman. This includes taking the lead in community wide emergency preparations, such as development of the Emergency Operations Plan and the Emergency Operations Center (EOC). We live in an area subject to floods, hurricanes, and hazardous materials incidents, to name a few. A key component for the safety and wellbeing of the community continues to be the role our residents play.

Health and Social Services

Ledge Light Health District

Waterford is a member of the Ledge Light Health District which provides qualified full time professional health services to protect the citizens of the Towns of Groton, Ledyard, Waterford, East Lyme and the Cities of Groton and New London. The Ledge Light Health District was formed in 1993 by a group of citizens dedicated to improving public health services. The Town of Waterford joined in 2002. While protecting the health of its citizens, the District has adopted major preventative health initiatives and continues to build partnerships on a local, regional, and statewide level.

The District is governed by a twelve member Board of Directors as prescribed by CT State Statutes and provides all 8 Essential Public Health Functions required by the State of Connecticut Department of Public Health and enforces the Public Health Codes of the State of Connecticut. Ledge Light Health District provides community health education, environmental health services, and health promotion and disease prevention. Ledge Light Health District's main office is located in Groton with satellite offices in Waterford and New London.

Municipal Agent for Children

The municipal agent for children determines the capacity of Waterford to provide services beneficial to children and families, coordinates them with services provided by the state and community-based organizations, and then tells families what these resources are. This agent assists families in applying for available child day-care subsidies.

The municipal agent for children is appointed by the first selectman and serves for a term of two years.

Municipal Agent for the Elderly

As the older population continues to increase, an advocate for the elderly is a necessary position in the community. Waterford's agent serves as a central resource for elderly residents and their families and provides information about local, state and federal programs and benefits.

Currently, the senior services director serves as Waterford's municipal agent for the elderly. This position coordinates financial, legal, social, health and housing programs for the homebound and active older population. Additionally, the municipal agent advocates on behalf of older residents and distributes pertinent information in regard to their welfare.

The first selectman appoints the municipal agent for the elderly for a two year term.

Senior Citizens Commission

The senior citizens commission was established to study the needs of our aging citizens and to coordinate a variety of programs for them. This commission oversees the senior services department, which serves the homebound and active older population as well as their family members, many of whom are caregivers.

It is the mission of the senior citizens' commission/senior services department to provide a vital link to all federal, state, and local social service, recreation, health, financial, housing, and transportation resources available to older residents and their family members/caregivers.

This mission is achieved by conducting comprehensive individual assessments of older resident's conditions and needs, advocating, educating, advising, counseling and providing a community gathering place that offers a variety of programs and services which maximize independence, dignity, and quality of life.

Eight members who are each electors of the town make up the senior citizens commission. They are appointed by the RTM for a three year term. The commission meets on the fourth Tuesday of each month at the Waterford Community Center.



Waterford Community Center

Visiting Nurse Association of Southeastern Connecticut

This is a non-profit organization, incorporated in 1909, serving the entire southeastern region in association with Lawrence and Memorial Hospital. It isn't actually part of town government, but works with the town to provide a

necessary service to its citizens. It is managed by a 20 member board of directors and has a professional advisory committee consisting of members of the medical and legal professions, a public health nurse, a physical therapist, and a social worker, all of whom are in active practices of their own. The objectives of the nursing service are to care for the sick and the elderly in their homes, to promote individual, family and community health through public health education and coordination with other community services, and to ensure the continued health of children through the comprehensive school health program.

The service offers skilled nursing, physical, speech and occupational therapy, home health aides, medical social work, and homemaker services on a visitation basis. Other services include school nursing, maternal, infant and preschool health care instruction and supervision, health guidance to elderly groups, supportive mental health care, a monthly immunization clinic, flu vaccine clinics, monthly free blood pressure screening, and senior health clinics.

Fees are based on actual costs of service. Patients pay for service according to their financial ability. No one is denied nursing services due to inability to pay. Medicare, Medicaid, private health insurance and other resources may cover all or part of the charges.

The office is located at 403 North Frontage Road in Waterford, and regular hours are from 8 a.m. to 5 p.m. Monday through Friday and weekends by arrangement.

For more information call 444-1111 or visit the website at: www.vnasc.org.

Youth Services Bureau

This agency is responsible for the planning, coordination, evaluation and implementation of programs for the youth of the town, including services for troubled youth referred by schools, police, juvenile courts, local youth service agencies, parents and self-referral. The bureau, in partnership with parents and the community, provides Waterford's youth with information and activities that promote their healthy social, emotional and physical development by means of positive programming, recreational activities, family events, education, advocacy, counseling, and support for families.

The bureau has a full-time, paid director responsible to the first selectman. An advisory committee assists the bureau in budget preparation, program development, fund raising and the like.

The youth services bureau is located at 200 Boston Post Road.



Youth Services Bureau

Planning, Building, Infrastructure and Environment

Building Board of Appeals

The purpose of this board is to consider appeals of rejected building permits when there is disagreement on code interpretation. Appeals may be made in writing to the building official and board. The board receives input from the applicant and the building official.

It also is the appeals board for the recently adopted property maintenance code, an ordinance which provides the building official with the authority to require property owners to maintain both residential and commercial structures to certain standards.

The board has five members who are appointed for five year terms by the board of selectmen. The board meets on demand.

Conservation Commission

The conservation commission is Waterford's agency responsible for inland wetlands as required by state law. As such, it provides for the inventory, management, and licensing of regulated activities and the enforcement of regulations geared toward the protection of the town's wetlands and watercourses. This agency also assists other boards and commissions on matters relating to resource protection and preservation.

The conservation commission has seven regular members and three alternates appointed by the first selectman. It meets on the second and fourth Thursday of each month at Town Hall.

Economic Development Commission

The economic development commission was established for the promotion and retention of the business and industrial resources of the Town of Waterford. It is the responsibility of the commission to provide information about Waterford as a place to live and establish a business through brochures, videos and other informational material. The commission sponsors special meetings directed toward maintaining communication between town government and the business community. Fostering business recognition and retention provides an atmosphere for the expansion of existing businesses and helps to identify and attract new business. Through its membership in Southeastern Enterprise Region (seCTer),



Friends Meeting House
(formerly Oswegatchie Chapel)

the commission receives assistance with business recruitment. It is also a member of the Eastern Connecticut Chamber of Commerce and the Connecticut Economic Development Association.

The commission membership consists of five regular members and two alternates that are appointed by the first selectman for a term of four years. Presently, it has one alternate member position vacant. The commission meets once a month at the Town Hall.

Flood and Erosion Control Board

This board is responsible for developing and implementing a coordinated program designed to remedy existing erosion and sedimentation problems and to prevent future siltation of watercourses and wetlands throughout the town. It makes recommendations to various other town agencies about roadside sedimentation, private and municipal construction that could cause flood and erosion, and sedimentation from natural sources.

Of great importance is the Cove Restoration Program in which the board monitors siltation occurring in the town's coves and adjacent watershed areas. The board has undertaken projects in three coves to remove sediment and improve tidal flow. These coves are Keeny, Alewife and Smith.

The board evaluates pending legislation regarding erosion and sedimentation controls, studies and maintains descriptions of dams, and surveys environmental damage caused by severe flooding so that emergency funds may be obtained from state and federal government relief programs.

The seven members of the flood and erosion control board are appointed by the board of selectmen for five year terms. They meet on the first and third Wednesday of each month.

Harbor Management Commission

The job of this commission is to formulate a harbor management plan that, when approved by the state and adopted by the town, will ensure the most equitable management of the competing uses in parts of the Niantic River, Niantic Bay, Long Island Sound shoreline and the Thames River. It recommends ordinances to the RTM and assists the harbor master in the assignment of moorings, management of mooring areas, reviews and makes recommendations on proposed land and water use activities, reviews applications for local, state or federal permits, and studies conditions and operations in and adjacent to town waters.

The harbor management commission consists of seven members and two alternates who are appointed by the board of selectmen and who serve for three years.

Housing Authority

The housing authority was established in 1987 in response to the growing need for affordable housing, especially for the elderly. The authority, working closely with the state department of housing, conducted a town-wide survey of housing needs and researched the availability of public and private properties that would be suitable for housing development. As a direct result of the housing authority's efforts, the Clark Lane AHEPA project for the elderly came to fruition in 1996.

There are five members of the housing authority who are appointed for five years by the board of selectmen. It meets on the last Tuesday of every other month.



AHEPA

Planning and Zoning Commission

The planning and zoning commission is responsible for formulating and implementing Waterford's Plan of Preservation, Conservation and Development. P&Z reviews municipal improvement projects including land acquisitions, regulates land use and processes all land use applications and sees to enforcement of regulations.

The board of selectmen appoints five regular members for five year terms and three alternate members for three year terms to this commission and they meet every other Monday at Town Hall.

Public Works Department

This department supervises and controls the maintenance of all town-owned structures except the schools, library, water and sewer lines, and parks which are under the jurisdiction of their own agencies. Public works plans, surveys, constructs and reconstructs, cleans and otherwise maintains town highways, sidewalks, curbs and drains. It collects garbage, plows snow in winter, manages the operations of the residential bulky waste transfer station at 1000 Hartford Road along with maintaining the entire municipal fleet of vehicles and equipment except for the schools and the Town's fire trucks. In other words, this department cares for the infrastructure of our community, making sure it is clean, safe, sanitary and pleasing to the eye.

The director of public works is hired by the board of selectmen.

Rental Housing Code Board of Appeals

When a decision by the building official to require corrective action to rental

property is appealed, this is the board that hears the case.

This board has five members and three alternates who are appointed by the board of selectmen for three year terms. It meets on demand.

Utility Commission (UC)

Planning and directing the development, financing, construction, maintenance, and operation of domestic water supply and sewage disposal systems is this commission's major responsibility. Subject to the first selectman's recommendation and with the RTM's approval, the UC spends town money to acquire property, levies charges for installation and service, contracts for work and materials, and employs such personnel as required.

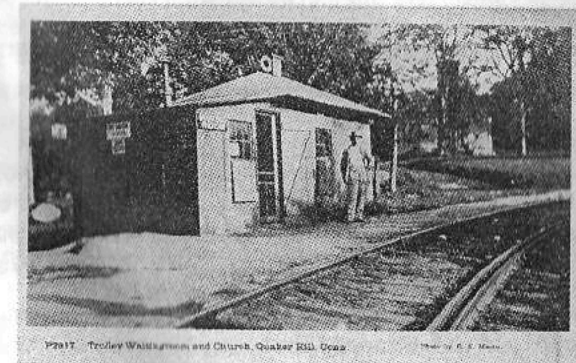
Requests for water or sewer service are submitted to the commission in written form. Complaints about assessment or construction or related matters are submitted in writing or presented in person at any regular UC meeting. Residents aware of septic problems beyond their control should contact the UC chief engineer.

Five members are appointed by the RTM for four year terms. Meetings are held every other Monday at the Municipal Complex on Hartford Road.

Zoning Board of Appeals

When an applicant feels that an error has been made by the zoning enforcement officer or other official charges with enforcing the Waterford zoning regulations, or he or she cannot comply with the current regulations due to a physical conditions of the property, the case may be appealed to the ZBA. This board acts as a court of equity and bases its decisions on the merits of the appeal versus the intent of the regulations and the potential impact of granting a variance.

Members of the zoning board of appeals are elected and include five regular and three alternate members. They meet on the first Thursday of each month at Town Hall.



Circa 1915

Recreation and Culture

Historical Properties Commission

In order to promote the educational, cultural, economic and general welfare of the Town of Waterford, the purpose of the historical 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, recognizing such as landmarks in the history of the town, state or nation.

At least one historic property must be established in order to meet the minimum statutory requirements for the creation of an historic properties commission. Waterford's established historic property is the town-owned Jordan Park House, located at 65 Rope Ferry Road. Constructed in 1928, the building was the town's first purpose-built library.

With the establishment of the historic properties commission in 1999, the town qualified for designation as a Certified Local Government (CLG) the following year. The CLG program is designed to promote the preservation of historic resources by creating a partnership among the National Park Service, the State Historic Preservation Office (SHPO) and local governments. This partnership provides municipalities with technical assistance and grant funding and allows Waterford to participate in federal and state historic preservation programs.

The historic properties commission is made up of five regular members and three alternates. Meetings are bi-monthly beginning in January.

Municipal Historian

The position of municipal historian was created by the state legislature in 1987. Waterford's first municipal historian was appointed the same year. Though charged with the mandate to provide for the study, collection and preservation of local history, most municipal historians tend to follow their own personal inclinations. Above all, the municipal historian should understand the relationship between the work of individual groups, historical societies and preservationists and what takes place in town hall.

The board of selectmen appoints the municipal historian for a term of three years.

Recreation and Parks Commission

The Town of Waterford is very fortunate to offer a great range of leisure opportunities from a beautifully maintained beachfront to a newly constructed community center. The fine parks, trails, and athletic facilities provide recreational, educational, and cultural activities for residents of all ages.

The recreation and parks department is responsible for overseeing 565 acres of developed and undeveloped open space, 189 acres of board of education

properties, 19 parks including Civic Triangle, Leary Park, and Stenger Farm, 1,851 feet of shoreline at Waterford Beach Park, Pleasure Beach, and Kiddie's Beach, new community center, 11 co-sponsored youth sport organizations, 16 tennis sites and more. Recreation and parks professionals and volunteers host numerous community events each year including road races, holiday & summer concert series, etc. Town employees and volunteers take great pride to enrich the lives of others through quality parks and programs, designed and developed so that people of all ages, abilities and income levels have the ability to participate in outstanding recreational opportunities.

The management, control, and development of these amenities is the purview of the recreation and parks commission which oversees the work of the recreation and parks department. The recreation and parks commission also coordinates with the board of education for the use of many of the schools' facilities such as the pool, auditorium, field house and gymnasium, and schedules town and board of education facilities for meetings and programs for town agencies and civic groups.

There are nine (9) members of the recreation and parks commission who are appointed by the board of selectmen for three-year terms. Meetings are held on the fourth Tuesday of every month (excluding December).

There is always something to see and do in a park or recreation facility each and every day. You will find a program, an activity or a special place that brings you back again and again. We are just around the corner. We have something for everyone, and the benefits are endless.

For more information, please visit the website at www.waterfordct.org or call 444-5881.

Waterford Public Library

The Waterford Public Library is a wonderful resource for the town. It has a collection of over 100,000 items including books, magazines, newspapers, videos, audio books and music CD's for adults, children and teenagers. The library also offers a wide variety of entertainment, informational and cultural programs for all ages. Professional librarians are available on-site, via telephone and over the world wide web (www.waterfordpubliclibrary.org) to answer questions. You can also access the library's catalog from its homepage 24 hours a day, seven days a week. The library provides computers for public use with Internet access and popular software applications. The library also offers WI-FI access.

Waterford residents and taxpayers may register for a card at the library. This card can be used at any public library in the state under the 'Connecticard' program. Meeting rooms are available for use by town agencies and non-profit civic groups. Exhibits of local collectors, artists and organizations are featured monthly.

The Waterford Public Library is a town owned and supported institution maintained for the benefit of the townspeople. It is operated by the board of trustees of the Waterford Public Library Inc., made up of private citizens and members of town government. Trustees meet on the second Tuesday of September, November, January, March and May and on the third Tuesday of July at the library.

Shellfish Authorities

Waterford-East Lyme Shellfish Commission

This commission cooperates with the Waterford shellfish commission. It has jurisdiction over the entire Niantic River including the waters off Waterford.

Meetings are held once a month. The boards of selectmen from each town appoint four members each to serve four year terms.

Waterford Shellfish Commission

This commission has charge of all the shellfisheries and shellfish grounds, including all rivers, inland waters and flats adjacent to all beaches and waters within the limits and marine bounds of Waterford, not already granted to others, not under the jurisdiction of the Waterford-East Lyme shellfish commission (see above), and not under the jurisdiction of the commissioner of agriculture. The commission may issue licenses for the taking of shellfish from certain designated areas. This commission has the power to create a shellfish management plan and may issue reasonable rules and regulations in furtherance of the protection and propagation of shellfish under its control and of the shellfish grounds within its jurisdiction. It appoints enforcement officers to supervise the beds and enforce shellfish regulations. The Waterford shellfish commission makes recommendations to the board of selectmen, but it doesn't have the authority to lease or grant any town lands under its jurisdiction. Money collected from licenses is used for the protection and propagation of the shellfish grounds.

Regular meetings are held once a month. The board of selectmen appoints seven members for 4 year terms and three alternates for two year terms.

Regional Agencies

Eastern Connecticut Cable Television Advisory Council

Cable television is regulated by the state through its department of public utilities control and is administered by the advisory council with representation from each municipality.

Waterford is represented on this council by two members appointed by the board of selectmen and one member appointed by the board of education for two year terms.

Southeast Area Transit District

The State of Connecticut formed the southeast area transit district in January 1976 to provide government sponsored bus service to people residing within the urbanized area of southeastern Connecticut. Any town, city or borough, by vote of its legislative body, may join the system.

Waterford's board of selectmen appoints one person to the SEAT board of directors.

Southeastern Connecticut Council of Governments

The mission of this council is to conduct a comprehensive regional planning program and to stimulate appropriate action to implement regional policies and to deal with regional problems and issues. SCCOG's planning program includes environmental protection. It provides technical assistance to member municipalities and monitors legislation of interest to the region. It enhances intergovernmental cooperation through such means as regional purchasing.

Waterford is represented on this council by the first selectman.

Southeastern Connecticut Regional Resources Recovery Authority

SCRRRA was established in 1985, by state statute and local legislative bodies, to prepare and complete plans for the financing and construction of a project to process solid waste (garbage and trash) generated by residents and businesses in member municipalities, which include East Lyme, Griswold, Groton, Ledyard, Montville, New London, North Stonington, Norwich, Sprague, Stonington and Waterford.

Each of the above municipalities appoints a representative and an alternate who vote on the business of the SCRRRA, the number of votes being representative of the population of that community.



Eugene O'Neill Theater Center
(formerly Hammond Estate)

Southeastern Connecticut Tourism District

In accordance with P.A. 92-184 "An Act Restructuring the Connecticut Tourism Industry" (effective 7/1/93), one representative is appointed from each municipality in each of eleven tourism districts.

Waterford is part of the Southeastern Connecticut Tourism District, and our

representative is appointed by the board of selectmen.

Southeastern Connecticut Water Authority Advisory Board

This board is concerned with the protection of groundwater sources and future supply in our area.

Members are appointed by board of selectmen for two year terms. The board meets four times a year in various places.

Thames Valley Council for Community Action

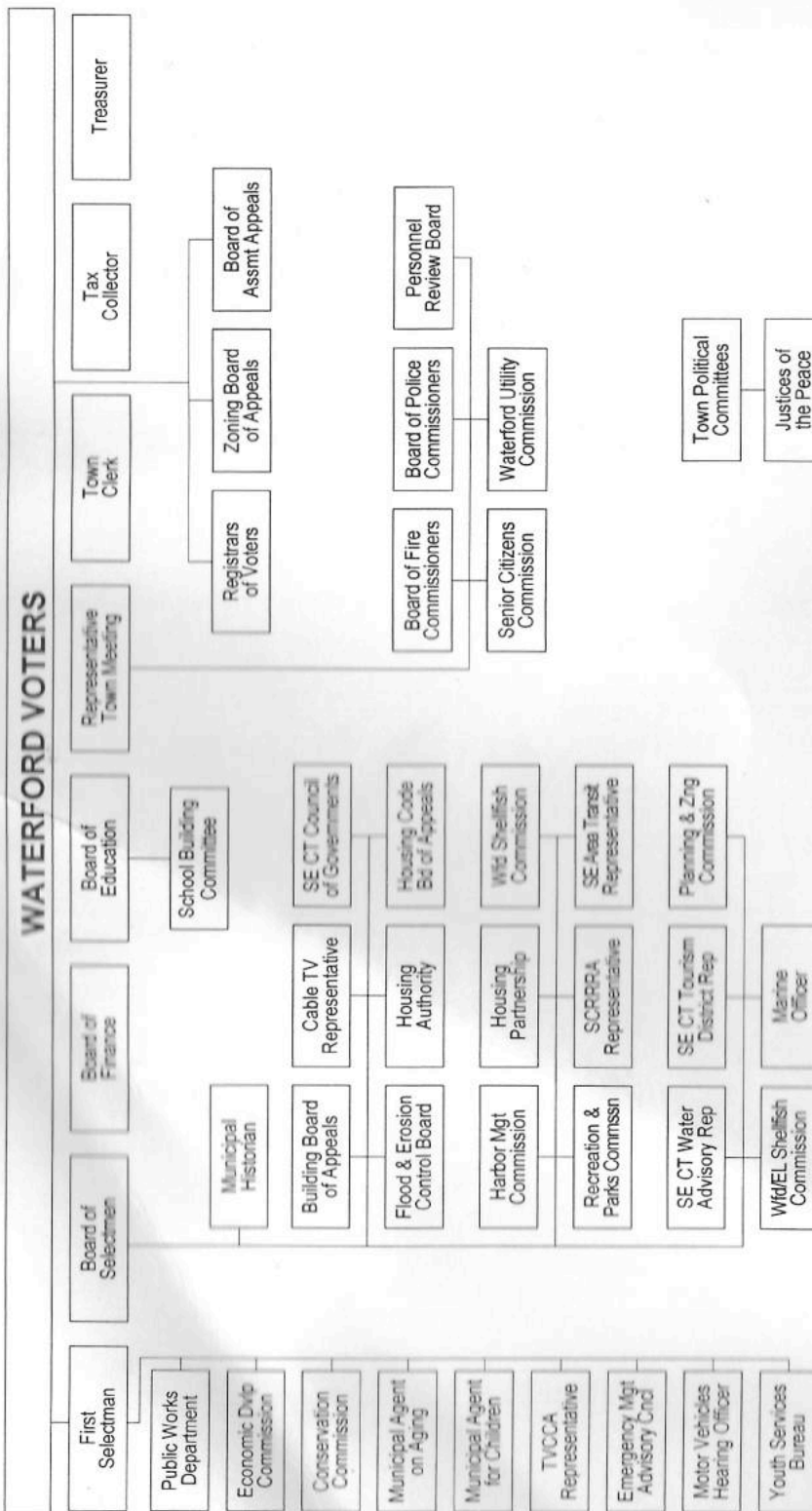
TVCCA is the regional anti-poverty agency for New London County. Its basic purpose is to stimulate a better focus of all available local, state, federal and private resources on the goal of enabling low-income families and motivation and opportunities needed for them to become self-sufficient. This council provides programs in career development, child development, education/training for employment, elderly citizens, emergency energy assistance, foster grandparents, group homes, outreach, research, social services, and youth and community centers.

TVCCA is governed by a board of trustees. Waterford's representative is named by the first selectman.



"Eolia"
Harkness Memorial State Park

Town of Waterford, Table of Government Organization



"Many forms of government have been tried, and will be tried in this world... No one pretends that democracy is perfect or all-wise. Indeed, it has been said that democracy is the worst form of Government except all those other forms that have been tried from time to time."

— Winston Churchill, 1874-1965

Town of Waterford
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